



A Citizen's Guide to Sarnia Police Service





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This guide has been prepared by Sarnia Police Service as a summary of its community police services and programs. It is made available in the interests of encouraging the local community's understanding of their municipal police organization.

Further information is available by visiting our website at police.sarnia.on.ca. Questions about the guide's contents and requests for specific program details may be obtained directly from Sarnia Police Services, 555 Christina Street North, Sarnia, ON N7T 7X6, phone 519-344-8861.

A Long History of Tradition and Dedicated Service

Introduction

Policing in the Municipality of Sarnia dates back to 1857, when the first street inspector was appointed. During those formative years, the position was recognized by many names, including the town marshal and the license inspector.



The form of policing evolved along with the community, as it developed from a small settlement along the country's main waterway into the vibrant and multi-faceted border city of today.

A municipal police force was officially formed in 1874 and continued until January 1990, when the Town of Clearwater Police and the Sarnia Police Service amalgamated to become the Sarnia-Clearwater Police. With the amalgamation of the Town of Clearwater and the City of Sarnia on January 1, 1991, Sarnia Police Service was re-established.

A Snapshot of Staffing

- At the time of the 1990 amalgamation between the Sarnia and Clearwater police forces, the new service had 117 officers
- During the eight years that followed the amalgamation of the two forces, the complement of officers was reduced to 106, which included the elimination of a deputy chief, a superintendent, three inspectors and six additional officers
- In 1998 and 1999, five constables were hired through the Ontario Government's Community Policing Partnerships Program, which brought the complement of officers to 111

- In 2009, one officer was hired through the Government of Canada's Funding Recruitment Program, bringing the Service's total to its present complement of 112 officers. Today, the Sarnia Police Service also includes 71 civilian employees, who support the officers by performing a variety of roles.

Sarnia Police Service Organization

The organization of Sarnia Police Service is approved by a civilian board, which has oversight of the local municipal force. The Sarnia Police Service Board sets the method by which municipal policing services are provided to the public. Chief of Police Phil Nelson is the highest ranking officer, answering directly to the Board. The organizational chart (see Page 2) is a dynamic structure and can be adjusted with the permission of the Service Board, as the needs of the organization and the priorities of the community warrant.

For ease of oversight and the practical division of workload, the Service is divided into two areas of control: 1) *Administration*, overseen by the Chief of Police, and 2) *Operations*, which is managed by the Deputy Police Chief.

Administration includes:

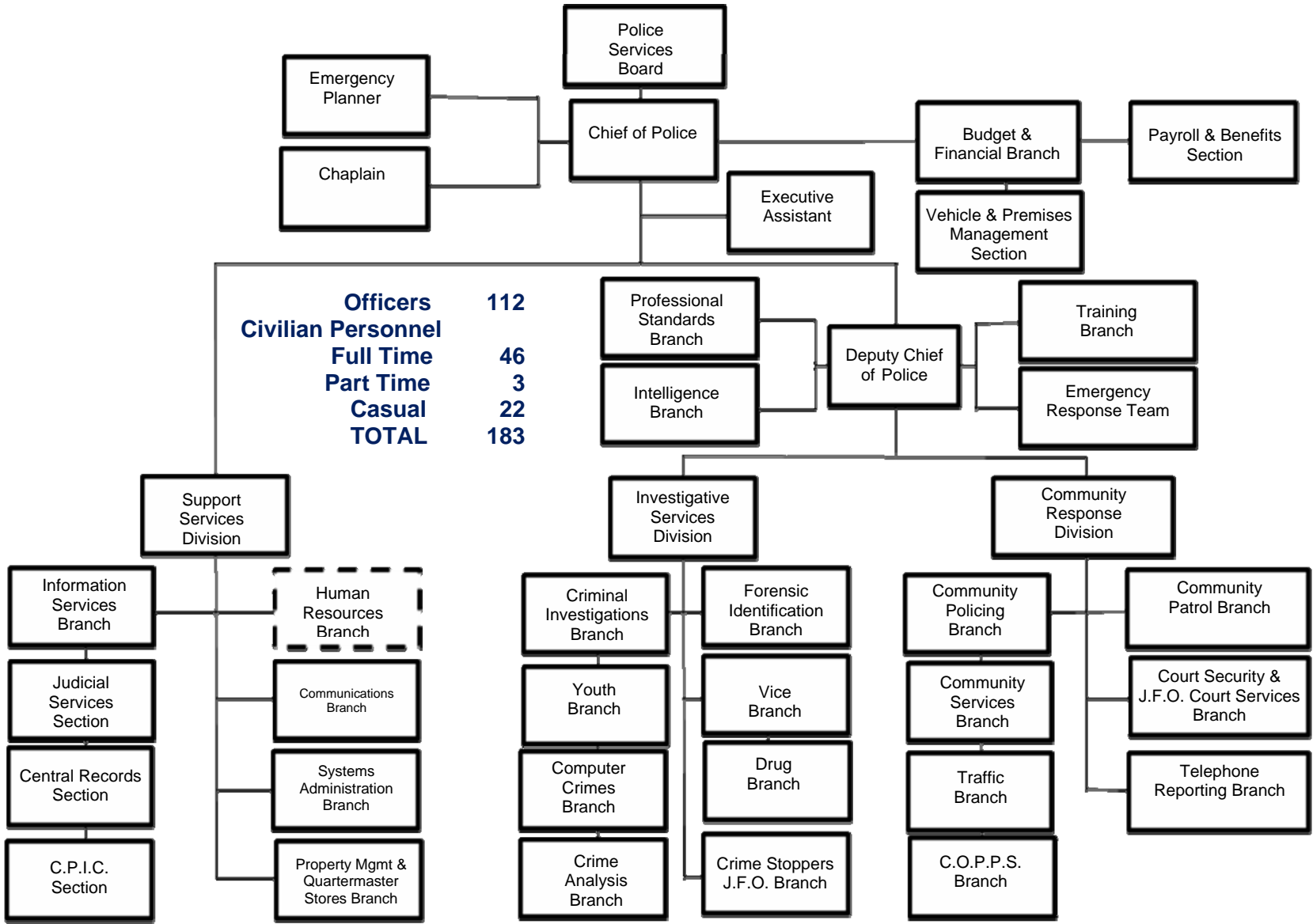
Emergency Planner

- Importance of position and duties require direct access to Chief of Police
- Oversees all aspects of emergency response, natural and manmade
- Liaises between city and industry (Chemical Valley Emergency Coordinating Organization), emergency services, provincial authorities and federal authorities (domestic & international)
- Provides preparedness training for Police Service personnel

Financial Director

- Reports directly to Chief of Police
- Drafts financial reports to Police Service Board and City of Sarnia Finance Dept.
- Oversees payroll and benefits
- Prepares annual budgets
- Oversees police facilities

Sarnia Police Service Organization



Support Services

- Headed by a police inspector, reporting directly to the Chief of Police
- Support Services includes:
 - Communications Branch
 - Systems Administration/ Information Technology
 - Property Management
 - Quartermaster
 - Information Services
 - Judicial Services
 - Central Records
 - Communications with the Canadian Police Information Centre (CPIC)

Communications with the Canadian Police Information Centre (CPIC)

- Two operators are assigned to CPIC on a full-time basis
- Responsible for daily uploading of information to the Sarnia system
- Includes criminal charges, releases, bail orders, court orders and charge status

Systems Administration

- Staffed by a civilian systems manager and an officer
- Responsible for internal and external Information Technology security
- Daily maintenance of Records Management System, computer-assisted dispatch, CPIC and all other computer systems used by Service members and maintenance of more than 80 computers

Direct Entry

- The Direct Entry Record Keeping System allows officers to enter report data, either through the use of a Dictaphone terminal, or by dictating directly to a data entry clerk, rather than personally producing their own reports
- Direct Entry allows officers to remain on the street and in the community, positioned to continue to respond to emergencies rather than performing administration duties at HQ
- The Sarnia Police Service Direct Entry system has been in place for more than 20 years and is moving towards a voice recognition software-type format.



Direct Entry System Statistics, May 8, 2010 – June 8, 2010

- 1,400 reports were produced by Direct Entry clerks
- Officers dictated 106 hours of reports
- Equivalent Direct Entry clerk transcription time totalled 533 hours
- On average, each report takes an officer just under 5 minutes to dictate
- On average, Direct Entry clerks take slightly more than 23 minutes to transcribe a report
- In addition, over 2,000 Criminal Code Crown Briefs were completed by the Direct Entry system in 2009

Civilian Direct Entry transcription personnel have a direct and positive effect on reducing the amount of time officers must spend completing required policing reports, thereby helping to maximize their presence on the road and in the community.

Professional Standards

- Staffed by one sergeant, reporting to the Deputy Chief
- Investigates public complaints
- Investigates internal complaints

- Able to offer personal service
- Able to resolve the majority of complaints quickly and at the local level
- Provides reports to the Deputy Chief, Chief of Police and Police Services Board

Training Branch

- Staffed by one constable
- Provides local training in addition to the specialized training that is conducted at the Ontario Police College, or at approved off-site locations

Local training saves money for instruction, travel and accommodation, as well as officer service time. Sarnia Police Service instructors are certified, meeting all related provincial, national and international standards for instruction in their areas of expertise.

Many local training partnerships have been developed with such groups as Victim Services, the Canadian Mental Health Association and Lambton College

Sarnia Police 911 - Communications - Dispatch

- Communications centre located at Sarnia Police Headquarters, 555 Christina Street North, Sarnia
- Provides 24 / 7/365 service to the residents of Sarnia and the Village of Point Edward, as well as to persons outside the local 911 area, including skipped calls from U.S. cell towers
- Services include: 911 call receiving; tiered response dispatch to police, fire and EMS; City Works dispatch, CVECO radio system communications for the more than 35-member company plants; and the TTY network for the hearing impaired
- The centre becomes the focal point from which a coordinated response to emergencies and major incidents in the city and neighbouring areas is managed
- In 2009, over 18,000 911 calls and 238,487 calls through administrative phone lines were managed by the centre
- Close proximity to a busy international border crossing, rail and provincial highway routes for dangerous goods, and the Chemical Valley industrial complex all require a strategically

directed and coordinated response from a local response authorities

- Communications centre staff are cross-trained in all duties and are prepared to respond to Chemical Valley incidents, or other emergencies in the city and local environs
- Duties also include Canadian Police Information Centre communications

The communications centre facilities, coupled with the enhanced training regimen and the local experience of its personnel has been recognized as a preferred practice model for U.S. emergency responders.

A majority of Sarnia Police Service's administration positions are strategically staffed by civilians, the importance of which should not be understated. Staffing levels have been established and positioned to enable officers to maximize their time on the streets, working directly with community businesses and residents, and thus extending Sarnia's investment in its municipal policing resources. In particular, during emergency responses, civilian Service employees perform vital roles that allow municipal response leaders and officers in the field to apply their skills and resources where needed.

Operations includes:

Emergency Response Team

- Required under provincial adequacy standards
- Trained to levels beyond provincial standards requirements
- One full-time constable serves as the team leader, overseeing 12 members
- Duties include: containment; high-risk searches; ground searches; VIP and witness protection; hostage negotiation; and evidence recovery
- When deployed, the team works closely with the local Intelligence Officer

Intelligence Section

- Provincial adequacy standards require a capacity for criminal intelligence gathering
- Sarnia Police Service Intelligence Officer reports directly to the Deputy Chief



- Monitors local criminals and criminal activity
- Serves as a member of the Criminal Intelligence Service of Ontario
- Liaises with other law enforcement agencies, from municipal to international levels

Community Response Division

- Represents those branches of the Sarnia Police Service that are identified most often with uniformed police officers
- Serve 24/7, 365 days of the year, maintaining a police presence across the community
- Division includes 75 police officers and 12 civilian personnel

The Division includes the following:

Community Patrol Branch

The branch remains as the backbone of the Service, comprising of first-response, front-line officers, who are the public faces and voices of our organization. Although the officers' mandate includes proactive work and enforcement, the vast majority of their time is spent reacting to calls for service from the public. It is the policy of the Sarnia Police Service to respond to all calls for assistance, with the circumstances dictating the most appropriate form and order of response. Officers routinely respond to service requests by phone, through interaction at the HQ, as well as in the field.

In 2009, Sarnia Police Service responded to more than 22,450 calls for assistance – an average of more than 60 calls per day.

Officers address the widest possible range of calls for assistance, including domestic disturbances, motor vehicle accidents, missing persons, barking dogs and noisy neighbour complaints, parking violations, break and enters, 911 calls and industrial emergencies. Calls vary in duration, averaging from 30 minutes to several hours in length. In some cases, officers dedicate entire shifts to a single incident. With staffing resources at finite limits, supervisors and officers in the field must continually manage their time very carefully.

With their wide ranging experiences and associated training, many officers of the Community Patrol Branch have developed specialized skills. As a result, officers are also assigned to other special purpose roles, including: the Emergency Response Team; coaching new recruits; training in the use of force options and firearms; the technical operation of an intoxilyzer; negotiations; and in other Service branches, such as Identification, Detectives, Youth and Drugs. Community Response Division officers bring their varied and extensive skills with them on every call, providing high-quality service.

Joint Forces Operation Court Security Branch

Based at the Provincial Court Building, at 700 Christina Street North, the branch includes Court Services and Court Security operations. Responsibilities include providing security at the Ontario Court and Superior Court levels, as well as for the family courts and, occasionally, the civil courts. Staff also deals with provincial offences and municipal by-law matters at the Provincial Offences Court Offices, conducted at the Bayside Centre, 150 Christina Street North.

The Court Services Unit is a joint forces operation between Sarnia Police Service and the Ontario Provincial Police. The contingent consists of one civilian court coordinator, one Sarnia constable and two OPP constables. The unit tracks charges, manages case files and ensures that all officers and civilian witnesses required for court are properly notified of all required court appearances.

Sarnia Police Service Security Branch

The Ontario Police Services Act requires the Sarnia Police Service Board to take on the responsibility of providing security for all facilities within the city where court proceedings are conducted. The Sarnia Police Service Security Branch is mandated to determine the appropriate levels of security required to ensure the security of:

- Judges and persons taking part in, or attending proceedings
- The premises, when judges and members of the public are normally present
- All persons on, or about the premises, including prisoners in custody, required to appear in court

The Service's Court Security Branch includes one constable and twelve full- and part-time civilian special constables, all overseen by one sergeant. In 2009, these officers processed 4,230 prisoners, including 652 Young Offenders and 3,568 adults – an increase over 2008 levels of almost 20 percent. Prisoners are generally required to appear for bail hearings, remand appearances and, eventually, trials and sentencing dates. The majority of the Young Offenders required to appear in court are housed in various custodial facilities, in Goderich, Ailsa Craig, London and Windsor. Sarnia police personnel are responsible for escorting Young Offenders back and forth each time they are required for a court appearance.

Telephone Reporting Unit

In 2009, Sarnia Police Service dedicated one constable to the Telephone Reporting Unit. The officer is normally assigned to work weekdays and is responsible for assisting any walk-in or phone-in complaints of a minor nature, as well as those where an officer is not required at the scene.

In addition, the unit also manages a variety of administrative duties, including:

- Providing support to the station duty officer
- Issuing taxi licences for the City of Sarnia
- Maintaining the requirements of the Ontario Sex Offender Registry
- Maintaining a registry of persons released on *Keep the Peace* orders

- Maintaining a registry of parolees required to report to Sarnia Police Service
- Recording and obtaining DNA samples received through warrants and court orders

Community Policing Branch

Officers in Community Policing are assigned to one of several units dedicated to proactive crime prevention and public education. The units include:

- The Traffic Branch
- The Community Oriented Policing and Problem-Solving (COPPs) Section
- The Community Services Unit

The Traffic Branch consists of three officers, who respond to the bulk of collision investigation, traffic enforcement and road safety functions in the city. They are responsible for investigating all fatal and major injury accidents and conducting expert collision re-constructions. Helping to keep our streets safe, the officers perform much of the radar and moving violation enforcement in Sarnia and lead various road safety improvement educational initiatives.

The COPPs Section has four highly motivated and adaptable officers, who respond to priority community safety concerns and policing needs. Following a varied work schedule, their duties include all manner of directed enforcement, suspect surveillance and public education. At any given time, unit officers might be working under cover in plain clothes, on bike patrol, or on community patrol, using marked or subdued police cruisers. Sarnia Police Service continues to receive funding through an ongoing provincial grant to assist with the salaries of the officers assigned to these high profile and important responsibilities.

Community Services Program

- Two full-time officers, working schedules that cater to the wide-ranging audiences they serve
- Provide a broad range of public education programs and presentations to all areas of our community, including: elementary and secondary schools, community college, industrial operations, residents, commercial and retail businesses, community

action/special interest groups, health care organizations and groups, city parks program users, volunteer groups, Aamjiwnaang First Nation community residents, youth organizations, special community conferences and events, Neighbourhood Watch participants and senior citizen groups



The programs and presentations are designed to appeal to audiences of varying ages and interests. Special programs developed and presented in area elementary and secondary schools include:

- *Values, Influences and Peers Program*, presented through approximately 300 in-class sessions each year at Sarnia elementary schools
- *Bullying (Taking Steps), safety and police awareness*
- *Internet safety and cyber-bullying*
- *The use of drugs and alcohol, crime prevention, personal safety and stress*
- *The perils of drinking and driving and the benefits of holding safety oriented proms*
- *Cooking with Cops Mentoring Program*
- *Bicycle safety*
- *Gambling*
- *Welcome Tour of Sarnia Police Service Headquarters*
- *Honouring our culture for youth*
- *Safety orientation via the City of Sarnia's babysitting instruction course*
- *Law, security, communications, prescription drug misuse (post-secondary school students)*

For industrial, residential, commercial and retail audiences, information and education topics include:

- *Robbery and theft prevention*
- *Drinking and driving*

- *Crime Prevention through Environmental Design*
- *Security vulnerabilities and audits*
- *People helping people policing*
- *Personal safety while travelling alone*
- *Community and home security practices and assessments*
- *Safe roads and winter driving*
- *Personal safety while working in and entering unfamiliar environments*
- *Responsible Internet use*
- *Grief assistance*
- *Extra precautions for seniors*

Officers are continuously consulting with educators and other police organizations for ideas and effective approaches to community information and education programming.

Investigative Services Division

- Each branch maintains a unique investigative specialty
- Officers undergo training specific and unique to their areas of expertise involving the following branches:
 - Criminal Investigation
 - Forensic Identification
 - Youth
 - Vice
 - Drug
 - Computer Crimes
 - Crime Analysis
 - Crime Stoppers/Joint Forces Operation
- Branches work together when conducting the most serious and complex criminal investigations

Criminal Investigation Branch

Members of the Criminal Investigation Branch investigate all serious crimes, such as homicides, sexual assaults, serious aggravated assaults, robberies, break and enters and arsons. Investigations are conducted locally. Sarnia Police Service officers have the training, expertise, experience and support, all within the Investigative Services Division.

Every investigator receives ongoing training, participating in courses and seminars at the Ontario Police College frequently during

their tenure with the branch. As a minimum requirement, each officer receives training in general investigative techniques, major case management, homicide investigations, sexual assault investigations, investigative interviewing techniques, investigating offences against children and fraud investigation. In-house support for surveillance, intelligence, forensics, crime analysis and computer/cell phone examination is provided seamlessly, avoiding bureaucratic red tape that might delay, or derail an investigation.

Vice and Drug Branches

When asked by an opinion pollster about community police services, Sarnia residents identified drugs as one of their greatest concerns. Officers in the Vice and Drug branches have dedicated themselves to identifying and arresting street level users and their dealers in our community.



Sarnia Police Service drug enforcement officers are among the best trained in the province. In addition, they have in-depth experience in such disciplines as drug investigation, informant development and handling, search warrant writing, tactical entry and mobile surveillance. Combined with their expertise in court, the officers of the Service's Vice and Drug branches represent a substantial community resource,

dedicated to maintaining a safe living environment for residents across the city.

Many effective investigative practices are applied by the Service's drug enforcement officers. For example, Vice and Drug branch officers routinely conduct their investigations in close cooperation with other drug enforcement agencies and police services. For their efforts, in the first six months of 2010 alone, Sarnia Police Service officers executed more than 60 drug-related warrants and seizures across the city – a number unprecedented for an organization of its size. The Service's in-house, team-based branch approach is repeatedly recognized internally and by partnering agencies, as a critical key to its ongoing success in this important area of community work. Branch officers frequently note that authorization for their many initiatives is just down the hall, rather than being some distance down the highway, as is the case with other enforcement bodies.

The Service's success in securing drug-related search warrants has also helped to reduce the number of break and enters and other thefts in Sarnia, since many drug users support their habits with other such criminal acts. The multi-faceted strategy, referred to as intelligence-led policing, has been applied and proven to be highly successful by Sarnia Police Service for many years.

Youth Branch

- +25 years, branch members have positively influenced and supported many families in the city
- 3 fully trained detective-constables

The Youth Branch receives many accolades and much support from the Sarnia community. Traditionally, branch officers have worked primarily with offenders under the age of 16 through the court system. In recent years, however, important and successful partnerships with youth-centred community organizations have been formed, enabling the branch to divert young offenders and high-risk youth towards more effective and supportive services.

The award-winning crime prevention and early intervention programs of Sarnia-Lambton Rebound were ahead of their time, when first conceived by Sarnia Police Service over 25 years ago. Rebound now involves 17 employees and 100 volunteers on an ongoing basis, to help the youth of our community learn to manage their lives in positive and productive ways.

To ensure the integrity and continuity of Service contributions, officers remain

assigned to the branch for many years. As a result – and pinpointing a well-recognized key to their ongoing success, Youth Branch officers have maintain positive and productive working relationships with representatives from area school boards, the Sarnia Lambton Children’s Aid Society and many other local groups that serve in the interest of Sarnia’s young people and their families.

Community Police Services

Following are the services and programs provided by Sarnia Police Service:

24-Hour Proactive/ Responsive Policing	Crime Prevention	R.I.D.E.
Accommodations	Crime Stoppers Program	Search & Rescue
Administration Support	Criminal Investigations	Sex Offender Registry
Auto Theft	Differential Response	Scenes of Crime Officers
Aviation Services*	Drug Enforcement	Surveillance (electronic/ physical)
Behavioral Sciences*	Emergency Response	Tactics & Rescue
Breathalyzer/Intoxilyzer Technicians	Employee Counselling	Technical Traffic Collision Investigation
Business Planning	Explosive Disposal*	Threat Assessment
By-law Enforcement	Forensic Identification	Traffic
Canine*	Front Line Supervision	Training
Child Pornography Investigations	Hate Crimes/Extremism	Underwater Search & Rescue*
Communications	Hostage Negotiations	Violent Crime Linkage Analysis
Community Policing	Human Resource Services	Victim Assistance
Complaint Investigation	Illegal Gaming	VIP Security
Court Case Management	Incident Command	
	Intelligence Section	
	Major Case Management	
	Marine/Snow Mobile/ATV*	
	Media Relations	

(*) Indicates services available in cooperation with the Ontario Provincial Police under a reciprocal agreement

Policing with the Aamjiwnaang First Nation Community

Aamjiwnaang First Nation lies within the boundaries of the City of Sarnia and adjacent to large-scale industries. Community policing is provided by Sarnia Police Service, under a service agreement between the Sarnia Police Service Board and the Band. With the First Nation community in close proximity to industry

and the risk of incidents occurring being very real, it is of the utmost important that communications between the police and the Band leaders and residents remain in place and well maintained.

Providing policing services to the Aamjiwnaang community is a responsibility taken seriously by Sarnia Police Service. The working relationship is positive and productive, built upon trust, as well as an understanding of, and respect for the Native culture, its people and the community’s

well-being. It is a privilege to work with and serve Aamjiwnaang First Nation.



Local Municipal Board Governance

The authority held by the Sarnia Police Service Board is granted under Section 31(1) of the Ontario Police Services Act. The board is comprised of members of City of Sarnia Council and community citizens. The Board has three key responsibilities:

1. Set directions for the police service
2. Protect or ensure no financial mismanagement; be overseers/good stewards of taxpayer monies, maintain quality service and assure adequacy standards are met
3. Hire the Chief of Police and Deputy Chief, give direction and monitor their performance on an annual basis

The strategic direction of Sarnia Police Service is established through a business plan, which is reviewed regularly and updated every three years. The plan considers the needs and priorities of the local community, as gathered through a formal public opinion survey, community forums, individual comments, concerns and complaints, interest group presentations, discussions and interaction with other policing services and organizations, views and issues from in-house surveys, as well as other, pertinent information-gathering mechanisms, such as the formal workload analysis study conducted in 2009

In meeting its responsibilities, the Board must protect the long-term viability of the Service by:

- Maintaining oversight of the annual budget

- Conduct a line-by-line review, balancing the community's financial capabilities with policing needs and rising costs
- Examine the services and budgets of other comparable communities

Some Points of Reference

The percent of the City of Sarnia budget allocated to police services has remained relatively constant over – a 20-year period

The 2009 Workload Analysis Study, prepared at the request of Sarnia Police Service cited a good balance among administrative, civilian and uniformed staff, as shown in the organizational structure. With the current staff complement, the Service meets the province's adequacy standards, as well as the day-to-day needs of the community.

The Sarnia Police Service Board

Sarnia Mayor Mike Bradley, Chair
Scott Palko (replacing Don Cook)
Sarnia Councillor David Boushy
Dick Carpani
Sean Keane

Scott McEachran, Assistant Solicitor, City of Sarnia, is Board Secretary



People Serving People

The services and programs of Sarnia Police Service have been developed and maintained specifically for the benefit and well-being of local residents. It remains the organization's mission to provide a safe and secure community, by working with the people in a sensitive and professional manner.

The members of Sarnia Police Service have dedicated themselves to:

- Protecting human life
- Protecting the community
- Preventing crime and other offences
- Administering the law fairly and consistently
- Respecting human dignity
- Respecting human diversity
- Caring for victims and having compassion for all
- Being honest and ethical
- Respecting and supporting colleagues
- Understanding changing community needs
- Attaining excellence in each activity undertaken

Your comments, questions, criticisms and compliments are invited. With your active interest and involvement in community policing, Sarnia Police Service will continue to ensure a high level of safety and security that meets the needs of all residents.

For Further Information:

We welcome your questions, concerns, comments and constructive criticisms. Let's work together to promote a safe and secure community.

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