

# The Changing Landscape of Policing



Presented to the Greater Sudbury Police Services Board  
September 17, 2018



# Agenda

- *Situational Context*
- *Business Influences*
- *New legislation, new standards and new expectations*
- *Developing and emerging trends versus what's still around*
- *Doing more with less – implications on staff*
- *Net new work statistics*
- *Staffing levels*
- *Public perception and expectations – how are we responding?*
- *Current Funding Model*
- *Moving Forward*



# Situational Context

- Net new business and net new work
- One of the only public organizations that has evolved and undergone such radical change
- Significant evolution
- Shifts in service demands
- Public expectations
- Traditional expectations versus new expectations
- Pre-existing business still exists with many new business add-ons
- Impacts on staff



# External Influences



# New Legislation, New Standards and New Expectations

## – New Laws and Legislative Amendments

- Occupational Health and Safety Bill 168/Bill 132
  - Workplace Violence and Sexual Harassment in the Workplace
- Bill 175
- YCJA
- AODA
- Bill 207 (Safe Schools)
- WSIB Presumptive Legislation
- Collection of Identifying Information

## – Federal Laws

- C45
- C46



# New Legislation, New Standards and New Expectations

- **Standards**

- Search Warrant Requirements

- Case file disclosure

- Major Case Management

- Production orders

- Judicial Authorization

- ViClas

- Power Case

- Specialized facilities to support specialized work



- **HRT0 Complaints and Decisions**

- **Police Oversight – OSIU/OIPRD**

- **Case Law decisions**

- Jordan/911 Tape Disclosure



# Developing and Emerging Trends

- **Technology-based crime**

  - Sexting/Sextortion

  - Bitcoin/Cryptocurrency

  - Child exploitation

  - Dark web/Back pages

  - Online bullying/harassment

  - Scams i.e. phishing

  - Borderless crime

- **Identity theft**

- **Human Trafficking**

- **Opioid Crisis – Fentanyl**

- **Provincial Cannabis offences**

- **Weekend and Statutory Holiday Court (WASH) Court**

- **Sophisticated organized crime networks**

- **Social media driving public reaction**



# What's Still Around...

- **Property Crimes → Up by 30.6%**

- Break and Enters
  - Theft from vehicles

- **Violent Crimes → Up by 6.3%**

- Robberies
  - Sexual assaults
  - Domestic violence
  - Weapons

- **Proactive Policing**

- SRO's
  - Bike Patrol
  - Foot Patrol
  - Youth Engagement

- **Traffic Concerns**

- Education, Engineering, Enforcement





# Traffic Concerns

Zone 11		
Road	Cross Road/Intersection	Complaint
Kantola Road	Finwoods	Speeding
Main Street		Speeding & Stop Sign
Municipal R55		Speeding

Zone 12		
Road	Cross Road/Intersection	Complaint
MR 8		Speeding



# Traffic Concerns

Zone 13		
Road	Cross Road/Intersection	Complaint
Municipal Road 35	Notre Dame	Multiple HTA
Mont Calm		Stop Sign
Landry	St. Jean	Stop Sign

Zone 14		
Road	Cross Road/Intersection	Complaint
Municipal Road 80	Dominion Notre Dame	Speeding/Red Light
Bodson Drive	Kalamo	Speeding
Cote		Speeding
Elmview		Stop Sign
Main Street		Speeding
Radar Road		Speeding



# Traffic Concerns

Zone 15		
Road	Cross Road/Intersection	Complaint
Falconbridge	Church Pilotte Margaret	Speeding
Garson Coniston Road		Speeding & Stop Sign
Metcalfe		Speeding
Skead Road		Speeding

Zone 20		
Road	Cross Road/Intersection	Complaint
Elgin	Beech	Pedestrian Safety
Notre Dame	St. Anne	Red Light
Van Horne	Howey	



# Traffic Concerns

Zone 30		
Road	Cross Road/Intersection	Complaint
Bruce	744 (in the complex)	Speeding
Kathleen	Lloyd Melvin	Stop Sign & Pedestrian Safety
Notre Dame	Lasalle Turner	Speeding & School Bus Violations
Frood	St. David's	Speeding

Zone 40		
Road	Cross Road/Intersection	Complaint
Auger	Hawthorne	Stop Sign
Atlee		CMV
Auger		CMV
Barrydowne		Erratic Driving
Churchill	Gemmill	Stop Sign
Falconbridge		Speeding
Kingsway		Erratic Driving
Lasalle		Speeding & Erratic Driving
Manhattan		Speeding & Erratic Driving
Moonlight		Speeding & ATV's



# Traffic Concerns

Zone 50		
Road	Cross Road/Intersection	Complaint
Horseshoe Lake Road		Speeding & CMV
Paris	Boland	Red Light & Pedestrian Safety
Beverly		Speeding
Dill Lake Road		Speeding
Long Lake		Speeding
Paris	Near Four Corners	Speeding & School Bus
Tilton Lake Road		Speeding
Robinson		Speeding & CMV
Southview		CMV

Zone 60		
Road	Cross Road/Intersection	Complaint
Balsam		Speeding
Peter		Speeding
Tuddenham	Irving	Speeding & Stop Sign



# Do More with Same Resources

- Demands for same levels of service but with funding shortfalls and possible cuts
- Expectations for more
- Wait times are increasing
- Emergency vs. Non-Emergency calls
- Increased administrative time and extensive paperwork
- Court testimony time
- Training demands create absences impacting on available staffing



# What does this create?

## Human Resource Impacts

- Stress
- Heavier workload
- Physical Injuries versus Invisible Injuries

## Budgets

- WSIB premiums up by 85% since 2015
- Staffing pressures due to absences/accommodated duty – part time staffing costs
- Investment in health and wellness programs
- Demands for specialized equipment
- Requirements for special purpose built facility/furnishings

## Service Delivery

- Impacts on calls for service queue
- Lack of staff resulting in delayed response
- Increased wait times



# Net New Work Statistics

- **Cyber Crime (2014-2017)**

New investigations: **1,027**

Total persons charged by the Cyber Crime Unit: **81**

Repeat offenders: **12**

Charges laid: **514**

- **PCRC/Fraud (2017)**

Calls for service: **1,872**

CopLogic Reports: **2,343**

- **Human Trafficking (2016-2017)**

**31** Victims in 2016

**25** Victims in 2017

Resources in enforcement and public education

- **Opioid Crisis**

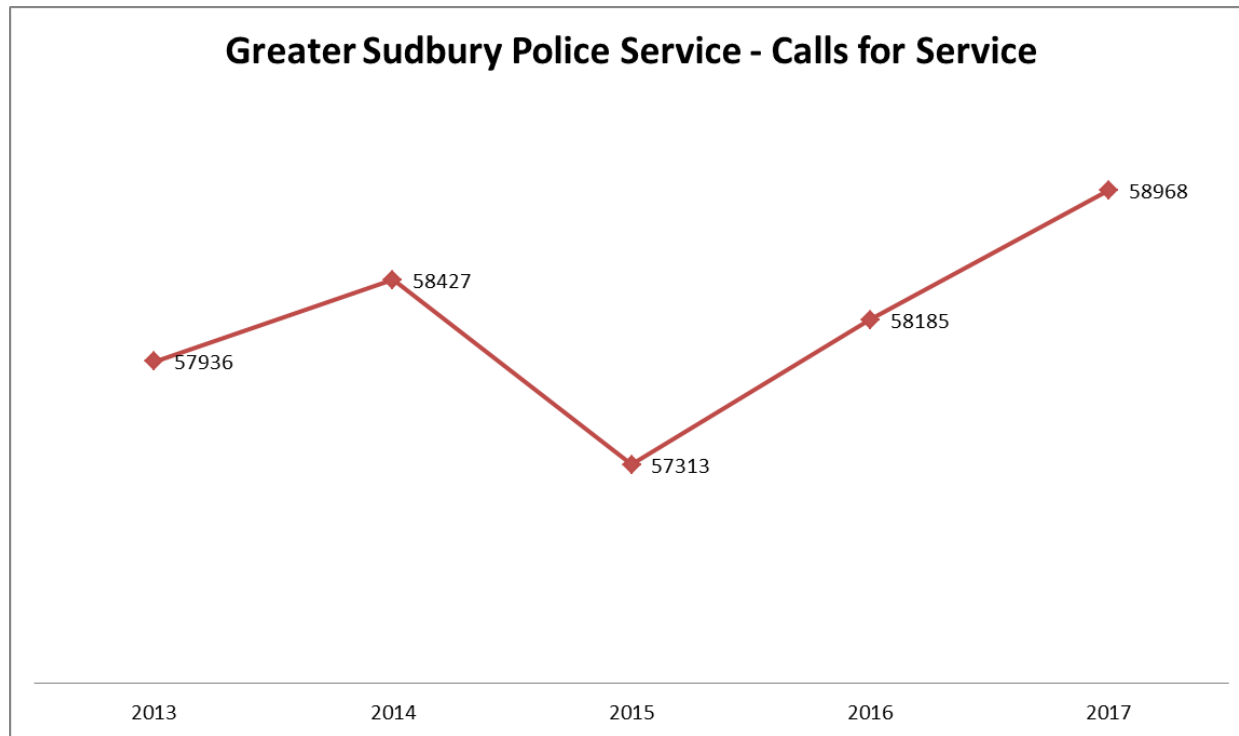
Locally, **33** people in our jurisdiction died from an opioid overdose from Jan 1, 2017 – July 1, 2018

**These are all crimes involving extensive and complex investigative skills**





# Calls for Service – Annually



- With an average **150 calls** for service per day



# How Do We Compare?

- **Other municipalities:**

*Costs of policing increasing across Canada*

*Complexities of policing increasing*

*Population levels and number of officers increasing in many areas*

- **Greater Sudbury:**

*Costs of policing increasing*

*Complexities of policing increasing*

*No new police officers to net strength since 2011*

*No population growth*



# 2017 Geographical Comparison

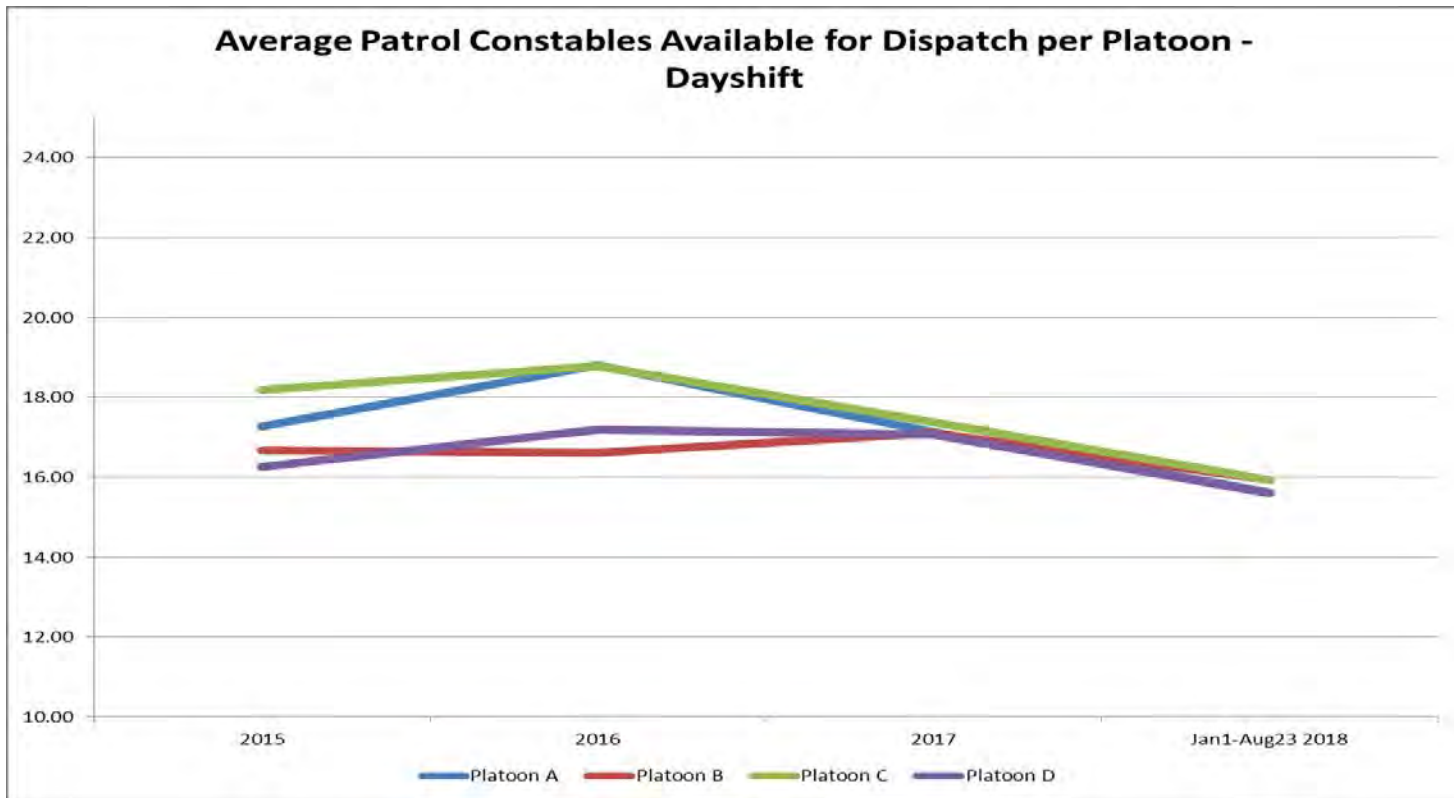
2017 Geographic Comparison					
Municipality	Land Area (km/sq)	Total Population	Sworn Officer per 100,000 Population	Population per sq/km	Sworn Officer per sq/km
Toronto	630.21	2,876,095	180.45	4563.71	8.24
Calgary	825.29	1,318,817	167.95	1598.00	2.68
Edmonton	684.37	969,068	183.17	1416.00	2.59
Regina	179.97	223,637	177.52	1242.63	2.21
Saskatoon	228.13	266,064	172.89	1166.28	2.02
London	420.35	397,493	152.20	945.62	1.44
Hamilton	1117.29	561,022	148.84	502.13	0.75
Thunder Bay	328.36	115,740	196.99	352.48	0.69
Sherbrooke	353.76	164,538	121.55	465.11	0.57
Abbotsford	375.55	146,498	138.57	390.09	0.54
Kingston	451.19	131,746	154.08	292.00	0.45
Ottawa	2790.3	973,481	127.58	348.88	0.45
Saguenay	1126.48	147,543	120.64	130.98	0.16
<b>Greater Sudbury</b>	<b>3228.35</b>	<b>165,154</b>	<b>159.85</b>	<b>51.16</b>	<b>0.08</b>
Chatham-Kent	2457.9	104,859	147.82	42.66	0.06
Timmins	2978.83	42,739	191.86	14.35	0.03
Kawartha Lakes	3084.38	26,790	156.77	8.69	0.01

Source: Statistics Canada (2017). *Population and dwelling counts, for Canada, provinces and territories, and census subdivisions (municipalities), 2016 and 2011 censuses*. Retrieved from <http://www12.statcan.gc.ca/census-recensement/2016/dp-pd/hlt-fst/pd-pl/Table.cfm?Lang=Eng&T=302&SR=1&S=9&O=D&RPP=25&PR=35&CMA=0#tPopDwell>

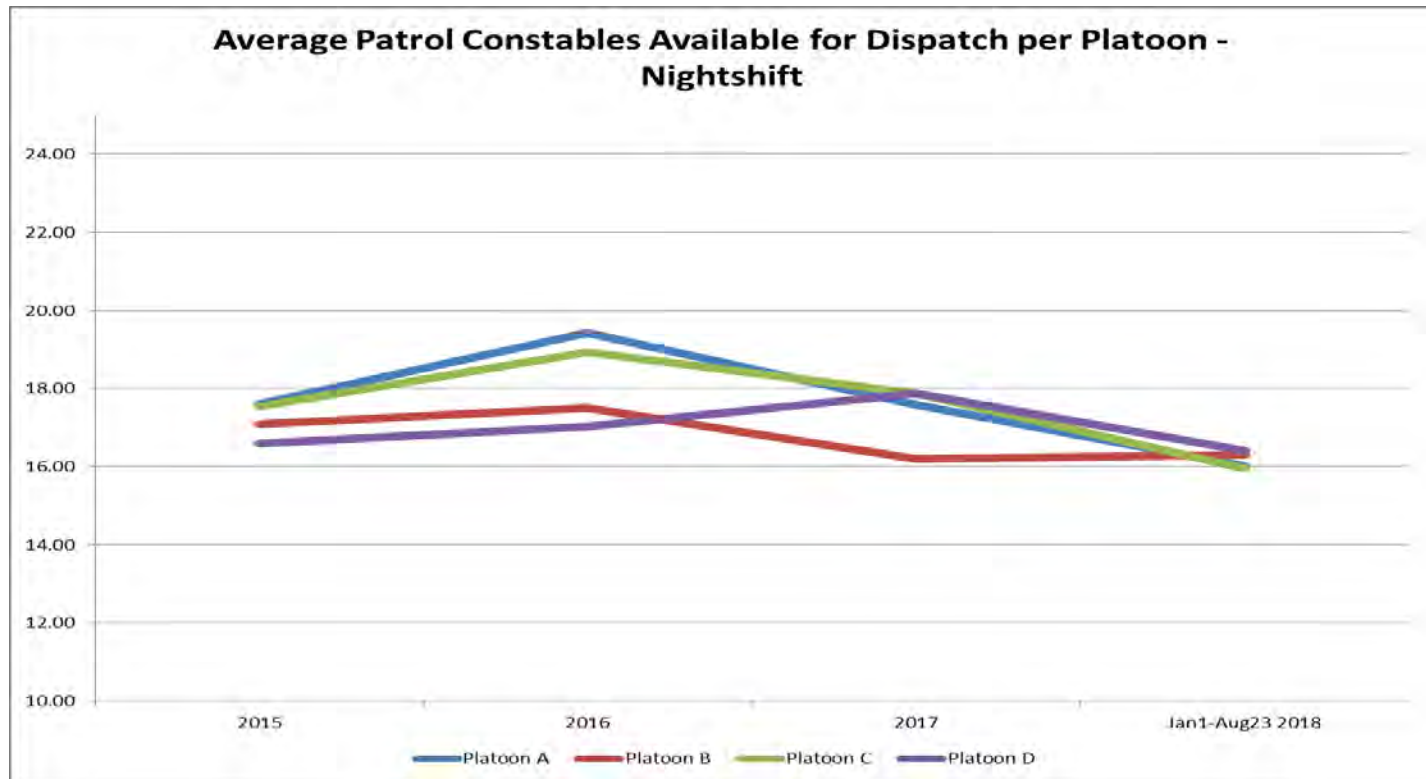
Statistics Canada (2018). *Police personnel and selected crime statistics, municipal police services*, Table 35-10-0077-01. Retrieved from <https://www150.statcan.gc.ca/t1/tbl1/en/cv.action?pid=3510007701>.



# Average Availability – Dayshift



# Average Availability – Nightshift



# Public Perception and Expectations

- Police visibility in neighbourhoods
- Just-in-time communications and updates on events in progress
- 7/24 hour availability touch of a button access on all types of calls; not necessarily police related
- High level of accountability
- Lack of trust
- Perception that policing costs too much



# Functions of a Sworn Officer versus Non-Sworn

## Both a Sworn and Non-Sworn Officer can:

- Prevent crime
- Keep the peace
- Assist victims

## Only a Sworn Officer can:

- Apprehend criminals
- Lay charges
- Execute warrants



# How are we responding?

- **Alternative service delivery**
  - Online reporting
  - Mental Health Crisis Intervention
  - Collision Reporting Centre
  - Police Community Response Centre
  - Delayed Mobile Response
  - Call Triage Operators
  - Community Safety Personnel
  - Use of Cameras – ALPR
  - Hand-held technology
  - Community HUB Situation Tables



- **Enhanced PCRC**





# Current Funding Model

Policing is funded by the Municipal Tax levy primarily

- Inequitable formula by the very nature of municipal capacity in terms of growth/business/residential development
- Some areas have seen exponential growth in recent years which have yielded significant revenues through development charges while others have seen stable if not declining growth
- Provides for additional staffing due to population growth, and sheer demands on the business of policing

*Federal capital investment programs have not had any allocations for capital improvement projects such as police facilities.*



# Moving Forward

## Focus on:

- That which poses the greatest risk
- Core functions of Sworn Officers
- Upstream thinking and partnerships
- Investment in community safety directly correlates to costs of policing
- Staffing models that address expected rates of absenteeism
- Mental health and well-being of our people so they can focus on the safety and well-being of our community



# Questions?

