

Peterborough Lakefield Community Police Service

# Business Plan 2013-2015



Focus On Service...



## Our Vision

To be the best Police Service, providing the highest standard of professionalism in partnership with our community.

## Our Mission

Our mission is to promote the *safety of citizens* and the *protection of property*, through an appropriate balance of *law enforcement* and *problem solving* and *crime-prevention initiatives*. This is based on a philosophy of community policing that involves working in partnership with citizens and other community stakeholders.

## Core Values

Members of the Police Service display:

- Integrity and loyalty
- Empathy and fairness
- Impartiality and transparency
- Respect and civility
- Courage and leadership

## Our Motto

Professional, Friendly, Helpful

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# Message From The Chair and Chief

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The 2013-2015 Business Plan sets out our ongoing commitment to providing the most economical, efficient and effective Police Service possible to our communities over the next three years.

The document identifies that our Service enjoys a high level of community satisfaction. This is a result of the respect earned collectively by our members for superior service delivery to our citizens.

The Police Services Board recognizes that our strength and success is rooted in our historic commitment to community policing. It is due to the nature and quality of our strategic partnerships that we are able to live in relative safety and enjoy the high quality of life that we have come to expect.

Our focus is on maintaining the quality of people, programs and services provided at the curbside, on the doorstep or during moments of crisis. We are working toward the employment of enhanced technologies to better serve our citizens over the phone, online or through social media.

The Peterborough Lakefield Community Police Service must possess the competencies, processes, and strategies required to optimize the reciprocal relationship between the contributions and expectations of our community partners and our members.

*We remain Focused On Service.*

**“Our focus is on maintaining the quality of people, programs and services provided at the curbside, on the doorstep or during moments of crisis.”**



Sincerely,

A handwritten signature in blue ink that reads "Ken Armstrong".

R. Kenneth Armstrong, H/Col., O.M.C. BA (Hons).  
Chairman



Respectfully,

A handwritten signature in black ink that reads "M. C. Rodd".

Murray C. Rodd, M.O.M., CD, MBA  
Chief of Police

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# Purpose Of The Business Plan

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Under Section 30 of Ontario Regulation 3/99 of the Police Services Act (the Adequacy and Effectiveness regulation) every Police Services Board in Ontario is legislatively required to prepare a business plan for its police service at least once every three years. This plan is an essential component of effective management and provides the Board with a key tool in performing its civilian oversight role. It allows the public to provide input and commentary on the level of police service they now receive and that to which their police service should gravitate. The Plan also establishes the direction to be followed by the members of the police service. Ultimately, it provides measurable criteria with which the Board can assess the success the service has had in meeting the expectations of the public.

For this planning period, the Peterborough Lakefield Police Services Board undertook a unique approach to the planning process. The Board decided to initiate a longer term strategic agenda that examines the trends and projections that have emerged for both of the communities served by the Police Service. It then developed a three year Business Plan that is consistent with these longer term goals. The consultants who administered the process on behalf of the Board were instructed to engage the community representatives far more intensively than in prior processes. Rather than relying on a community satisfaction survey, the consultants met with a large variety of community members to ascertain their views and solicit their suggestions. All members of the Police Service were also encouraged to meet with the consultants to participate in the project.

Key priorities were identified to focus the Plan towards practical, achievable objectives. The first of these involved the recognition that enhancing the level of service to the communities that the police serve was the most essential component of the Plan. A Business Plan stresses operational and administrative improvement. It is not a financial document. In fact, during the numerous consultations that were held, no one suggested that they wished to see a diminishment of the current service level. At the same time, the Board recognized the need to identify strategies that could be fulfilled in a cost efficient manner. As a consequence, value for money was identified as an important priority. Dispatching police to occurrences is an effective yet expensive manner of ensuring public safety. The Plan includes suggestions to maximize police officer availability for law enforcement, preventive programs and public safety initiatives.

Peterborough is a regional centre attracting visitors from other surrounding areas for recreational, educational, medical and other purposes. For example, each year approximately 11,000 students attend post secondary institutions in Peterborough. What this means for the local police is that they must provide service to many more people than those reflected in the population statistics. The Business Plan requires specific strategies to recognize this reality and include measures to address it.

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# Business Planning Objectives

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The fundamental objective of business plans is to ensure that police services throughout the Province of Ontario maintain a level of police service to their communities that, at the very least, meets the minimum criteria established in the Police Services Act. The Act establishes the core functions for a police service, and the regulations to the Act outline the primary administrative and operational functions that must be addressed in the plan. The Peterborough Lakefield Community Police Service exceeds all aspects of the legislative requirements, so that the objective of its planning process is to maintain, and improve upon, a superior police service delivery system.

Throughout the process, the consultants were made aware of the competing priorities faced by the Board in developing a practical, effective Business Plan. On one hand are the public and police representatives who appreciate the current level of service and would like to see service level improvements, and on the other are the municipal representatives who are concerned with respect to the significant costs incurred delivering policing, which have been described as “unsustainable”. This Plan includes initiatives that will; save money in the long term, increase revenue generation, require no additional expenditure or involve cost increases. Nevertheless, the fact remains that every year payroll costs (salaries, overtime & benefits) represent more than 90 per cent of police expenditures. The majority of the non-payroll expenditures are non-discretionary and, consequently, any significant cost savings would require reductions in the number of staff, with resultant service quality reductions. Because of the current system of contract negotiation and arbitration, the annual salary and benefit awards are largely determined by agreements made elsewhere in the province and police budgets increase at rates in excess of most other public services.

During this business planning period, the Board will need to carefully monitor and evaluate the operation of the Police Service. During the past three years, officers have been reassigned from the four platoons to deal with specific community priorities, most prominently traffic safety and illegal drug use. Coupled with an increase in calls for service, platoon officers are experiencing difficulties in responding promptly to calls that normally receive on-site police attendance. If the situation continues, the Board will need to reassign resources, alter response policies or increase staffing. This Business Plan offers a number of suggestions for practical methods of resolving this situation by increasing the ability of existing staff to concentrate on core police service priorities.

## Strategic Agenda

To provide a long term focus for the Police Service, the Board decided to create a Strategic Agenda that provides an analysis of the changes which will occur in both municipalities over the next 10 to 20 years. It also includes a summary of the general direction the police must follow in order to properly respond to these changes. This document identifies the key priorities that must be followed to ensure the continuation of the superior level of service that the public in both communities currently enjoy.

The Business Plan for 2013 to 2015 is entirely

compatible with the priorities established in the Strategic Agenda. This Plan establishes the specific goals that the Police Service is expected to achieve over the next three years, while the Strategic Agenda includes more general direction and expectations. In fact, it is the Board’s assumption that this Strategic Agenda provides the fundamental principles around which future three year business plans will be developed.

*Copies of the Strategic Agenda are available on the Peterborough Lakefield Community Police Service website [www.peterboroughpolice.com](http://www.peterboroughpolice.com)*

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# Core Functions

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Section 4 (2) of the Police Services Act of Ontario establishes five core functions for policing in Ontario:

- 1 Crime Prevention
- 2 Law Enforcement
- 3 Assistance to Victims of Crime
- 4 Public Order Maintenance
- 5 Emergency Response

Based on the community consultations and their review of the Peterborough Lakefield Community Police Service, the consultants are confident that the public in both communities receive a superior level of service in all five core areas.

The engagement of police staff with the community, particularly with initiatives such as the school programs, ensures that crime prevention remains a key priority. By implementing and maintaining a patrol zone structure, the members are able to maintain a strong focus on law enforcement and public order maintenance, which is supplemented by specialized units such as those devoted to; traffic control, criminal investigation, drug enforcement and emergency response. A number of community representatives expressed their appreciation for the sensitive and effective manner in which uniformed members respond to victims when responding to occurrences. However, the most significant influence for the victims is the work of the Victim Services Unit that initiates a proactive outreach approach and ensures that victims receive the level of support they require throughout the process. The ability to respond effectively to emergencies is a high priority for the public. The Police Service has the equipment and training to fulfill their expectations. With the implementation of the new radio system, effective response to emergency situations while maintaining adequate officer safety has been enhanced.

Police Service delivery in Ontario has changed dramatically since these core functions were introduced when the Police Services Act was developed in the late 1980's. Crime rates have steadily declined across the country, while legislative and administrative procedures have increased the amount of time required to resolve them. Statistics Canada has developed the crime severity index to better measure the challenge that criminal activity presents for each municipality. This index uses actual court sentences to assign measures of relative seriousness to specific types of Criminal Code, traffic, drug, and other Federal offences, to determine the level of severity of the criminality within a municipality.

Another trend acknowledged throughout the province pertains to the number of non-traditional types of incidents to which police officers are required to attend. These include; family disputes, elder abuse, domestic violence and occurrences involving emotionally disturbed persons. All must be dealt with effectively and compassionately which, consequently, has increased the amount of staff time required to respond to them.

# Road Safety



## 1 >>

The Police Service has a dedicated Traffic Unit that creates and implements specific strategies and enforcement programs to enhance road safety. During the previous business planning period the strength of the Unit was increased by three members who were transferred from platoon responsibilities. Community priorities differ in the two municipalities and different strategies must be applied. Nevertheless, the targeted enforcement approach, which utilizes the analysis of traffic data, much of which is obtained from the Collision Reporting Centre, and the creation of a problem solving strategy has reduced the number of motor vehicle collisions. Enforcement statistics rose as did revenue generation and, most importantly, public safety. Because of the success of this initiative, in 2011 the Traffic Unit was awarded the Ontario Association of Chiefs of Police Traffic Award for Project Lansdowne.

## ACTION

**1 a)** Continue the targeted enforcement approach as the primary traffic safety program.

**1 b)** A program for reducing noisy vehicles in Lakefield should be developed, advertised and implemented with the assistance of specialized equipment.

# Community Based Crime Prevention

2 > >

The Peterborough Lakefield Community Police Service stresses the primary objective of public safety over all other corporate priorities. The fundamental method of achieving this goal is through intensive and consistent engagement with the community. These linkages with the community are enhanced by the well organized and highly utilized Auxiliary Police, as well as the non-uniformed civilian volunteers who provide invaluable assistance to the police. All of the representatives of the community agencies and general public who participated in this business planning process emphasized their approval of this approach, appreciation for the support they receive from the police and, in many cases, requested an even higher level of interaction.



Our Police Service stresses the primary objective of public safety over all other corporate priorities.



# ACTION

**2 a)** A detailed communications strategy must be developed to ensure the public is thoroughly informed about policing and public safety issues in their communities. This strategy should include more intensive use of social media.

**2 b)** Increased utilization of auxiliary members, civilian volunteers, or cadets in target hardening and other preventive innovations such as the current Home Guard Program. This could include public service initiatives such as child seat installation seminars.

**2 c)** Work with all of the municipalities and agencies involved in the Peterborough Drug Strategy Program to stabilize their commitment to the program and ensure that it receives the long term funding it requires.

**2 d)** Enhance training of all platoon staff, including coach officers, in Problem Oriented Team Policing emphasizing the Scanning Assessment Response Analysis (SARA) approach.

**2 e)** The Police Service should have enhanced access to its website so that all media releases and crime prevention information can be disseminated to the community as quickly as possible.

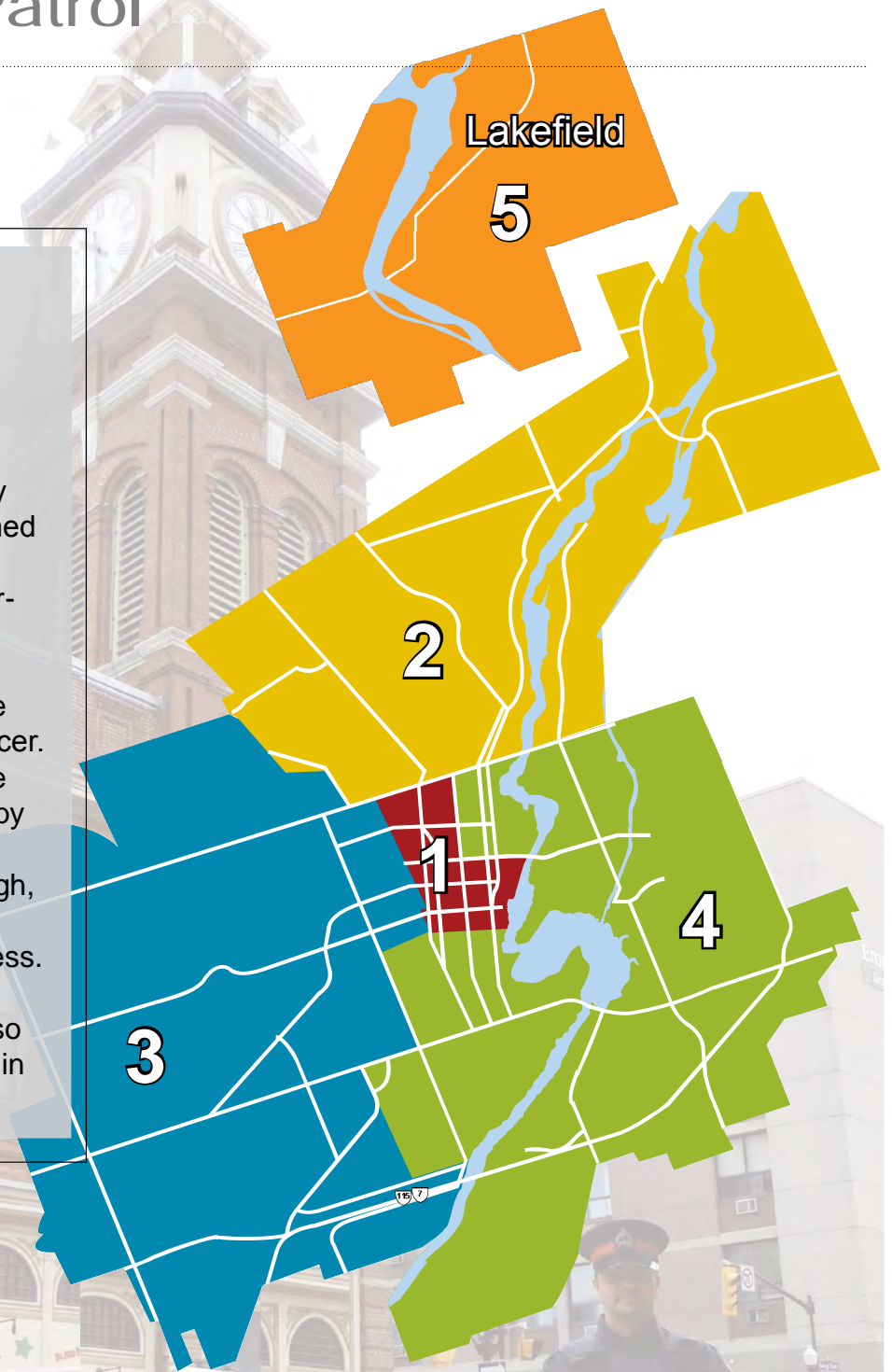
**2 f)** Continue to enhance partnerships with community agencies to develop and implement crime prevention programs.



# Community Patrol

# 3 >>

Routine patrol in Peterborough and Lakefield is organized into five distinct zones that normally have at least one officer assigned at all times. These officers are challenged with ensuring adherence with the operating policy that requires all legitimate calls for service to receive an on-site response from a uniformed officer. They also provide the proactive police presence that is valued by the public, especially in areas, such as downtown Peterborough, where the perception of public safety is crucial for local business. Vulnerable citizens require not only a safe environment but also the strong perception of safety in public places.



## TEAM 1

The heart of our City with a high concentration of commercial and entertainment business.

## TEAM 2

The north end of the City with a high concentration of residential, business core, schools and Trent University.

## TEAM 3

Primarily residential in the west end of the City with industrial and commercial areas in the south along with Fleming College.

## TEAM 4

A mixed residential and commercial area in the east and south part of the City.

## TEAM 5

Team 5 officers police the Village of Lakefield.

# ACTION

**3 a)** Review the zone structure to ensure current boundaries properly reflect the most effective allocation of uniformed staff strength.

**3 b)** Identify methods to maximize the availability for platoon sergeants and constables to increase their availability for call response and proactive patrol by reducing the amount of report writing they are required to complete. This could involve administrative adjustments and/or the introduction of new technologies, such as voice recognition, that allow officers to remain on patrol while fulfilling reporting obligations.

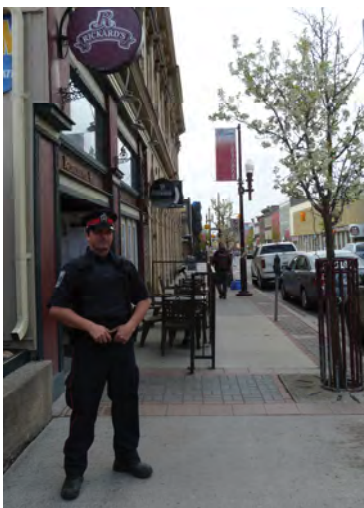
**3 c)** Utilize the superior ability of the new communication system to implement “park and walk” patrol strategies that will increase visibility, particularly in the downtown areas of Peterborough (including East City) and the Lakefield Ward.

**3 d)** Find or develop a system that allows for accurate tracking and categorizing of officer time so that the Board and police management can monitor staff allocation for occurrence response and proactive policing.

**3 e)** Explore the practicality of implementing a cadet program, based on those in existence in other Ontario Police Services, to supplement the current uniformed strength by assuming responsibilities that do not require a fully trained police officer.

**3 f)** Explore the usefulness of fully trained, part-time police officers to reduce overtime expenditures by supplementing front line patrol officers during peak periods and training days, as well as replacing uniformed staff who are on long term sick leave or workers compensation.

**3 g)** Examine the practicality of operating an extended service facility in downtown Peterborough that would be used by patrol officers and staffed, on a regular basis, by community representatives such as; Auxiliary Police, and civilian volunteers including post secondary students and retired police staff.



**AREA 1**



**AREA 3**



**AREA 4**

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# Criminal Investigation

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## 4 >>

Like most other medium and large sized police services, the Peterborough Lakefield Community Police Service has gradually increased the number of specialized units within the organization to reflect legislative obligations as well as the demands of the judicial system. Increasingly, officers are having their credentials questioned in both criminal and civil courts. The Police Service has a well trained Investigative Services Division that includes specialized components for specific occurrences such as sexual assault and drug enforcement. The investigators are supported by specialists within the Intelligence Unit, the Crime Analyst and the Forensic Identification Section. As a result of the Organizational Review and the previous Business Plan, four officers were transferred from platoon strength to form the Drug Unit which has displayed a notable range of successes since its inception.



# ACTION

**4 a)** Security at crime scenes should be provided by properly trained special constables or cadets rather than uniformed platoon officers.

**4 b)** When staffing allows, reintroduce the developmental program (Project Frontline) that provided uniformed staff with short term secondments into the Criminal Investigation area.

**4 c)** Re-examine all training, and enhance where required, to ensure officer qualifications are beyond reproach.

**4 d)** Ensure that specialized units have access to the equipment required to fulfill their functions effectively and efficiently.



[ The Police Service has a well trained Investigative Services Division that includes specialized components. ]

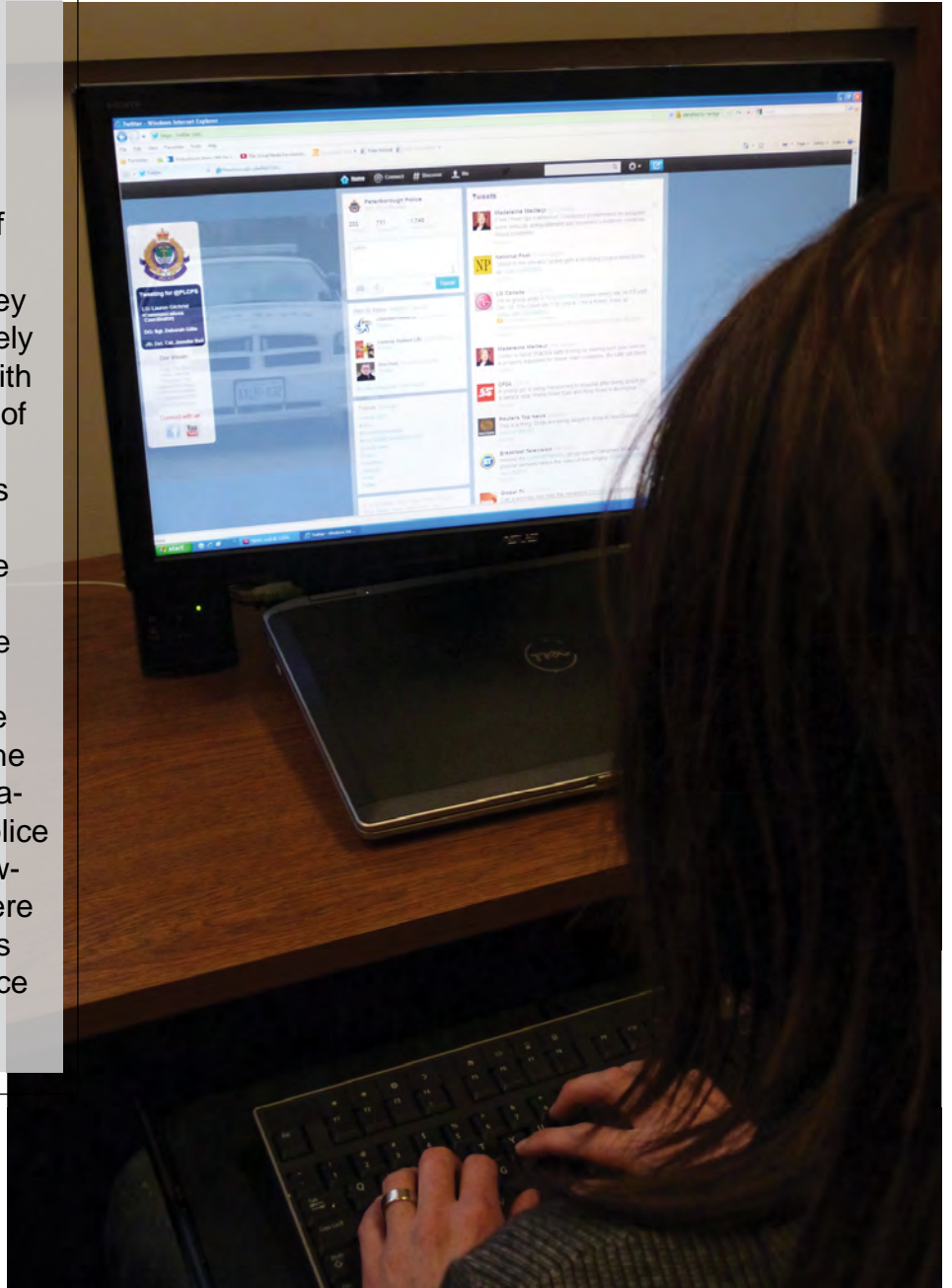
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# Community Satisfaction

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## 5 >>

A community satisfaction survey was completed for both Peterborough and Lakefield as part of the previous business planning process. Responses to the survey clearly demonstrated an extremely high rate of public satisfaction with the Police Service and the level of policing being provided. The current consultation process confirmed this conclusion. Everyone who participated in the planning process was appreciative of the superior level of police service that was being provided in both communities. Even those who expressed concern about the cost of policing had nothing negative to say with respect to the police service delivery. There were however, a number of instances where misinformation about the policies and priorities of the Police Service and the Board were raised.



Our Service uses social media sites such as Twitter and Facebook to inform and connect with the community.

# ACTION

**5 a)** Develop an intensive media awareness program, including enhanced use of social media, to better disseminate accurate information to the public with respect to the activities and priorities of the Police Service and the Board.

**5 b)** Work with a post secondary educational institution to complete a review of the Police Service to assess the environmental sustainability of its operations, including the police building and the fleet.

**5 c)** Calls from the public to the police building should be sporadically monitored to ensure compliance with respect to the promptness and civility of responses from police staff.

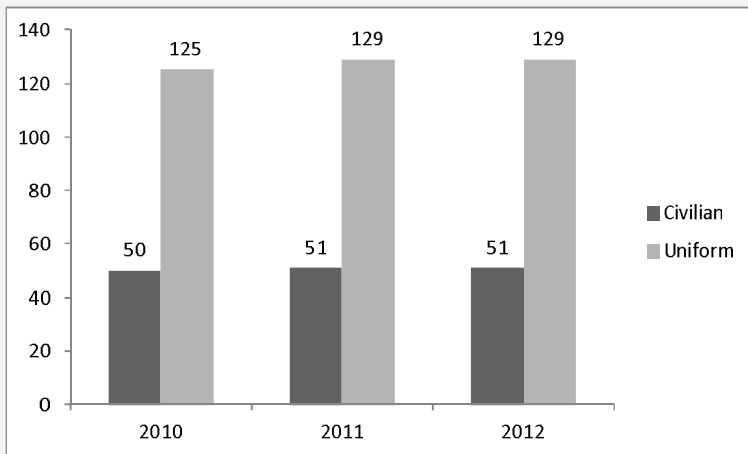
**5 d)** Use existing technologies to implement an on-line occurrence reporting system that members of the public can use, on a voluntary basis, to report incidents of a minor nature.



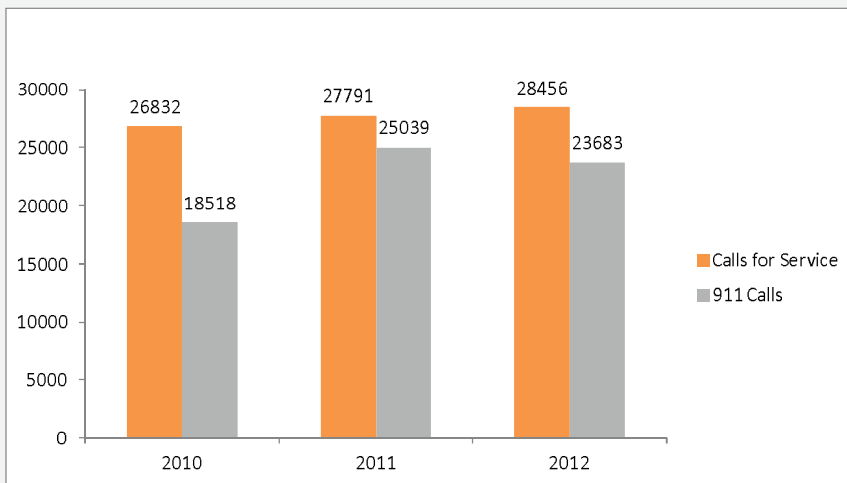
Responses to the survey clearly demonstrated an extremely high rate of public satisfaction with the Police Service and the level of policing being provided.

# Statistical Highlights

## ACTUAL STRENGTH

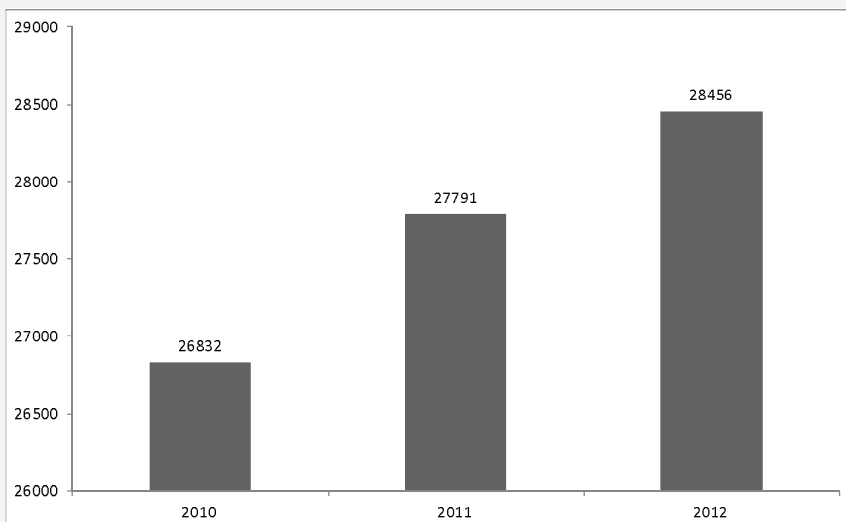


## CALLS FOR SERVICE



The 2012 rate increased by 2.4% over 2011.

## TOTAL CALLS FOR SERVICE

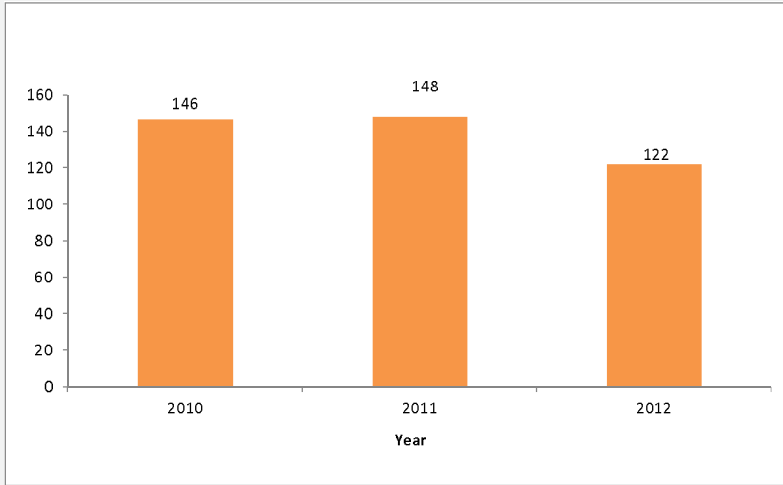


Three year average is 27,693.

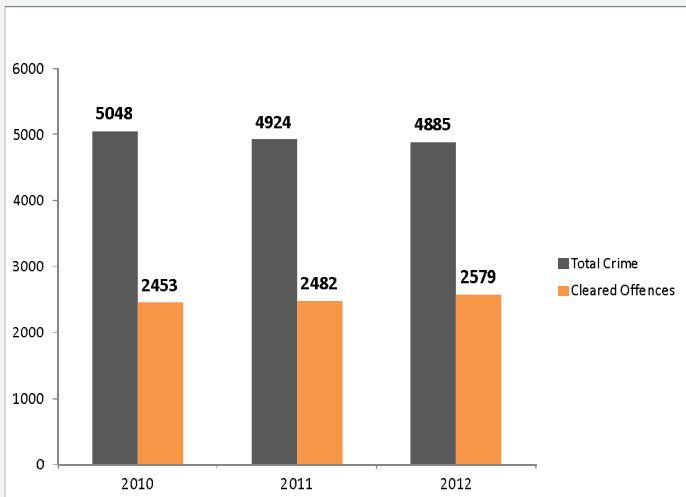


# Statistical Highlights

## DRUG OFFENCES

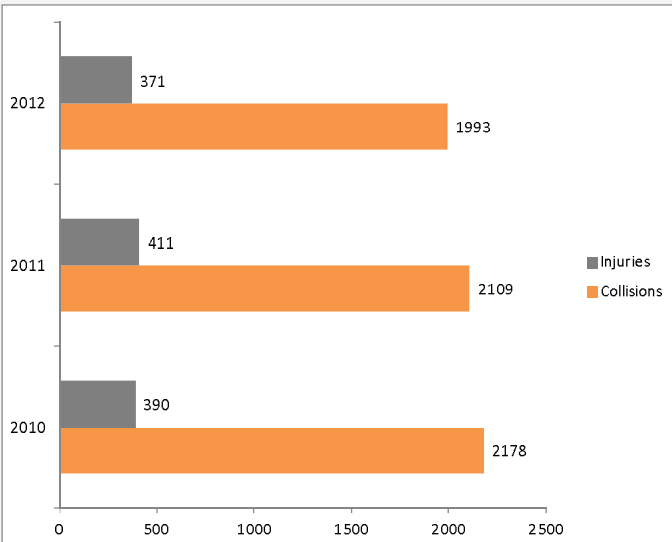


## CRIME TREND



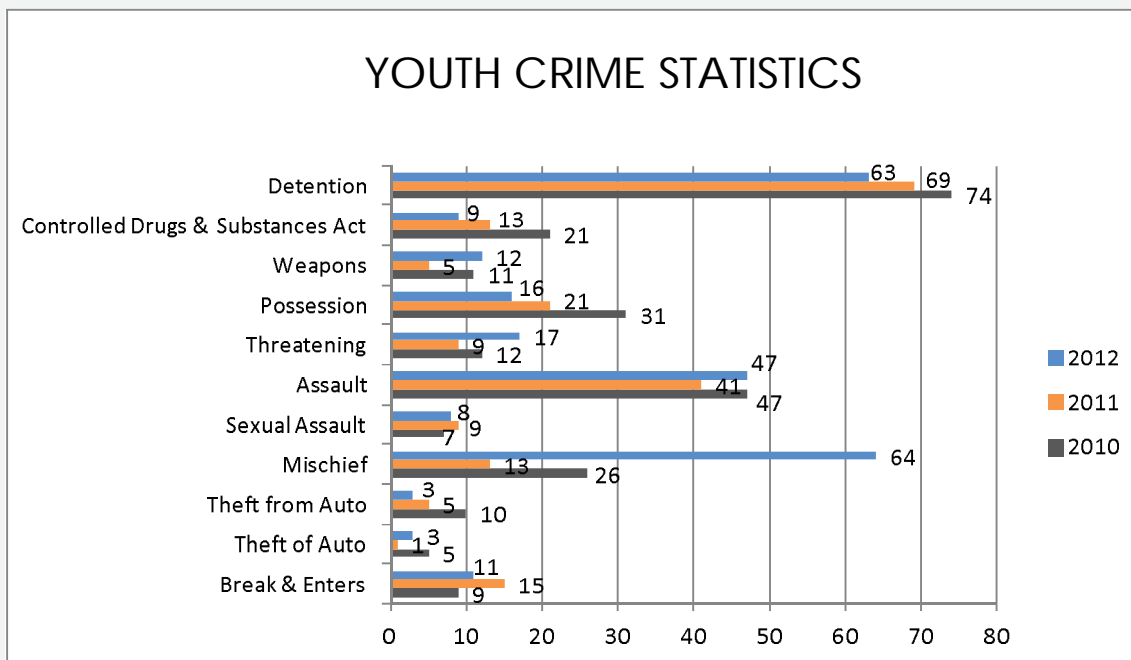
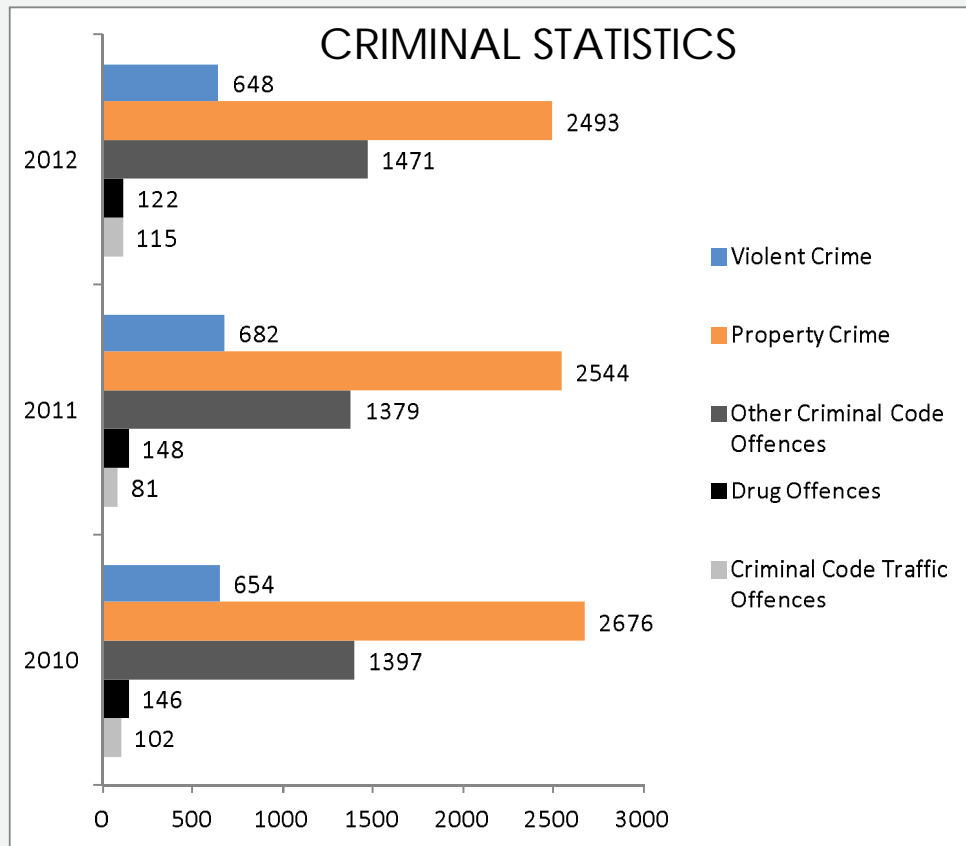
Decrease of 0.8% over 2011.  
Clearance Rate was 52.8%.

## COLLISION TREND



Collisions investigated decreased by 5.5% in 2012.  
Injuries decreased by 9.7% in 2012.  
There was one fatality in 2012.

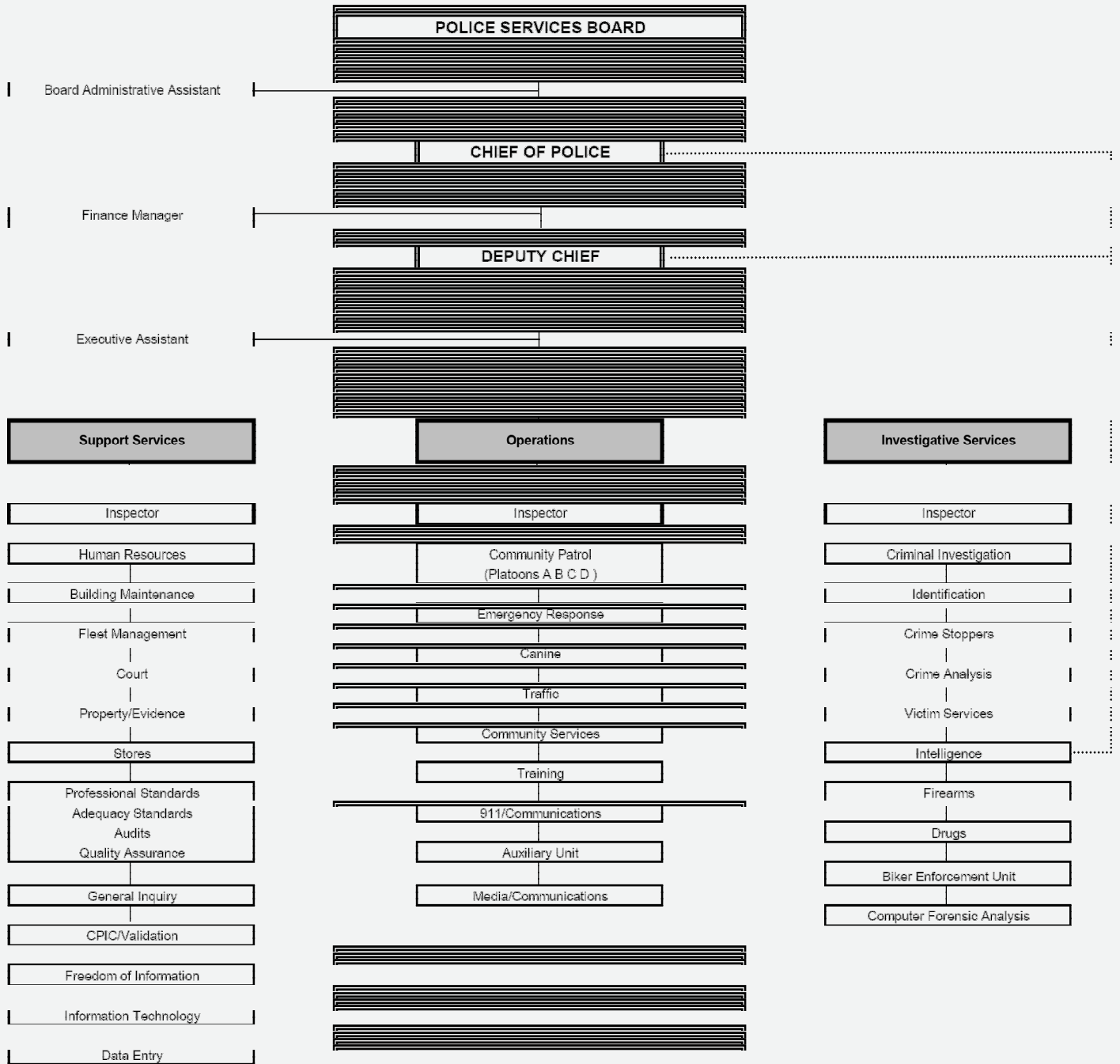
# Statistical Highlights



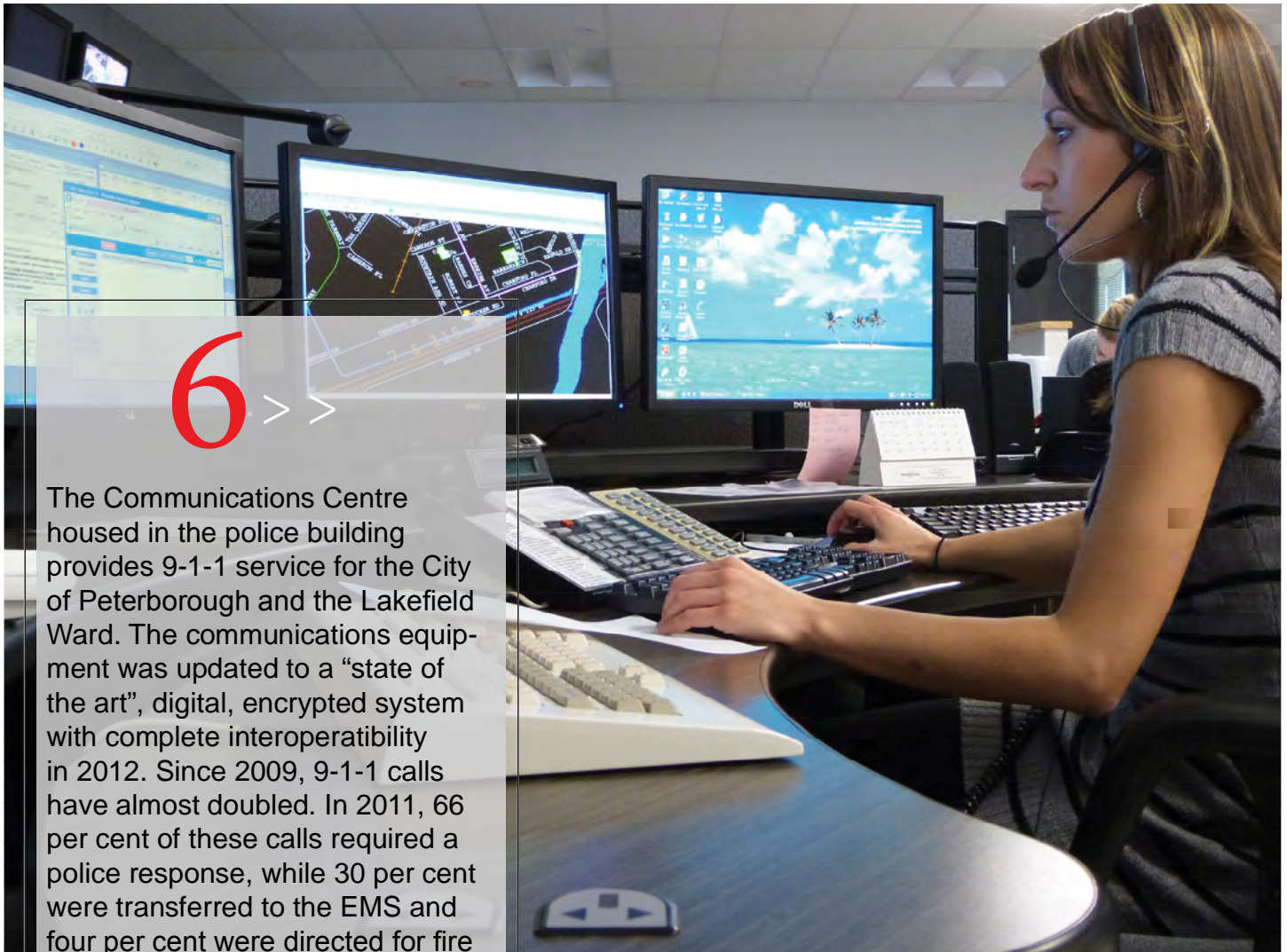
113 youths charged with Breach of Probation in 2012 compared to 170 in 2011 and 148 in 2010.  
 123 youths received Extra Judicial Measures in 2012 compared to 129 in 2011 and 135 in 2010.

# Organizational Chart

## Peterborough Lakefield Community Police Service Organizational Chart 2013



# Calls for Service



6 > >

The Communications Centre housed in the police building provides 9-1-1 service for the City of Peterborough and the Lakefield Ward. The communications equipment was updated to a “state of the art”, digital, encrypted system with complete interoperability in 2012. Since 2009, 9-1-1 calls have almost doubled. In 2011, 66 per cent of these calls required a police response, while 30 per cent were transferred to the EMS and four per cent were directed for fire dispatch. All legitimate calls for service normally receive an on-site response from a uniformed officer. Less serious calls are handled over the phone by an officer in the Alternative Response Unit. Recent shortages on platoon strength have resulted in calls being queued for extended periods. With only two communicators in the communications centre on occasion, dispatch can be delayed. These communicators handle 9-1-1 calls and police dispatch. They also transfer fire and EMS calls to separate dispatch centres.

[ Since 2009 9-1-1 calls have almost doubled. ]

# ACTION

- 6 a)** Merge Peterborough fire dispatch into the police communications centre to achieve service level improvements, cost savings for the City of Peterborough, and cost avoidance for the Police Service.
- 6 b)** Monitor response times, queuing data and dropped calls to identify any recurring problems complying with existing response policies. If calls for service are not receiving the appropriate response within accepted time frames, the Board must reallocate existing resources, identify additional resources, alter the current standard of service, or diminish public expectations (differential response).
- 6 c)** Partner with a post secondary educational institution to complete a research project that categorizes the individuals involved in occurrences over a statistically significant period of time, with respect to where they reside or work. This will identify the proportion of police work that is being generated by people from outside of Peterborough or Lakefield.
- 6 d)** Call management systems and monitoring should be enhanced to ensure that officers are only dispatched to calls for service that require an on-site attendance by a police officer.
- 6 e)** Communicators should routinely be included in debriefings after traumatic events that have occurred during their shifts.
- 6 f)** Explore opportunities to generate revenue through the expanded use of the new communications system to provide dispatch services to other public service agencies including post secondary institutions and public safety organizations in other municipalities.



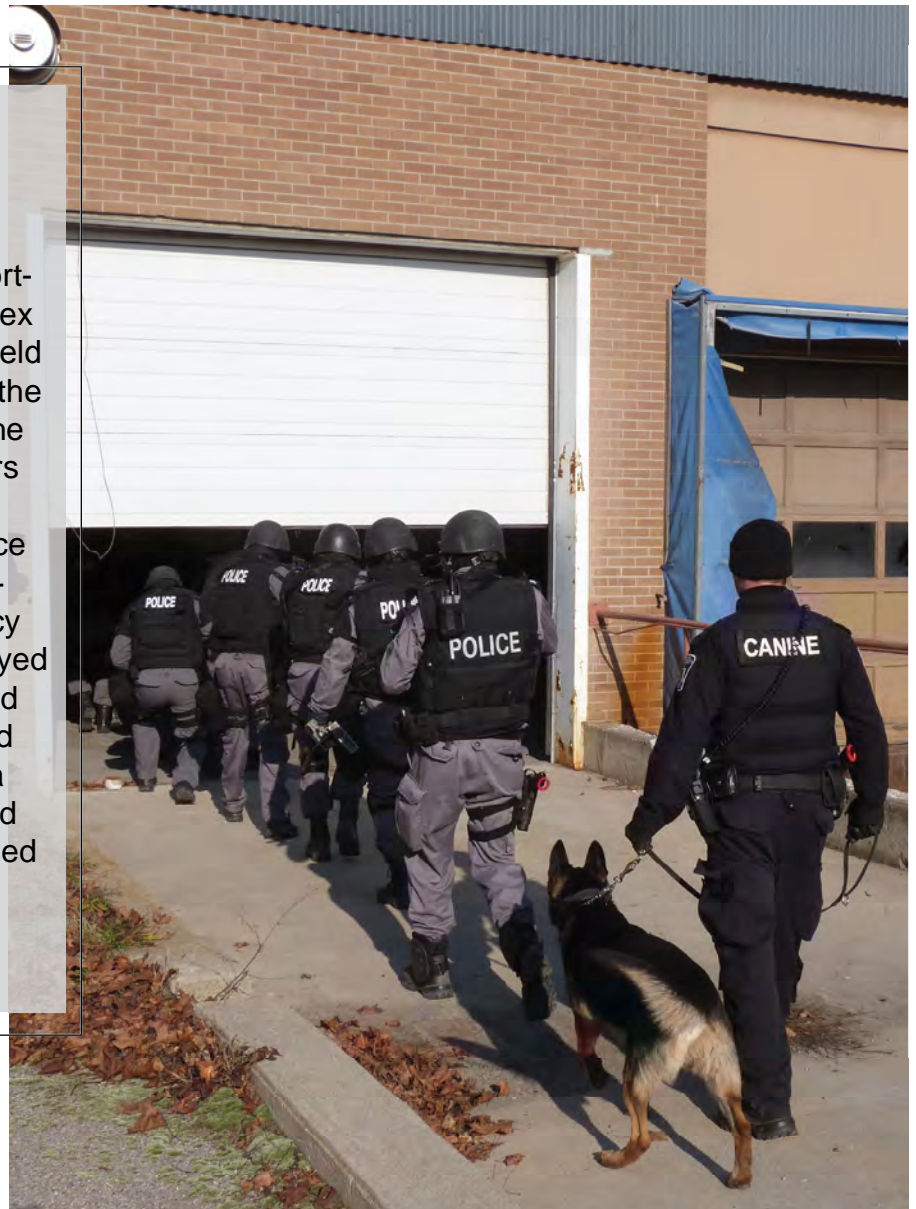
Our Communications Centre is staffed 24 hours a day, 365 days a year.

# Violent Crime

In the past few years the number of serious occurrences investigated has increased substantially.

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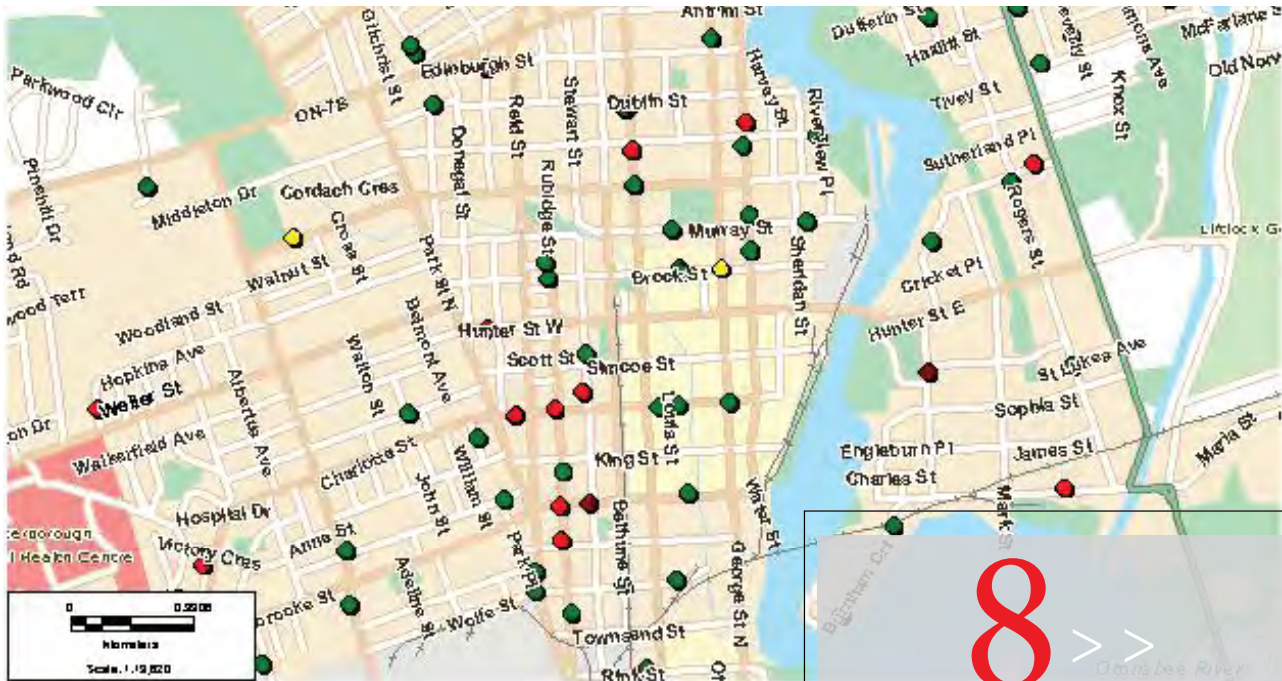
In 2011, Statistics Canada reported an overall crime severity index of 75.2 for Peterborough Lakefield that compares unfavourably to the provincial average of 61.1 for the same year. In the past few years the number of serious occurrences investigated by the Police Service has increased substantially. As a result, the Emergency Response Unit has been deployed more frequently. It was deployed 11 times in 2009 and responded to 26 occurrences in 2012. To a great extent, the increased need has been fuelled by the increased use of illegal drugs and the influx of criminal elements from the Greater Toronto Area.



## ACTION

**7 a)** The Police Service will need to increase its involvement in Joint Forces Operations with other police services to enhance intelligence sharing and deal with the increased threats from gangs including biker organizations.

# Property Crime



The Crime Mapping feature on the Peterborough Lakefield Community Police Service website allows the user to view where certain crimes such as robberies (red pins), stolen vehicles (green pins) and recovered vehicles (yellow pins) are taking place in the City within a certain period of time. This map illustrates a 30 day period.

While occurrences have decreased and clearance rates have improved, property crimes remain a significant source of concern for the public. One of the primary frustrations encountered by the police is the refusal of many citizens to properly protect their homes and vehicles by locking them when they are unattended. In the past few years the Police Service has enhanced its ability to analyze video so that it can use security video from local businesses to identify offenders.

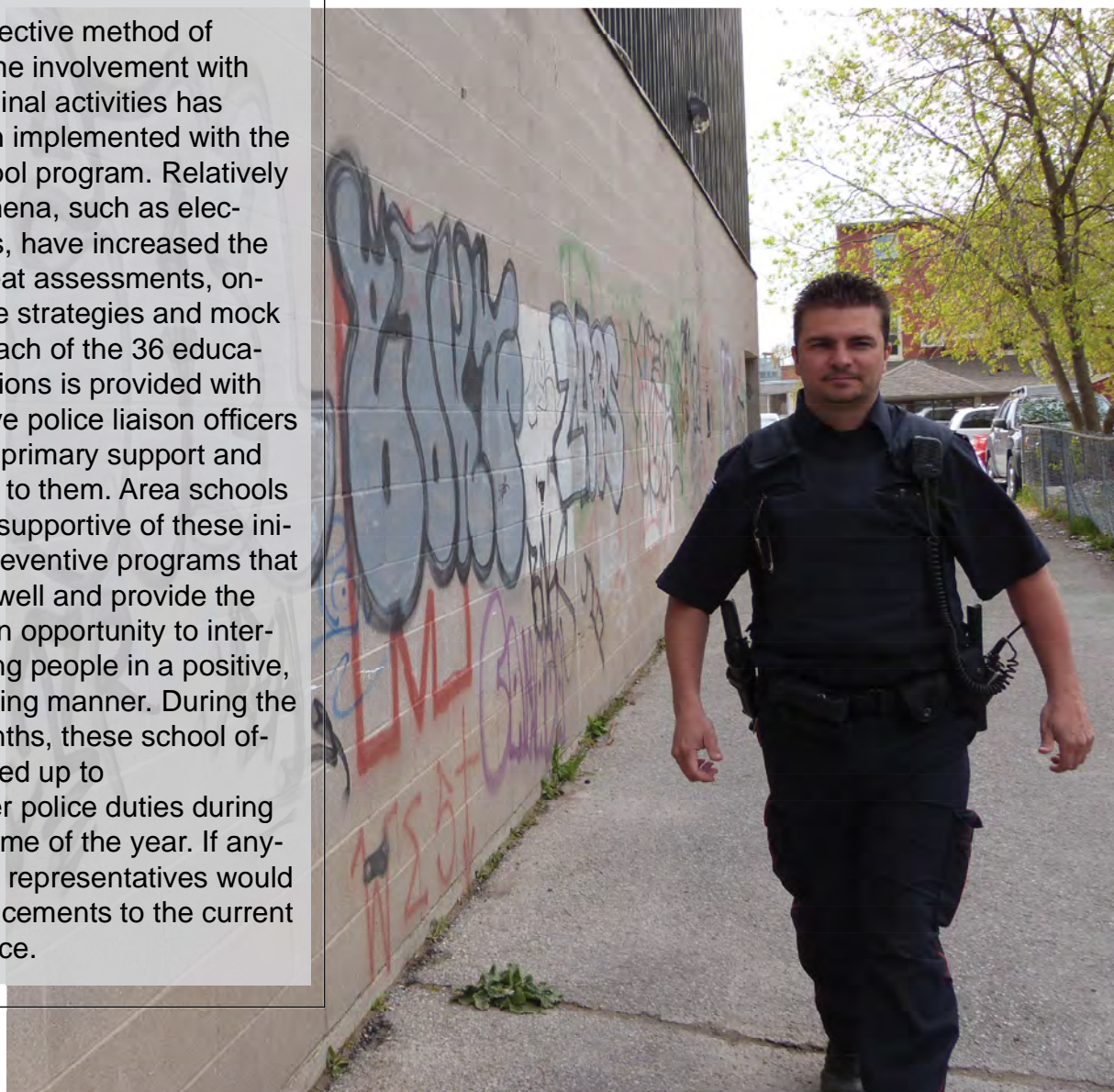
## ACTION

- 8 a)** Areas experiencing a high incidence of property crimes should have cameras installed in public locations to increase the possibility of apprehension.
- 8 b)** A media campaign should be implemented simultaneously with the camera installation to enhance their deterrent effect.

# Youth Crime

## 9 > >

The most effective method of influencing the involvement with youth in criminal activities has already been implemented with the existing school program. Relatively new phenomena, such as electronic threats, have increased the need for threat assessments, on-site response strategies and mock exercises. Each of the 36 educational institutions is provided with one of the five police liaison officers who provide primary support and enforcement to them. Area schools are strongly supportive of these initiatives as preventive programs that serve youth well and provide the police with an opportunity to interact with young people in a positive, non-threatening manner. During the summer months, these school officers are freed up to assume other police duties during the busiest time of the year. If anything, school representatives would prefer enhancements to the current level of service.



## ACTION

**9 a)** Review the usefulness of the existing programs with secondary school authorities to determine if other proactive measures would be more effective.

**9 b)** Examine the possibility of implementing a summer youth program such as the one created by the Ottawa Police Service that employed post secondary students.



# Training



## 10 >>

The Police Service has appointed a full-time training officer for the first time in recognition of the increased need for enhanced training. Much of the training is mandatory because of regulatory obligations and judicial decisions. For example, all radar and laser operators must be re-qualified every three years. In addition, technological innovations require constant upgrading for both uniform and civilian members. Properly trained employees ensure more efficient and productive employees and reduce potential liability for the Police Service and the Board. Additional costs for training are incurred when staff attending training sessions must be replaced by members on overtime.

## ACTION

**10 a)** The Skills Development and Learning Plan required under Section 33 of Regulation 3/99 of the Police Services Act should be reviewed and completely revamped to provide the Board and senior management with a long term projection of training needs for at least the term of the Business Plan.

**10 b)** Wherever possible, overtime costs should be avoided by scheduling part-time police officers when other officers are attending training sessions.

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# Assistance to Victims

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Elder abuse, domestic violence and other traumatic personal interactions increase the need for qualified, committed individuals to work effectively with vulnerable victims.

11 >>

During the consultations, a number of unsolicited compliments were made about the victim assistance response provided by police staff members. Elder abuse, domestic violence and other traumatic personal interactions increase the need for qualified, committed individuals to work effectively with vulnerable victims at all stages of the criminal process. The doubling of staff in the Victim Services Unit during the previous business planning period is now paying tangible dividends. The victim assistance staff members work well with their counterparts in the courts and in the County.



# ACTION

**11 a)** A protocol should be developed between all the agencies involved with victims' assistance to ensure the long term effectiveness of each program and reduce the possibility of duplication.

**11 b)** Enhance the use of existing training for police staff with respect to people at risk and seniors issues. Strengthen the working relationship with community groups that have primary responsibility for assisting people at risk. Police policies pertaining to senior-related occurrences, such as elder abuse, should be reviewed and updated where necessary.

**11 c)** The Police Services Board and police representatives should work with community groups and victims organizations to create a special circumstance fund for short term financial assistance that could be accessed by any volunteer agency to assist their clients during times of emergency.

**11 d)** Strategies need to be developed to effectively deal with victims that present unique challenges, such as foreign students with limited language skills.

**11 e)** Create community awareness of the need to report victimization and assure victims of the confidentiality of the police response.

**11 f)** Ensure that officers are familiar with the "Victims Bill of Rights", and that it is used as the guiding principles during interactions with victims.



The office of one of our Victim Services Coordinators is filled with colourful dolls handed out to children who come into our Service for victim support.

# Information Technology



## 12 >>

The organization has embraced information technology to a reasonable extent. Unfortunately the implementation of in-car computers has had only limited success. In municipalities where this technology works reliably, officers can generate their own information requests for the Canadian Police Information Centre (CPIC) and the Ministry of Transportation (MTO) data without relying on radio calls to the Communications Centre. They can also complete reports without returning to the police building. In order to maximize the success of all staff, enhanced acquisition of technology and the ancillary requirements for training and support should offer practical, cost efficient methods of maintaining and improving service delivery.

Officers will soon have the capability to use handheld technology in order to complete checks on persons.

# ACTION

**12 a)** Replace existing in-car computers with technology that functions reliably in all patrol areas and allows operational staff to maximize their availability to their communities.

**12 b)** Implement computerized fingerprint scanning to improve security check turnaround times from weeks to days. Once implemented, fees for records checks should be reviewed to ensure they are consistent with other jurisdictions.

**12 c)** Establish an Information Technology Committee, with representation from the City, to identify new technologies, assess their effectiveness, and provide cost benefit analysis so that the Board can implement them in a timely manner.

**12 d)** The Committee should develop a long term replacement plan for all of the existing technology that staggers the implementation periods to allow more effective introduction of the new technology.

**12 e)** The Committee should complete business cases on the implementation of an electronic records maintenance system to reduce storage requirements, as well as other records management technology like “Lazerfiche” to improve service delivery.

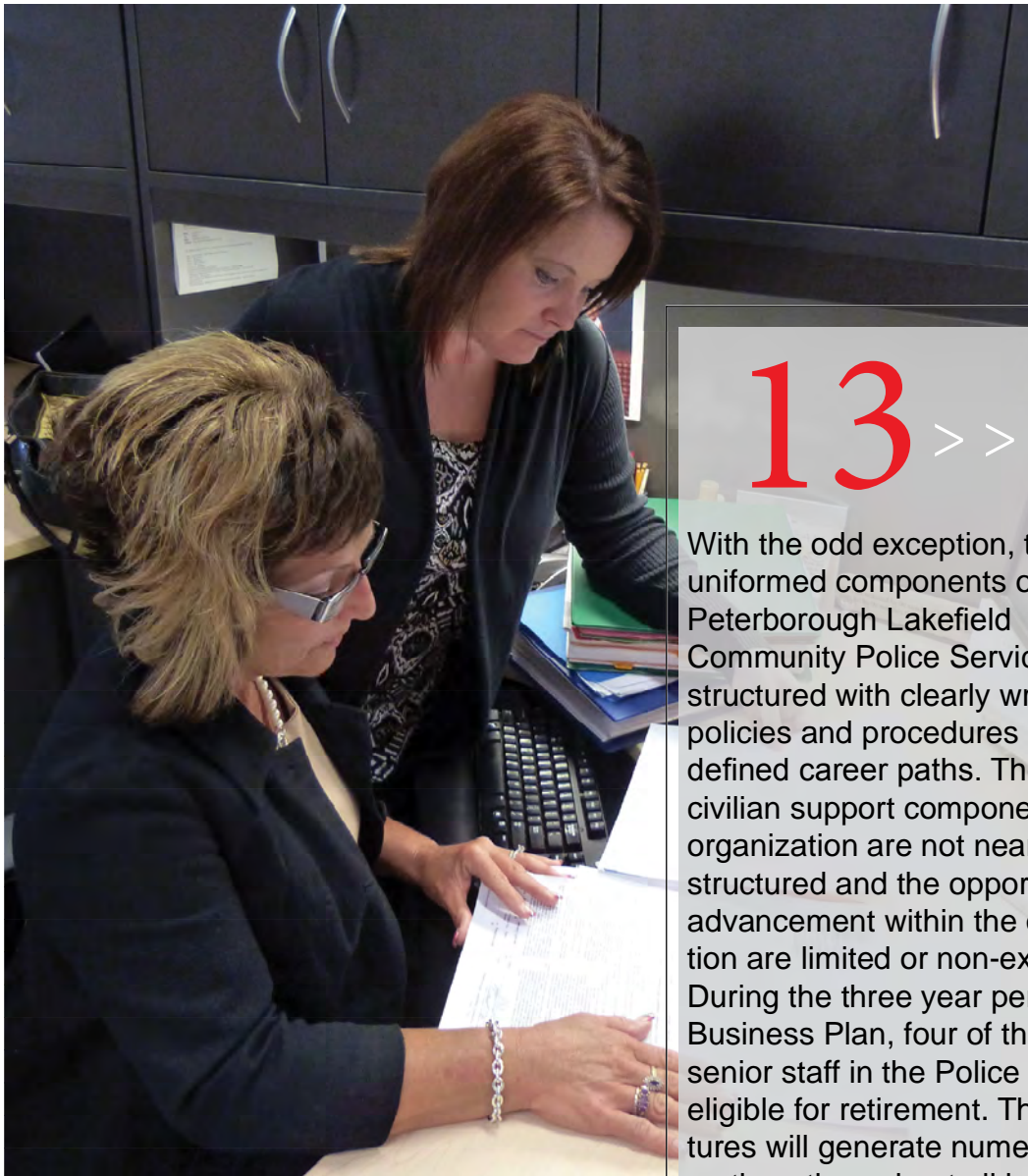
**12 f)** Partner with post secondary educational institutions to develop applied projects that allow the police enhanced utilization of information technology in a cost efficient manner. Explore the possibility of creating proprietary products that can enhance service delivery and possibly generate revenues.

Replace existing in-car computers with technology that functions reliably in all patrol areas and allows operational staff to maximize their availability to their communities.

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# Administrative Improvements

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## 13 >>

With the odd exception, the uniformed components of the Peterborough Lakefield Community Police Service are well structured with clearly written policies and procedures and well defined career paths. The civilian support components of the organization are not nearly as well structured and the opportunities for advancement within the organization are limited or non-existent. During the three year period of this Business Plan, four of the six most senior staff in the Police Service are eligible for retirement. Their departures will generate numerous promotions throughout all levels of the organization and affords an opportunity to restructure some of the Administrative/Support areas of the organization.

# ACTION

**13 a)** A complete review and reorganization of the civilian support component and classification levels should be completed to establish a senior level executive responsible for all support functions including; finance, human resource management, information technology, and records management. For this latter group, a working supervisor should be identified to properly allocate workload and ensure key elements like cross training for all functions is up to date.

**13 b)** Thorough and objective succession planning should be supported by ancillary educational mentoring and developmental programs should be implemented for all appropriate positions in the organization.

**13 c)** Communications supervisors and data entry staff should report to their respective platoon Staff Sergeants. The communications supervisors and Staff Sergeants should then be supplied with technology that provides instant communication between them anywhere in the building.

**13 d)** All positions that can be adequately performed by properly trained civilians should be identified as suitable only for civilian members or uniformed officers on accommodated duties, so that uniformed members are assigned to policing and law enforcement duties.

**13 e)** Records staff must be thoroughly cross trained so that all individual functions are completed during extended absences such as vacation periods.

The civilian support components of the organization are not nearly as well structured and the opportunities for advancement within the organization are limited or non-existent.

# Police Facilities



14 >>

The police building was completely renovated four years ago and, despite rumours to the contrary, the Board and Police Service have not planned a new building. There is sufficient room to accommodate the existing staff levels, as well as some room for expansion, but storage of equipment and files has presented an ongoing problem to the extent that outside storage space is being rented to house the overflow. Despite the recent changes that were made, there is an immediate need for alterations and a longer term requirement for regular reviews of space utilization.



Our station in the Village of Lakefield.



# ACTION

**14 a)** The Police Service should create a Facilities Utilization Committee, with representation from the municipalities, to promote more efficient use of the existing police facilities, and reductions in the amount of rental space required. This committee could also be used to develop an equipment acquisition plan.

**14 b)** One priority for this Committee should be to improve the accessibility for disabled people so that the building fully complies with all of the accessibility legislation. The Committee should explore access to funding from other levels of government agencies for these improvements.

**14 c)** The front desk on the third floor should be eliminated and all components of records checks be moved to the main public counter.

**14 d)** All information and historical documents required by the Freedom of Information (FOI) coordinator should be moved to the third floor.

**14 e)** Outside storage of confidential data should be moved to a secure location.

**14 f)** The practicality of maintaining the Collision Reporting Centre in the police building should be reviewed before any new contract is finalized.

**14 g)** For operational efficiency, the mental health workers who are part of the Integrated Outreach Program should be accommodated in the police building.

**14 h)** During the next three years the Facilities Utilization Committee should also consider, among other issues that arise, the need for; a decontamination room, a bedbug control area in the sally port, flooding in the parking area, a garage for forensic examinations, air conditioning noise in the communications centre, enhanced accommodation for the quartermaster area, and a wireless network throughout the police building.

Despite the recent changes that were made, there is an immediate need for alterations and a longer term requirement for regular reviews of space utilization.

# Resource Planning



## 15 >>

The 2012 budget process did not evolve in a positive fashion during a difficult political period. It appears that the challenges that arose between the Peterborough City Council and Board, as well as police staff and city staff, were partly the result of barriers that made effective information sharing difficult. Communication between staff was basically restricted to formal interaction by computer or other impersonal methods.

## ACTION

**15 a)** The Police Services Board and City of Peterborough Council must expand on the current information sharing protocol to achieve more effective interaction in a more positive environment.

**15 b)** Administrative staff from the Police Service should meet on a regular basis with staff from the City and the Township to ensure clarity with respect to areas of mutual interest and responsibility, such as the budget process, and enhance the personal and professional relationships between staff members.

**15 c)** Police, wherever possible, should partner with the City for joint purchasing to reduce expenditures.

# Consultation Participants

## Internal Staff

- Senior Administration
- Staff Sergeants
- Sergeants
- Police Constables
- Data Entry
- Communications/Dispatch
- Civilian Director
- Property/Evidence Clerks
- IT Support
- Lakefield
- Alternative Response Unit
- Drug Strategy
- Auxiliary Unit
- Victim Services
- Court Services
- Crime Stoppers
- Professional Standards and Planning
- Communications Coordinator
- Quarter Master Clerk
- Warrants Clerk
- Communications Supervisors
- Niche Validator
- Clerical Support
- Finance Department
- Community Services
- Human Resources
- Crime Analyst
- Fleet/Facility Coordinator
- Training
- Open Session
- Police Association
- Police Chaplain

## Police Services Board

- Ken Armstrong
- Mary Smith
- Nancy Martin
- Robert Lightbody

## Township of Selwyn

- CAO
- Financial Services
- Clerk
- Mayor & Township Council group meeting
- Public meeting

## City of Peterborough

- Bill Juby, City Councillor
- Lesley Parnell, City Councillor
- Dan McWilliams, City Councillor
- Len Vass, City Councillor
- Mayor & City Councillors Group Meeting
- CAO
- Corporate Services Division
- Planning and Development Services
- Utility Services
- City Solicitor
- City Clerk
- Community Services
- Social Services Division Manager/Ontario Works Administrator, City Ptbo
- Youth Recreation, City of Peterborough
- Land Information Services

## Seniors Groups

- Regional Elder Abuse Consultant of Central East Ontario
- Alzheimer's Society of Peterborough, Kawartha Lakes, Northumberland & Haliburton
- MaryCrest Seniors Residence
- Canterbury Gardens
- Fairhaven Municipal Long-term Care Home
- Abuse Prevention of Older Adults Network
- Victorian Order of Nurses
- Peterborough County-City Health Unit
- Royal Canadian Legion
- Lakefield Community Care
- Community Care, Peterborough

## Justice Partners

- Edmison House
- Probation & Parole
- Crown Attorney
- Peterborough Northumberland Victim Services (VICARS)
- Victim Witness Assistance Program (VWAP)
- Regional Coroner's Office

## Domestic Violence Groups

- Kawartha-Haliburton Children's Aid Society
- Sexual Assault program, Peterborough Regional Health Centre
- Domestic Violence Program, Peterborough Regional Health Center
- Kawartha Sexual Assault Centre
- YWCA

## Youth

- St. Peter's Secondary School
- Thomas A. Stewart Secondary School
- Lakefield District Secondary School
- St. Paul's Elementary School, Lakefield
- Adam Scott Collegiate
- Fleming College
- Trent University
- Youth Emergency Shelter
- Youth Worker, St John's Anglican Church
- Kawartha Youth Unlimited

## Community Agencies

- Elizabeth Fry Society
- John Howard Society
- Canadian Mental Health Association
- United Way Peterborough & District
- Our Space Drop-In Centre
- Peterborough Social Planning Council
- 4 County Crisis
- Peterborough Aids Resource Network (PARN)
- Peterborough Drug Strategy
- Peterborough Downtown Business Improvement Area
- East City Village Business Improvement Area

## Acknowledgements

The Peterborough Lakefield Community Police Service and the Police Services Board would like to acknowledge and thank members of Council, business representatives and all stakeholders that participated in the Business Plan consultations along with all members of the Business Plan Steering Committee.

## Business Plan Steering Committee

MPM Consulting - Michael P. Mitchell  
Hodgson Associates - Maurice "Moe" Hodgson  
Committee Chair - Robert Lightbody, Police Services Board Member  
Chief of Police Murray Rodd  
Deputy Chief of Police Stephen Streeter  
Inspector Tim Farquharson  
Staff Sergeant Neil Collins  
Staff Sergeant John Lyons  
Sergeant Marilyn Gandy  
Police Association President - Constable Dave McFadden  
Police Association Vice-President - Sergeant Jeff Chartier  
Communications Coordinator - Lauren Gilchrist  
Niquel Pritchard-Pataki - Administrative Assistant to the Board

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Based on their extensive knowledge of policing, MPM Consulting and Hodgson Associates were retained through an RFP process to facilitate and write the Peterborough Lakefield Community Police Service 2013-2015 Business Plan.

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