



Police Services Board Meeting

Constable Colin McGregor Building

February 22, 2023 – 8:00 a.m.

AGENDA

CALL MEETING TO ORDER

DECLARATION OF CONFLICT

ADDITIONS TO AGENDA

NEW HIRES

Name	Position	Start Date
Samantha Wakefield	Corporate Communications Coordinator	February 6, 2023
Anthony Wokral	Systems Administrator	March 6, 2023

MINUTES

Confirmation of the minutes of the meeting held January 25, 2022.

Pages 3-7

DEPUTATIONS

REPORTS

Revenues and Expenditures

Financial Statements (YTD Performance) for 2022 as of December 2022.

(Please note that this document will be sent at a later date once received from the City of St. Thomas)

Annual Reports

Report provided by Acting Chief Roskamp:

- 2023-2026 Strategic Plan

Pages 8-32

Reports provided by Acting Deputy Chief Barnes

- 2022 Body Worn Camera Report
- 2022 CCTV Report
- 2022 Speed Safety Annual Report

Pages 33-39

Pages 40-44

Pages 45-48

PETITIONS AND COMMUNICATIONS

UNFINISHED BUSINESS

NEW BUSINESS

Media Post re: Police Services Board Membership

A request to notify the community of the Police Services Board Membership.

MOVE TO THE COMMITTEE OF THE WHOLE

ACTIONS OF THE COMMITTEE OF THE WHOLE

ADJOURNMENT



Police Services Board Meeting

Constable Colin McGregor Building

January 25, 2022

MINUTES

ATTENDANCE:

D. Reith	Chair
J. Preston	Vice Chair
D. Warden	Member
T. McCaulley	Member
J. Jackson	Member

OFFICIALS:

M. Roskamp	A/Chief of Police
S. Barnes	A/Deputy Chief of Police
T. Terpstra	Executive Administrator

REGRETS:

None.

GUESTS:

P. Tunks	President, St. Thomas Police Association
B. Costello	Cadet, St. Thomas Police Service
T. Richardson	Cadet, St. Thomas Police Service

MEDIA:

None.

CALL MEETING TO ORDER

DECLARATION OF CONFLICT

APPOINTMENTS TO THE POLICE SERVICES BOARD

Moved By: T. McCaulley

Seconded By: J. Preston

THAT: The Police Services Board accept the appointment of Jason Jackson – Community Representative to the Police Services Board as announced by the City of St. Thomas.

Carried.

Moved By: J. Preston

Seconded By: D. Warden

THAT: The Police Services Board accept the appointment of Mayor Joe Preston and Councillor Tara McCaulley as Council Representatives to the Police Services Board as announced by the City of St. Thomas.

Carried.

APPOINTMENT TO FINANCE / BARGAINING COMMITTEE

Moved By: T. McCaulley

Seconded By: J. Preston

THAT: The Police Services Board approve the appointment of the following Board Members to the Finance/Bargaining Committee.

- Dan Reith
- Joe Preston
- David Warden
- Tara McCaulley
- Jason Jackson

Carried.

The Board will discuss at a later date which members of the Finance/Bargaining Committee will participating in contract negotiations.

WELCOME GUESTS

Constable Paul Tunks, St. Thomas Police Association President introduced himself to the Board.

Constable Tunks noted that the Association is interested in supporting community events and asked members of the Board to reach out to the Association should they have any events in mind.

Constable Tunks noted that he is looking forward to working with A/Chief Marc Roskamp and A/Deputy Chief Barnes in a greater capacity and noted they have a strong and respectful working relationship.

ADDITIONS TO THE AGENDA

EXEMPLARY SERVICE MEDALS

The Police Services Board recognized the following members for their Exemplary Service.

Name	Position	Years of Service
Chris Johnson	Staff Sergeant	20 Years
Luke Cummings	Sergeant	20 Years

NEW HIRES

The Police Services Board welcomed new members to the St. Thomas Police Service

Name	Position	Start Date
Brenden Costello	Cadet	January 9, 2023
Thomas Richardson	Cadet	January 9, 2023

Moved By: T. McCaulley
Seconded By: J. Preston

THAT: The Police Services Board approve the hiring of the following members:

- Brenden Costello (Cadet) – January 9, 2023
- Thomas Richardson (Cadet) – January 9, 2023

Carried.

A/Deputy Chief Barnes provided an update on the recruitment process including vacant positions of which are currently in the interview process.

MINUTES

Moved By: T. McCaulley
Seconded By: J. Preston

THAT: The minutes of the meeting held December 15, 2022 be confirmed.

Carried.

DEPUTATIONS

REPORTS

Revenues and Expenditures

Moved By: T. McCaulley
Seconded By: J. Preston

THAT: The Police Services Board approve the Financial Statements (YTD Performance) for 2022 as of December 2022.

Carried.

Protective Services Report

Moved By: T. McCaulley
Seconded By: J. Preston

THAT: The Police Services Board accept the Protective Services Report for November 2022.

Carried.

Annual Report

Moved By: T. McCaulley

Seconded By: J. Preston

THAT: The Police Services Board approve the following 2022 Annual Reports as presented by A/Chief Roskamp and A/Deputy Chief Barnes:

- Sexual Assault Investigations
- Overtime Court Budget
- STATS
- Use of Force
- Professional Standards
- Pursuit Report

Carried.

2023 Fee Schedule

Moved By: T. McCaulley

Seconded By: J. Preston

THAT: The Police Services Board approve the 2023 Fee Schedule as presented.

Carried.

Protective Services Report

Moved By: D. Warden

Seconded By: J. Jackson

THAT: The Police Services Board accept the 3rd quarter Ontario Naloxone Report dated October 2022 – December 2022.

Carried.

PETITIONS AND COMMUNICATIONS

Moved By: D. Warden

Seconded By: J. Jackson

THAT: The Police Services Board accept items of correspondence including:

- Letter of Thanks – University Women’s Club, St. Thomas – January 6, 2023
- Premiers Demand Bail Reform in Letter to Trudeau After the Killing of an OPP Officer – January 14, 2023

Carried.

The Board discussed how change needs to occur in this area and how Board Members and A/Chief Roskamp will continue to advocate for change at all levels.

The Board discussed the pressures on the Police Service and how the Community Resource Unit is making a positive impact in the downtown core.

UNFINISHED BUSINESS

NEW BUSINESS

MOVE TO THE COMMITTEE OF THE WHOLE

Moved By: D. Warden

Seconded By: J. Jackson

THAT: We move to the Committee of the Whole.

Carried.

ACTIONS OF THE COMMITTEE OF THE WHOLE

Moved By: D. Warden

Seconded By: J. Jackson

THAT: We adopt the actions of the Committee of the Whole.

Carried.

ADJOURNMENT

Moved By: D. Warden

Seconded By: J. Jackson

THAT: We do now adjourn at 10:01 a.m.

Carried.

Dan Reith
Police Services Board Chair



STRATEGIC PLAN 2023-2026

ST. THOMAS POLICE SERVICE



ST. THOMAS
POLICE SERVICE

POLICE SERVICES BOARD

The St. Thomas Police Services Board, which oversees the policies, goals and objectives of the St. Thomas Police Service, is comprised of five members and a Secretary. Ontario Adequacy Standards Regulation 3/99, subsections 30(1), 32(1) and 32(2) requires the Board, in partnership with the Chief of Police, to prepare a strategy for the development of a business plan.

The St. Thomas Police Services Board and senior staff within the Service, along with internal and external consultations sets the best path forward with respect to strategic planning and the activities connected with it. This Plan has been modernized and designed as required by section 39 of the Community Safety and Policing Act, the proclamation of which is expected in the coming months.



Dan Reith



Joe Preston



Dave Warden



Tara McCaulley



Jason Jackson



Tiffany Terpstra

*Chair
Provincial Appointee*

*Vice Chair
Mayor, Council Member
Appointee*

*Provincial
Appointee*

*Council Member
Appointee*

*Community
Representative
Appointee*

*Executive
Administrator*

MESSAGE FROM THE CHAIR OF THE BOARD

A strategic plan is a valuable tool for any business or organization that has a desire to grow, evolve and meet opportunities and challenges that the future brings. It points the way forward. It allows progress to be tracked. The St. Thomas Police Services Board, recognizing the importance of business planning, is pleased to present the Strategic Plan for 2023-2026. This plan has considered the ever-changing needs of our community. It recommends intentional steps our members will take to ensure the police service is performing in accordance with our community's values and expectations. We welcomed this opportunity to reflect on our accomplishments and look to the future while re-evaluating our efforts at achieving community policing excellence.

This plan truly depicts a roadmap for the St. Thomas Police Service's vision for community safety and well-being. The priorities herein have been compiled carefully from the concerns and insights offered by St. Thomas citizens, business owners, elected officials, members within the police service and other interested parties.

While all members of our police service are committed to equity, diversity, and inclusivity, it will never be at the expense of another. This is a guiding principle for service to our community. Through the objectives identified, we will concentrate on both internal and external strategies to build a better relationship with our vibrant and distinct community and foster a culturally competent membership.

I would like to thank all that actively contributed to the Strategic Plan survey and focus group sessions. Your insight has provided a necessary perspective that will benefit our great city and those that choose to live and work in St. Thomas. I would also like to recognize Consilium Public Sector Services (CP2S) for their assistance in the research phases of this project. Their expertise has contributed to the creation of a meaningful, focused and intentional plan that will guide us over the next four years.

As we enter a new era for our police service, we do so with the 2023-2026 Strategic Plan. The St. Thomas Police Services Board is pleased to support the men and women of the police service under the new leadership of Chief Marc Roskamp. We will continue to strengthen our policing practices with a resilient commitment to community collaboration. Our motto "Strength through Progress" continues to remain relevant today for the fresh and modern approaches this strategic plan intends to accomplish.

Dan Reith BA(Hons) CAIB
Board Chair



Marc Roskamp, Chief of Police

Message from the Chief of Police

The capabilities and reputation of the St. Thomas Police Service are something of which to be very proud. We are well-positioned to continue providing superior public safety services for our community and exceed adequacy and effectiveness standards set by the province. Our most valuable asset – our members – are a balance of young and experienced individuals that are passionate about supporting their community.

As we move into our next Strategic Plan (2023-2026) and the key objectives that will chart our path forward for public safety, we recognize that we live in a growing community, and with that comes uncertainty and change. The exciting realities of a vibrant City brings new challenges and a need to re-imagine the role that we all play in community wellness. Strong planning from all City leaders will be essential in managing the growth and the unpredictable environment that inevitably comes with prosperity.

Our approaches and policies will continue to be reflective of the diverse community that we serve. Our recruitment practices will continue to champion the values of equality, diversity and social inclusion. We will continue to deliver effective services having regard to the legislated core functions for police services in Ontario. We will do so ensuring our members safeguard the fundamental rights of all individuals. We will do so recognizing the importance of respecting victims of crime and understanding and supporting their needs. We will do so ensuring we are responsive to the realities of the pluralistic, multiracial and multicultural character of St. Thomas and of the broader Ontario society. We will do so by being responsive to the unique histories and cultures in our City, always serving in a fair and equitable manner for all. We will do so having regard to personal accountability – policing with empathy and wisdom and holding offenders responsible for crimes they commit against our community.

The 2023-2026 Strategic Plan has been a successful compilation of input from members of the public, community partners and St. Thomas Police Service members and Board, in response to the public safety needs of St. Thomas' growing community. This plan has been developed with a major emphasis on ensuring all citizens and business owners of St. Thomas, have had an opportunity to share their thoughts about the performance of our police service, and their feelings about crime and safety in our community. Through this process, we have identified five major areas to focus our strategic priorities over the next four years. They are; Organizational Service Review, Communications, Technology, Human Resources, and Community Partnerships. Built into these priorities are a number of objectives that we look to achieve by the end of 2026.

I remain very proud of the work our members are doing every day, and thank them for their commitment, their passion for service, for their community engagement, and for their dedication to making a difference. As always, St. Thomas Police Service members will remain prepared to listen and learn - and together, we look forward to witnessing the growth of the City and the continued modernization of our police service.

VISION

To enhance community well-being through engagement, trust, and partnership

MISSION

Act with integrity to reduce crime and enhance public safety and well-being while treating all residents with respect, compassion, and fairness

VALUES

FAIRNESS

We are Fair. We are committed to consistently treating people in a courteous and impartial manner.

RESPECT

We are Respectful. Mutual respect is the foundation for every interaction. We value diversity and encourage open communication by treating everyone with dignity and fairness.

COMPASSION

We are Compassionate. Compassion guides our actions as we care for one another. We treat people with kindness and respect while working for the benefit of all.

Integrity

We have Integrity. We hold ourselves accountable and demand the highest level of ethical and moral standards from all. We are role models, acting with courage and building trust within the organization.

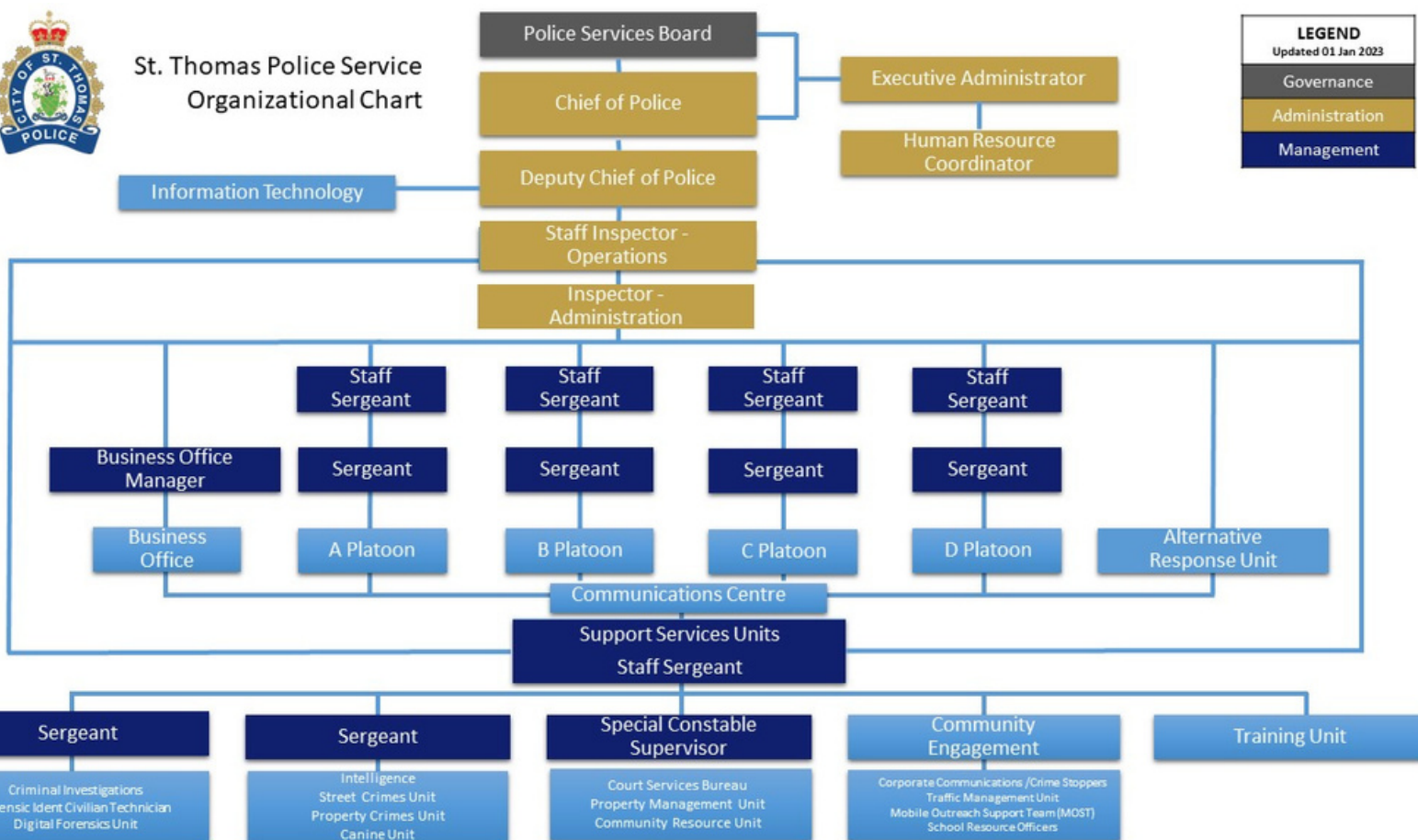


ORGANIZATIONAL STRUCTURE



St. Thomas Police Service Organizational Chart

LEGEND
Updated 01 Jan 2023
Governance
Administration
Management



CONTEXT

FOR STRATEGY DEVELOPMENT



The St. Thomas Police Service provides policing services to the City of St. Thomas which, boasting approximately **43,000** citizens, comprises almost **45%** of the entire population of Elgin County

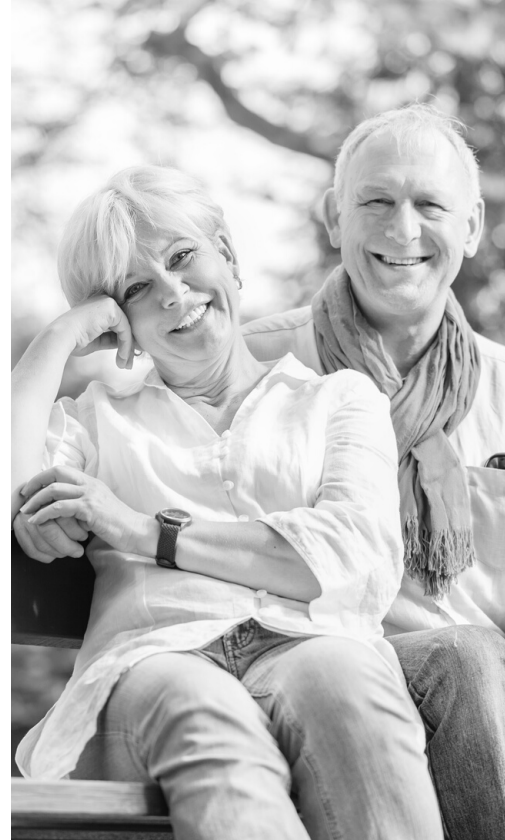


The population of St. Thomas increased **2.6%** over the five years from **2011 to 2016**, and then jumped **10.1%** from **2016 to 2021**.



This represents an overall **13%** increase over ten years. (2011, 2016 and 2021 Census Data).





St. Thomas ranks 52nd in the province in population size. In reviewing the 2016 statistics available, the following breakdown is revealed regarding the demographic makeup of the community and residents served. This is important because the burgeoning growth happening in St. Thomas is reflective of society seeking out better cost of living opportunities. Being situated between a terminus of Windsor, London and Toronto makes the region favourable and thus brings a greater influx of racialized residents.

People aged 60 and over currently account for 28.4% of St. Thomas' population, an increase of approximately 41% over the ten years from 2011 to 2021. Additionally, the median age of St. Thomas residents is higher than both the provincial and national averages. The city has fewer households with children compared to both national and provincial numbers. Immigrated individuals account for approximately 11.6% of the St. Thomas population, with racialized persons representing about 31.8% of immigrants living in the city. Overall, racialized persons account for only 3.7% of St. Thomas' overall population.

The information and data obtained through the consultations, interviews and on-line survey revealed that the STPS has an excellent relationship with the community. The STPS, like many Ontario police services, has seen an increase in mental-health issues (both in the community and internally), drug addiction, and homelessness. Many of the calls for service related to these issues should not be the responsibility of the STPS as police officers are not the appropriately skilled professionals to deal with them. However, since there is no other process or infrastructure currently in place to respond to these calls, they fall to the police.

The Comprehensive Ontario Police Services Act 2019 (Bill 68) and its included Community Safety and Policing Act, 2019 provide substantial changes to policing and community safety in Ontario. The Act repeals earlier legislation and introduces new elements to the delivery of police services and police governance, together with strong emphasis on the application of a strategic-planning framework. The most socially impactful elements of the legislation are the philosophical shift from policing and community safety to one of partnerships and community wellness, with the recognition that policing is an element of a safe and healthy community, but the police are just one partner in the achievement of that goal.



MENTAL HEALTH



DRUGS



HOMELESSNESS

Policing in Ontario and across Canada is undergoing many changes. Demographic changes within our communities bring together a richness of diverse discussions, which reflect changes in opinion, needs, transparency, and services. These changes need to be studied and evaluated, and then solutions must be selected for implementation. Once selected, changes and solutions must be communicated to community partners to ensure that there is a clear understanding of the role police officers will undertake and the services the community partners can bring to the equation. The goal is to enhance public safety and ensure that everyone lives in a community that continues to be safe and vibrant, one in which most citizens trust the police and obey laws as intended.

This issue also underscores the need to respond to systemic racism, a historical and ongoing challenge for police services in Ontario. The effective, accountable and transparent response to the needs of all communities enhances public trust in police services and alleviates questions of police legitimacy.

An aging population within St. Thomas will also require new approaches to service by the STPS. This demographic group will impact STPS resources over time; therefore, the Service intends to pursue an enhancement of relationships with its community partners and, as necessary, develop new partnerships with groups or organizations that serve the senior citizen population in the community.

There are challenges for government organizations to ensure that the appropriate services and infrastructure are provided to meet the varying needs presented by community demographics. The STPS is one of the organizations that must ensure its services and programs are delivered appropriately to the community it serves. Adequacy and Effectiveness will always be considered and an assessment of STPS resources will be an ongoing priority of the Police Services Board to ensure that the needed resources are identified and secured.

Budget increases are almost entirely devoted to covering annual increases paid in wages and benefits. This raises the question of how best to deal with financial choices and deliver responsive services when budget increases are strictly limited.



STRATEGIC PLANNING

CP2S was hired to complete the background work for this Strategic Plan. The four categories of individuals and groups that CP2S spoke to were as follows:

- **Police Services Board**
- **Internal Police Services Staff**
- **City of St. Thomas Staff & Politicians**
- **Community Partners**
- **Community Residents**

CONSULTATION & PLAN DEVELOPMENT PROCESS

Overall, there were **31 consultation sessions** and approximately **51 individuals interviewed**, including the in-person sessions held as part of the site visit in June 2022. The sessions had representation from the Board, police services staff, City staff, individuals, and approximately **15 community organizations**. The interviews of the external organizations/agencies that were identified were completed by various members of the consulting team. Internal members were also interviewed during the consultation period by Consilium (CP2S).



Analysis of Need

The consultant team held virtual meetings and exchanged messages with the Chief and key staff. The team planned the project and articulated the anticipated outcomes in the context of that dialogue. Throughout the project, the project manager provided regular updates.

Research

The consultants reviewed a variety of existing documents provided by the Service. The research also included benchmarking of similarly sized jurisdictions.

Interviews with Staff

The consultant team undertook a series of focus groups that involved approximately 30 members of the Board and the Service. Notes were taken during these focus groups and later used by the consulting team in its analysis.

Interviews with Key Community Service Partners

The consultant team interviewed 23 community leaders, including service providers, politicians and support-agency members.

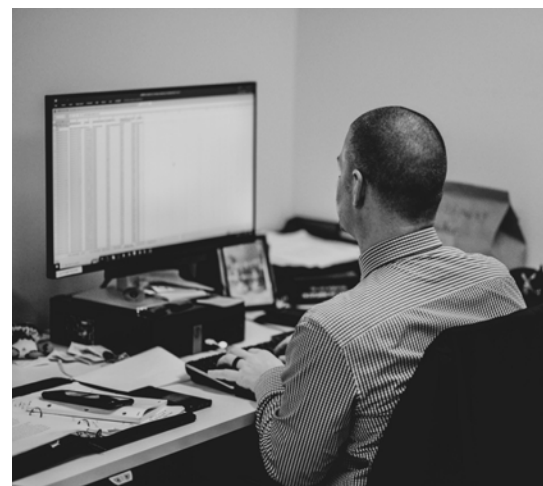
Survey

Using quantitative research methods, a survey was made available to the citizens of St. Thomas from May 28 to June 20, 2022.

Reporting

The CP2S project manager communicated a progress report covering a broad range of project issues on a regular basis, keeping the client informed of progress, as well as any issues encountered as they arose. The consulting team met with the client as the recommendations were identified ensuring priorities were practicable.

In developing a strategic plan, consultations with stakeholders (internal and external) are critical to the success of the project. While this is the most time-consuming portion of the project, it is also the most important in order to produce a product that people can relate to. Experience has shown that if individuals and groups feel that they are heard, they are more likely to support the ultimate outcomes.



**CP2S Consultants
undertook
this project
in six
distinct
phases**



survey



The community identified the following important issues for the STPS over the next four years,:

- **Drug & Opioid Trafficking**
- **Domestic Violence & Violence Against Women**
- **Sexual Assaults**
- **Working with Community Agencies to Respond to Homelessness, Addiction and Mental Health**
- **Gang Violence & Firearms**

When asked to identify the publicly funded services with the greatest positive impact, mental health services and police services were identified as the highest priority. Similarly, when asked to allocate funding to local government services, police and social services were identified as the top priorities.

ST. THOMAS...



lowest rate of violent crime among the selected comparator communities



lowest violent-crime severity index of all the comparator communities and consequently the lowest rate of violent crime victimization (rate per 100,000) of all the comparator communities.



has a proportional community cost (dollars per resident) that is 11% lower than the average of the comparator communities.



enjoys a 22% higher average ratio of sworn officer to population against the comparator police services.





STRATEGIC PRIORITIES

ORGANIZATIONAL SERVICE REVIEW

Goal

Conduct a service delivery review and implement meaningful change that will transform culture, and positively adjust service wide effectiveness finding sustainable efficiencies.

Objective

OBJECTIVE 1:

- Conduct a Comprehensive Service Delivery Review.

Success Indicators

- ✓ # of non-police calls for service transferred to appropriate agencies
- ✓ # partnership agreements implemented
- ✓ Achievement of cost savings and/or efficiencies

The St. Thomas Police Service delivers services to a growing diverse community while dealing with critical issues such as homelessness, mental health issues, drug addiction, cybercrime, human-trafficking and sexual violence, calls for reform and budgetary constraints. While these issues are common to most Ontario police services, it is incumbent on the STPS to ensure that it is meeting the provincial adequacy standards and public expectations in the most efficient and effective manner possible.

A service delivery review (SDR) will provide STPS the information required to organize and structure itself to meet its current and future challenges, and demonstrate that the right services are being provided efficiently and effectively.

An SDR will examine culture, employee engagement, service quality, community experience, organizational structure, and staffing requirements. The SDR will enhance transparency and awareness, help build trust, and provide the community with the opportunity to be involved.

Performance measurement, particularly outcomes, is a challenge for police services. While substantial data and statistics are collected to measure inputs and outputs, there is a lack of outcome measurements. The SDR will assist in developing benchmarks, best practices, and performance measures (outcomes) for the STPS.

COMMUNICATIONS

Goal

Strengthen the two-way citizen and staff-centric communications through a dynamic continuum of elements that are researched, tested, measured, and refined frequently for optimal amplification, reach, listening, and engagement of information.

Objective

OBJECTIVE 1:

- Develop a communication plan for strategic and operational initiatives, departmental news and information, including such elements as strategic plans, community activities, service reviews and the development of a human-resources plan to ensure that messaging is timely, targeted and delivered in the optimum medium.

OBJECTIVE 2:

- Consult with members and complete an analysis on the current internal communication plan to develop a refreshed framework for internal communications that sets out the intended outcomes and plans the tasks required to achieve the outcomes.

OBJECTIVE 3:

- Continue to analyze and refine our external communications plan to ensure the effective and strategic release of messages and information to the segmented audiences in the most equitable and diversified way.

Success Indicators

- ✓ Measured staff engagement levels through yearly pulse surveys.
- ✓ Level of trust, confidence and community satisfaction, measured through periodic surveys regarding service delivery.
- ✓ The existence and effectiveness of revised standard operating procedures that outline a framework for the rollout of communications and updates.





COMMUNICATIONS (CONTINUED)

Integral to community policing and problem solving is the requirement that the police be transparent in their dealings. Transparency requires effective and timely communications, a task that is often easier said than done. Police organizations have faced and are facing challenges communicating with both their internal and external audiences. In their 24/7 world, events happen at a rapid pace and there is a long list of people who believe they should be among the first to know what has occurred.

External

In recent years, communication has become even more complicated with the changes in where, when, and how people access information. The traditional media may no longer be the primary sources of news and information. With the evolution of demographic changes and the advancement of social media, to name just two substantial changes, it can be enormously challenging to keep up with what is being said or shown, let alone to use available tools effectively to communicate with important internal and external audiences. Regular assessments of communication tactics will help to develop and fine tune strategic communication practices that are meaningful.

As identified through the community survey, current external communication is seen as being, for the most part, appropriate. Social media continues to be the largest influence on the respondents' opinions of the St. Thomas Police Service, and the preferred method of being updated. 87% of respondents identified the STPS as an organization they follow on social media. Ongoing assessments to ensure messaging tactics continue to evolve are essential.

Internal

Internal communication and employee engagement are often treated as a given, rather than the result of a strategy that leaders must nourish, track and evolve. Less than half of communicators measure the effectiveness of their communication in the workplace.

The first step in auditing and assessing internal communications is to find out what is and isn't working with existing channels.

The way we communicate translates through words and pictures and can either reflect the people we work for and with, or it can reinforce discrimination and marginalization of specific groups of people. It is crucial to consider the sensitivity around words and phrases that relate to culture, race and gender in all communications.

TECHNOLOGY

Goal

Identify and remediate important gaps in the application or integration of technologies within the St. Thomas Police Service. In addition, provide considerations with respect to the processes of threat and hazard assessment as well as security risk management and governance.

Objective

OBJECTIVE 1:

- Implement and finalize Next Generation 911 (NG911).

OBJECTIVE 2:

- Enhancement of Statistical Analytics to measure operational incident impacts.

OBJECTIVE 3:

- Enhancement of Network Security.

OBJECTIVE 4:

- Business Continuity and Preparedness Plan with the full implementation of a Disaster Recovery Site.

OBJECTIVE 5:

- Return to two Full-Time Systems Administrators.

OBJECTIVE 6:

- Conduct a "Strategic Information Technology and Applications Assessment"



OBJECTIVE 7:

- Establish a Detailed Information Technology Plan

OBJECTIVE 8:

- Establish an Integrated Communications Centre amongst STPS and STFD for seamless operational redundancy and corporate financial effectiveness.

OBJECTIVE 9:

- Research and Implement digital note-taking technology.

OBJECTIVE 10:

- Research and implement digital technologies to meet the demands of modern criminal investigations.

OBJECTIVE 11:

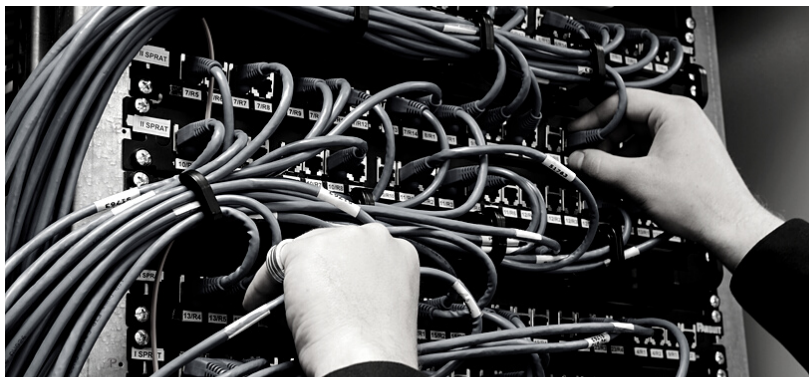
- Leverage existing technologies to enhance information sharing with the Crown Attorney's Office

TECHNOLOGY (CONTINUED)

The consulting firm found that STPS has demonstrated outstanding effort in promoting communication using technologies and distributing transparent information to the community, keeping the public well informed. Technology applications are not immune to challenges, whether internal or external, that can diminish their efficiency or bring their effectiveness into question. Technologies are also consistently exposed to change and system redundancy which are subject to being exploited by criminal cyber-attack or manipulation.

The STPS has clearly embarked on this path in recent years and has already proved its commitment to integrate technology into all aspects of its operations. Nonetheless, several forthcoming challenges remain for the STPS well into the next strategic planning term.

It is essential to assemble a thorough understanding of how the changes in software can best be effectively harnessed into more streamlined workflows, while avoiding duplication of effort or redundancy. Critically, the path to efficiencies must be accompanied by proper process mapping and effective staff training.



Success Indicators

- ✓ Full Implementation of the NG911 system and equipment
- ✓ Completion of a Disaster Recovery Site and associated Business Continuity Plan
- ✓ Implementation of a plan to better use Statistical Analysis data
- ✓ Two full-time Systems Administrators
- ✓ Network Security modernization
- ✓ Completion of a Strategic Information Technology and Applications Assessment
- ✓ Completion of an Information Technology Plan
- ✓ Implementation of digital note-taking technology for all officers
- ✓ Implementation of modern digital technologies to support Investigations.
- ✓ Successfully establish an electronic information sharing platform with the Elgin County Crown Attorney's Office through cloud-based technology.

HUMAN RESOURCES

Goal

Develop a Human Resource (HR) Strategy to strengthen organizational performance and drive strategic priorities in a collaborative and transparent manner to build a more inclusive, diverse, effective and healthy workplace.

Objective

OBJECTIVE 1:

- Conduct an ongoing gap analysis on internal policies and practices that considers emerging legislation, best practices, analytics, technologies and partnerships, and that identifies areas for improvement.

OBJECTIVE 2:

- Develop a robust training plan that supports and develops staff to their full potential, encourages growth for promotions and succession, and equips staff to effectively meet the needs of the growing and diverse community. A significant training focus will be on Equity, Diversity and Inclusivity (EDI) curriculum.

OBJECTIVE 3:

- Embed all aspects of an Anti-Racism Strategy in organizational procedures, policies, practices and training to ensure compliance, accountability and an enhanced work environment. This recommendation would be developed in tandem with Objective 1 and 2.

OBJECTIVE 4:

- Design, deliver, and increase awareness of organizational wellness programs.

Success Indicators

- ✓ Completion of yearly Policy reviews as earmarked and as required by legislative updates.
- ✓ Barrier-free recruiting and hiring processes that result in a police service that reflects the community in terms of gender, language, Indigenous status, and racial and ethnic diversity, and that provides highly skilled personnel to attain the core proactive and reactive functions required in a modern police service.
- ✓ Implementation of a strong yearly Training Plan.
- ✓ Implementation of meaningful accommodation and return-to-work programs that ensure member wellness and retention.
- ✓ Develop core competencies and training for current and future leaders.
- ✓ A reduction in the number of members suffering from physical and mental health issues resulting in medical leaves.

HUMAN RESOURCES (CONTINUED)

Police service requirements change and evolve on an ongoing basis, and the human resources area must concurrently grow and respond to these changes. Diversification in the STPS culture and changes in policing priorities require police personnel to be resilient and agile in responding to these changes. A strong HR strategy provides a police service with the policies and tools required to ensure this resilience and agility.

STPS leaders work closely and collaboratively with the Police Services Board, Police Association, City Administration and community groups to keep members safe and provide them with the resources, education, and equipment necessary to deliver excellence in policing to the community.



COMMUNITY PARTNERSHIPS

Goal

Implement strategies to advance the commitment to community safety and wellbeing (policing in the social environment), focusing on mental health, public safety, emerging issues, perceptions of crime and the need for society to reconsider the best ways to respond to these challenges. This strategy will enhance the STPS's culture of community engagement, prioritize relationship-building with diverse populations and allow it to remain focused on a collaborative approach to crime prevention and a focus for the STPS on public safety.

Objective

OBJECTIVE 1:

- Establish a Chief's Advisory Council, building on the respect and confidence that the community has in the leadership of the STPS and its Board, to create a forum where the STPS regularly hosts leadership from a diverse range of community organizations and groups.

OBJECTIVE 2:

- Establish committees and/or develop policies that support and enhance meaningful consultations with community partners to ensure that a collaborative approach to problem-solving is maintained within the STPS. A focus will be placed on better understanding the perspectives of racialized and marginalized groups.

Success Indicators

- ✓ Genuine and authentic community engagement and partnerships that allow all stakeholders' voices to be at the table and acknowledged in the work and interactions undertaken.
- ✓ Establishment of a Chief's Advisory Council.
- ✓ Identifying additional community partners which can positively impact operational support to the STPS.
- ✓ Number of agreements/MOU's.
- ✓ Number of agreements on the sharing of information and providing data sharing models.

OBJECTIVE 3:

- Where appropriate, develop written agreements with community partners to define expectations, shared values, relationships, objectives, responsibilities, and measurable outcomes.

OBJECTIVE 4:

- Review opportunities for the sharing of information and data related to public safety and community wellness with community partners and government organizations.

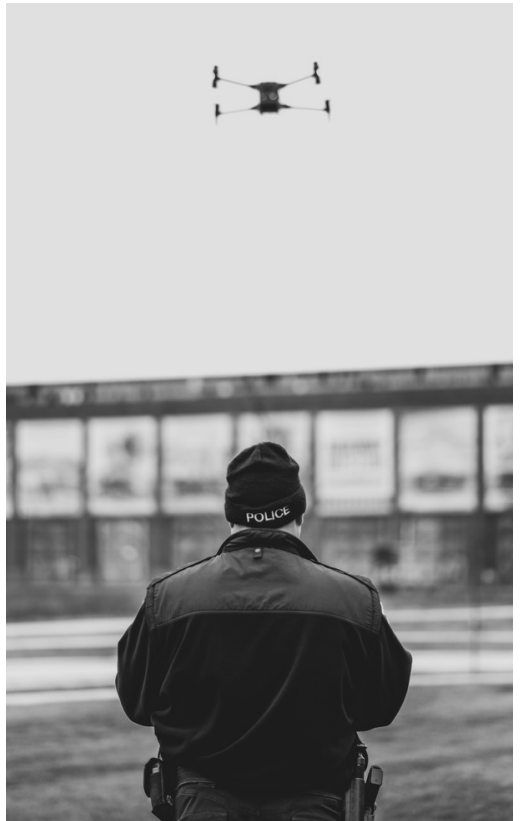
COMMUNITY PARTNERSHIPS (CONTINUED)



CP2S found that the St. Thomas Police Service has excellent connections and partnerships with local community organizations. Some of these partnerships may be more symbolic than substantive; however, it emphasizes the STPS's understanding that the police alone cannot solve the problem of crime and social disorder. Meaningful work in collaborative responses to complex issues is already being undertaken by the City of St. Thomas and the STPS.

The expectations of the STPS regarding community engagement and partnerships are high, and those expectations continue to increase. The STPS has garnered a high level of trust and support from the vast majority of its community partners. By and large, those partners hold the Service in high regard and very much value their partnerships with the STPS.

As such, the STPS, and in particular the Chief of Police, is well-positioned to be a community champion in building a stronger, safer and even more vibrant St. Thomas by bringing together organizations and diverse interests and by providing a forum to discuss shared community concerns, to share information and data related to community wellness, and to identify how they can work together and support each other in the achievement of common goals.





STPS Body Worn Camera

2022



22 BWC Annual Report



The St. Thomas Police Service Body Worn Camera program closes out on another successful year utilizing Axon BWC and Digital Evidence Management.

Policy PR-81 requires annual reporting of the Body Worn Camera program which include the following;

INTERNAL AUDITS OF ADHERENCE TO BWC POLICY

Under the direction of a Senior Officer, a supervisor will be tasked with completing an annual audit of the BWC program specifically to ensure:

- The Policy is current and being adhered to by all members.
- The BWC video is securely stored and retention periods are being maintained with the video being deleted only as regulated.
- BWC audit trails are being generated and there is no unauthorized access to the recordings.
- The supervisor tasked with the annual audit will be required to report their findings to the Senior Officer in narrative report form.

Review of Data 22

EVIDENCE AGGREGATE TOTALS

BWC Videos	Capture Images	Capture Statements	Citizen Submissions
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31,373	40,998	1,987	498
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TOTAL ITEMS 74,856



Axon Capture



Axon View



Axon Insider



Axon Events

AXON CAPTURE IMAGES

40,998 images were taken and uploaded by St Thomas Police during 2022.

This is a feature that allows the responding officer to take scene photographs or video directly from their issued cell phone and upload immediately to axon. This is used for more common, lower grade offences such as mischief, theft and motor vehicle collisions to name a few.

AXON CAPTURE AUDIO

1,987 audio recordings were made in 2022 using the Axon capture feature. This is an audio recording capability within the issued cellphone and Axon app. This allows officers to take statements at the scene and capture the best evidence. This is an efficient tool for the officers as it prevents the need for having people come to the police station for formal video interviews when it can be done at the scene.

AXON CITIZEN

498 citizen submissions were made to St. Thomas Police utilizing this feature. This is a mechanism that allows the officer to send a link via text message or email to the public. This is a link to a portal where the citizen is able to simply upload their photo or video for evidence for the officer to review and maintain. This is an extremely modern and timesaving tool. Within the 498 submissions, multiple images or videos were submitted during most submissions.

COMPLAINTS AGAINST THE POLICE AND THE USE OF BWC

The logo for the Office of the Independent Police Review Director (OIPRD) is displayed in white text on a dark teal rectangular background.

Within 2022, 6 complaints were received through the Office of the Independent Police Review Director (OIPRD).

- 5 complaints were screened out by the OIPRD as not in the public interest.
- 1 complaint was referred back to the service for follow up.

This single complaint that was referred back for investigation was not in relation to interactions captured on BWC. At the conclusion of the investigation, there was no substantiated wrong doing by the involved members.

The logo for the Special Investigations Unit (SIU) is displayed in white text on a dark teal rectangular background.

COMPLAINTS AGAINST THE POLICE AND THE USE OF BWC

Throughout 2022, 3 notifications were made to the Special Investigations Unit.

The SIU invoked their mandate and upon initial inquiry, which included BWC video:

- 1 was closed very quickly in the initial stage.
- 2 investigations remain active at this time, and BWC footage was captured.

While the SIU investigation remains active at this time, an internal review under section 32 of the Police Services Act found the officers acted in accordance with policies and procedures for BWC.

REDACTION REQUIREMENTS

Provincial Offences Act (POA) redactions – 147 hours of redacting time. The redactions are conducted by business office clerk members and supported by the Alternate Response Unit resulting in no additional budgetary expense.

Criminal/Federal Charges : Redaction completed by crown's office

Total hours on redaction : 101 hours

FREEDOM OF INFORMATION

Billed to Requester

QUARTERLY REPORTS

Quarterly platoon level audits were completed by front line supervisors.

The process for this audit is for the platoon NCO to pick a random shift throughout the quarter and analyze all calls for service to BWC recordings. The purpose of this is to ensure that the BWC is being activated in accordance with the policy and that all videos and associated evidence (audio statements, images) are being labelled with an incident number and categorized properly.

UNCATEGORIZED EVIDENCE

Uncategorized Evidence Reports are completed and logged monthly.

Officers and Supervisors are up to date with the categorization of evidence.

The categorization dictates the retention timelines of the video and is retained for disclosure with our local Crown Attorney's Office.

Axon Capture

Axon View

Axon Insider

Axon Events

CONCLUSION

The Body Worn Camera Program has been an asset since its inception with the St Thomas Police Service. All officers have not only embraced this program but assisted in making it as successful as it is.

While the BWC is certainly an asset, so are the Digital Evidence Management tools which include the Axon Capture and Axon Citizen. The Axon/BWC program implemented within St Thomas Police is a true success and has proven nothing but benefits to the community and the service.

AXON

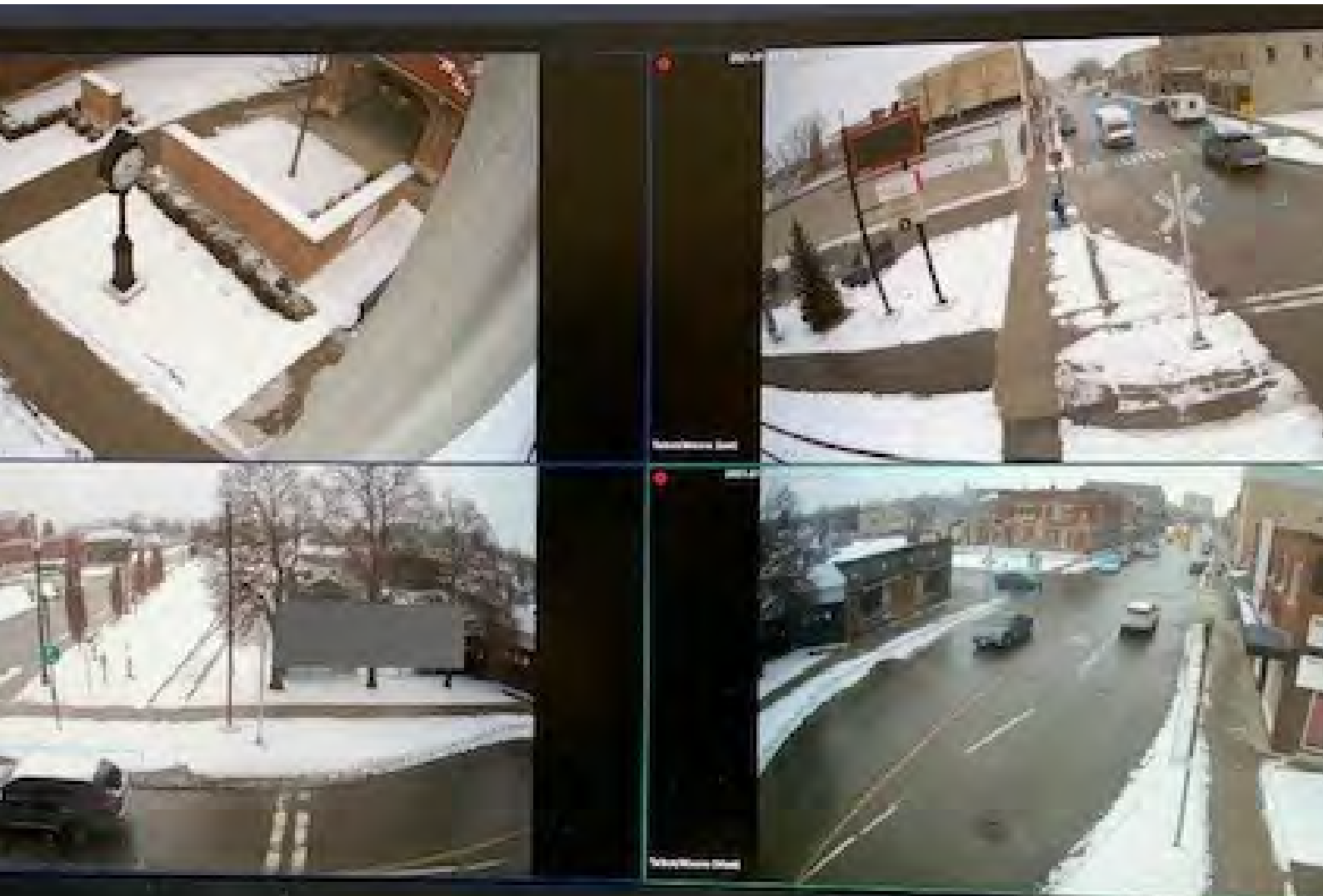


ST THOMAS
POLICE SERVICE

FEBRUARY 2023

2022 ST. THOMAS CCTV ANNUAL REPORT

For the 12-month period January 1 to December 31, 2022



Closed-Circuit Television

Overview

The St. Thomas Police Service, the Corporation of the City of St. Thomas and the Downtown Development Board (DDB) have partnered to implement the CCTV Program in downtown core. The CCTV Program officially launched in January of 2021 with the installation of cameras in 8 locations downtown. In 2022, 2 new cameras were added to the program. One additional downtown at Talbot Street and Princess Avenue, and one in a northeast commercial area at Burwell Road & Edward Street.

The St. Thomas Police Service is committed to the improvement of community safety, crime prevention, and the desirability of the city as a place for shopping, business and leisure. The CCTV system was implemented to aid in promoting a safer and secured environment in the City of St. Thomas.

The CCTV Program is a proactive, local solution that is in its second year, which continues to enhance community well-being and assist the St. Thomas Police Service with solving crimes. The St. Thomas Police continue to deploy a number of initiatives like bike patrols, foot patrols, focus patrols, endorsing the Citizens on Patrol program (COPS), Citizen Camera Registry programs, and working closely with the St. Thomas DDB to ensure a safe downtown environment.

As we move forward, the use of CCTV cameras supports successful downtown revitalization strategies to ensure that there is a safe and positive environment for visitors, residents and business/property owners. The installation of video cameras is one of the ways the St. Thomas Police Service are able to enhance the safety of our downtown areas and maintain a thriving and vibrant core. These cameras will help ensure the safety of residents and visitors, deter unsafe activities, and contribute to revitalization.



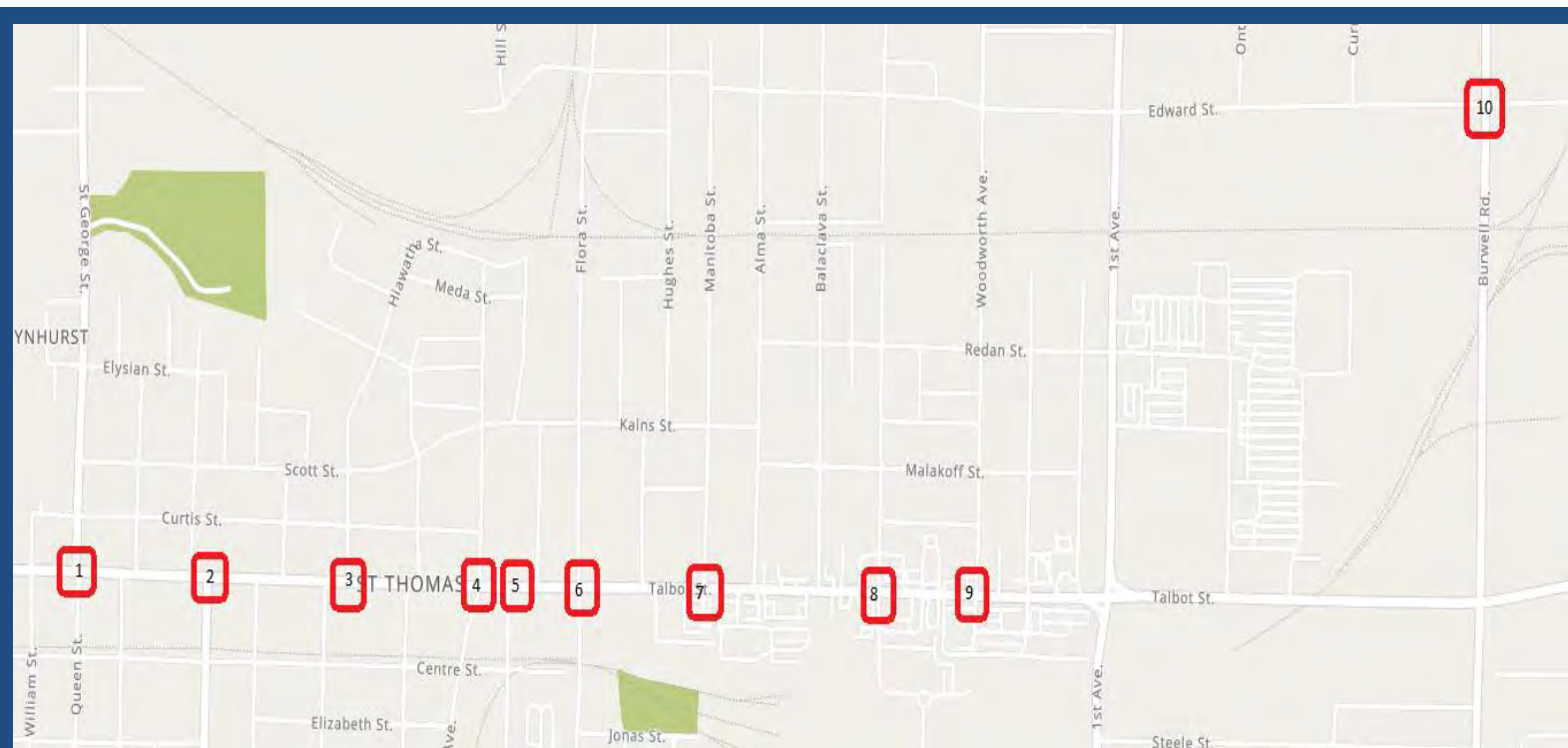
Definitions

Designated member - a supervisor holding the rank of Sergeant or above. The St Thomas Police presently have 13 designated members who are authorized to review CCTV if required for investigative purposes.

Advisory Committee – local stakeholders who have received training and consult with the St. Thomas Police Service, City of St. Thomas, and Downtown Development Board. Training was completed in 2021.

Security– Standalone system which is encrypted and not accessible by members or other outside sources unless on site and within the secure CCTV designated monitoring room.

IPC - Information and Privacy Commissioner of Ontario -The IPC acts independently of government to protect and promote access to information and privacy rights in Ontario.



The map identifies the locations of the ten (10) CCTV cameras.

Video Recording Retentions

In accordance with IPC standards, the retention period of recorded video is 72 hours. Anything outside of this timeline is automatically deleted and overwritten.

Logged Reviews

The sever maintains access logs for 90 days. This timeline is built into the CCTV system and is not able to be changed. Quarterly audits are performed to ensure compliance with the regulations. In addition, the logbook entries are compared to the server logs to ensure accuracy and ensure authorized access.

IPC Policy Compliance

Within the operational period of 2022, 52-logged searches for investigations were made by designated members. There have been no reported breaches of policy nor any notable issues with any of the logged queries subject to review. The CCTV program is on a standalone computer in a designated office, which requires users to have a single access point. At the inception of this project, private areas were identified within the video vantage points and permanently blocked out to the viewer. This includes any apartment building windows, private residences or patios of establishments. All of which was done in accordance with IPC standards and recommendations. To date, there have been no complaints received regarding the use or operation of downtown CCTV within St Thomas.



Notable Successes

In 2022 Designated Members accessed the CCTV program for 52 Incidents.

The investigation types varied and consisted of: assaults, arsons, break and enters, impaired driving, mischiefs, motor vehicle collisions, and thefts.

Of the 52 incidents, 40 were captured on CCTV. There were 12 incidents that occurred out of range of the cameras. Officers were able to utilize the footage in 33 of those investigations, which led to 18 charges being laid.

Conclusion

It is without dispute that the CCTV program within St Thomas is beneficial. The implementation and use of the CCTV program has assisted in modernizing the downtown core of St Thomas while instilling a sense of security and safety for citizens. This project continues to be a benefit and will only increase in it's usefulness and value over time. The St Thomas Police Service members have fully embraced and support this program, which has also contributed in success. The CCTV has proven extremely valuable in evidentiary value when offences have been captured on video and a suspect identified.

STPS continually assesses the resources available in the community. CCTV is considered for review of any incidents that occur in the area of the 10 cameras.



2022 Speed Safety Report



cypress
solutions

2022 observed the second full year of operating CypressVue GPS tracking software in police vehicles, having replaced an decommissioned GPS tracking system. The primary purpose of the St. Thomas Police Service Speed Safety Initiative (SSI) is to encourage members to adopt a learned approach of emergency response and patrol driving that includes the conscious consideration of the ramifications and associated consequences that may result from the operation of an STPS vehicle at an excessive rate of speed.

Relevant legislation is applicable in cases where police officers operate police motor vehicles in excess of posted speed limits:

Ontario Highway Traffic Act – Section 128(13) (Speeding) reads;

Fire Department and Police Vehicles – the speed limits prescribed under this section or any regulation passed or by-law passed under this section do not apply to,

b) a police department's vehicle while being used in lawful performance of a police officer's duties

Although legislation justifies officers to travel in excess of posted speed limits this must be done prudently, with constant consideration given to various factors that may impact the safety of the public and officers. The Speed Safety Initiative is a tool employed by the STPS to educate members on the dangers of excessive speed while operating a police vehicle. The Speed Safety Initiative is intended to recognize any police vehicle travelling at speeds greater than the defined acceptable speed relative to the posted speed limits on each roadway. When a member exceeds that threshold there must be a justifiable reason for doing so, taking into consideration the:

- 1) Type and urgency of the incident being responded to;
- 2) Availability and/or presence of other units attending the call for service;
- 3) Designated speed limit;
- 4) Nature and condition of the roads being travelled;
- 5) Presence of pedestrian and/or vehicular traffic;
- 6) Time of day;
- 7) Road and weather conditions;
- 8) Member's ability to operate their vehicle, including but not limited to, experience, fatigue and training; and
- 9) The type of STPS vehicle being operated.

It is the role of the Coordinator (S/Inspector of Operations) to monitor and review all speed Safety Alerts. Upon receiving a Speed Safety Alert that requires clarification or explanation the Coordinator will request a Speed Safety Report from the Supervisor of the officer operating the police vehicle in question.

Upon receipt of a Speed Safety Initiative notification from the Coordinator, the supervisor shall:

- 1) Review the circumstances surrounding the incident;
- 2) Investigate the circumstances surrounding the reason the member's speed generated the notice;
- 3) Debrief the incident with the member to determine their reasons for the excessive speed;
- 4) Review the member's Speed Safety Initiative record for the previous 12 months to determine if any pattern of behavior exists;
- 5) Make a determination on whether the actions of the member were justified at the time of the Speed Safety Initiative activation;
- 6) If the excessive speed cannot be reasonably and objectively explained, document the particulars of the incident and place an entry in the member's Performance Management file (Performance Development Update) entitled Speed Safety; and
- 7) May be used for disciplinary purposes internally and/or as an investigative aid externally by the OIPRD, SIU, or any other regulatory body within the authority to demand such data;
- 8) When required, ensure appropriate recommendations are forwarded for a member who has demonstrated driving behaviours contrary to this procedure and its fundamental purpose of safe vehicular operation; and
- 9) Notify the Speed Safety Coordinator of their determination regarding the notification.

Since the introduction of GPS monitoring of police vehicles in 2018 there has been a steady decline in the number of requests for Speed Safety Reports from Supervisors and Officers. In 2018, twenty (20) Speed Safety Reports were requested in relation to speed alerts that required further explanation/justification. This has dropped over the years resulting in only seven (7) requests in 2022.

Number of Requested Speed Safety Reports				
2018	2019	2020	2021	2022
20	16	14	12	7

Of the seven (7) requested Speed Safety Reports requested in 2022, after closer review, all were determined to be justified. Each Speed Safety review is an opportunity for a supervisor to review policy and the associated dangers to travelling in excess of the posted speed limits with individual officers. It is apparent that the continual monitoring and mentoring of STPS members is having a positive effect on driving habits considering the continual decrease in the request for Speed Safety Reports. Given the nature of police work STPS will never find circumstances in which officers do not exceed posted speed limits, after all this is why emergency vehicles are equipped with emergency lights and sirens, it is to allow the excessive speed to appropriately respond to emergencies while doing so in the safest manner possible. Given consideration to the need to exceed speed limits from time to time, we continue to monitor so that this

authorized exception is exercised judiciously and with the constant thought of the safety of all officers and the public at large.

A handwritten signature in black ink, appearing to read "S. Barnes". The signature is stylized with a large, looping "S" and a cursive "Barnes".

S. Barnes

Acting Deputy Chief of Police