



PETERBOROUGH LAKEFIELD COMMUNITY POLICE SERVICE

Business Plan 2010-2012

THE WAY AHEAD...

OUR VISION

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

MISSION STATEMENT

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 and Helpful

MESSAGE FROM THE CHAIR



This year marks the 160th anniversary of the establishment of the Police Service in Peterborough. Founded just 21 years after the great British statesman, Sir Robert Peel, initiated, with the Metropolitan Police Act, the concept of a modern civic police force in London, England, based at Scotland Yard, the Peterborough Police Service is one of the oldest in Canada – in fact, in North America. It is just 5 years younger than that of New York and older than those of Boston and Philadelphia. For the last decade of these 160 years, policing in Peterborough and Lakefield has been combined in a Service that is to the mutual benefit of both these neighbouring old Ontario communities.

The record of effective service and the high standards achieved by the Peterborough Lakefield Community Police Services are well attested. None the less, it is useful for a Police Service to undertake at regular intervals a rigorous review of its programmes, policies, organization, and finances and to do this with appropriate community participation and expert, independent outside advice.

To this end, the Peterborough Lakefield Community Police Service has over the past 8 months engaged in a critical review of the full range of their operations and costs. Extensive studies have been undertaken by outside consultants, with the active co-operation and participation of members of the Board and Service.

The reports resulting from this thorough and searching process have greatly helped the Chief and the Board to identify levels of satisfaction, areas of concern, and the future expectations of the public in the Peterborough Lakefield community. The process has been fundamental to the thinking about the staffing, resources, and organizational arrangements needed in order that the Police Service can provide the services required for it to meet present and future demands placed upon it.

The community is growing and changing at a considerable pace. Perhaps even more important is the fact that the world around us is changing even more rapidly. These changes will have – are already having – an immense impact on policing requirements in the Peterborough Lakefield area. New techniques, new technologies, and new resources must be found.

The findings and work done in these studies have shaped this Business Plan. Clearly, there is a great deal to be done to meet present and future challenges. I am confident that the remarkable spirit and commitment of the men and women, uniform and civilian, of the Peterborough Lakefield Community Police Service, so ably led by the Chief and Senior Officers, backed by a thoughtful, strong and committed Board, and a concerned and supportive community, will be successful in meeting these challenges.

Thomas H.B. Symons

Thomas H.B. Symons, C.C., O.Ont, F.R.S.C., LL.D.
Chair, The Peterborough Lakefield Police Services Board

MESSAGE FROM THE CHIEF OF POLICE



The development of the 2010 - 2012 Business Plan, designed to determine the expectations of our Police Service as set out in Legislation and Policing Standards, has been an exhaustive process.

The needs and expectations of the communities we serve and the generous contributions made by our many community partners toward policing and public safety issues, were examined. To accomplish this, Fleming Data Research conducted a community consultation process that included a formal Survey of the citizens of Peterborough and Lakefield.

MPM Consulting was retained to conduct a comprehensive Organizational Review. The process included both internal and external focus groups and interviews. The examination focused on compliance to standards, organizational complement, service delivery, process and capabilities.

The highly skilled members of the Police Service were fully engaged in the process, as were Peterborough City Councilors, Smith-Ennismore-Lakefield Council, the crown attorney, city staff, members of the Downtown Business Improvement Area and the Police Services Board.

Concurrent with these studies, a comprehensive review of our Police Radio System was conducted by Fraser, Popovski & Associates Inc., Wireless Communication Engineers & Consultants. The aim of this project was to review the Police Radio System and its supporting technologies and infrastructure. This process sets out the way forward in replacing the current radio equipment, which is nearing obsolescence, with current technologies that require interoperability prescribed by federal standards.

The reports from each of these consultants fit into this Business Plan.

Rethink Consulting, following the best practices of strategic planning, validated the data and information from the various contributors to determine the needs of our communities and priorities for the Police Service to address over the next three years.

The Business Plan provides the strategic direction for this Police Service and identifies the priorities, accountabilities and budget impact for each of the strategic goals and objectives, as well as the timelines by which they are to be implemented.

This Business Plan sets out to deliver resources commensurate with our legislated mission and the expectations of the citizens we serve. Further, the Business Plan sets out to enhance capabilities, as well as improve processes and strategies, to enhance service delivery.

I am confident that this Business Plan is an investment in maintaining the quality of life we have come to know and expect and an investment in healthier and safer communities.

Murray Rodd
Chief of Police

BACKGROUND

BUSINESS PLANNING BACKGROUND

Legislative and Regulatory Background

This 3-year Business Plan, which addresses the objectives, core business and functions of the Police Service, including how it will provide adequate and effective Police Services, ensures the Police Services Board is compliant with the legislative guideline detailed in Section 30(1) of the Adequacy Standards Regulation of the Police Services Act.

Business Planning Highlights

The Business Plan sets the framework, strategic directions, high-level priorities and goals to achieve our organization's mandate and meet our statutory responsibilities. The Police Services Board engaged Mr. Robert Lockhart of the RETHINK GROUP to assist in the development of a strategic agenda to provide a framework for the Business Plan. A comprehensive process was undertaken, including extensive internal input through a survey and five working sessions with staff at all levels, extensive external input involving two workshops with stakeholder representatives and youth. The findings from the stakeholder's focus group discussions and the customer satisfaction survey confirmed that the Peterborough Lakefield Community Police Service is a valuable asset to the community.

Our History

The Peterborough Lakefield Community Police Service and its Board came into existence on January 1, 1999 amalgamating the former Peterborough Community Police Service and the Lakefield Police Service. This Service is responsible for policing a larger geographic area and in a much more complex environment, serving a population exceeding 80,000. With the annexations that occurred in 2008, the City of Peterborough continues to grow.

HISTORY

PETERBOROUGH LAKEFIELD POLICE

We Have Come A Long, Long Way

On January 1, 1850, through the Act of Incorporation, the Town of Peterborough became a political reality. One of the first acts of the new council was to appoint their first Chief Constable, William Cummings, and four part-time constables to police the community.

In June 1874 the community of Lakefield petitioned County Council to incorporate the Village. A year later, Thomas Hull was appointed as the first Village Constable.

In 1998, the Village of Lakefield and the City of Peterborough together agreed on a joint community police service, thereby joining together into one single professional service, with a long history of effective policing in both communities.

We have come a long, long way since those early days.

The present Peterborough Lakefield Community Police Service proudly acknowledges the respective past of both communities. This year marks 160 years of policing in Peterborough and 135 years of policing in Lakefield.



BOARD MEMBER RESPONSIBILITY

Under the Police Services Act, R.S.O. 1990, section 31 (1): *A board is responsible for the provision of adequate and effective police services in the municipality*

Responsibilities of PLPSB members toward the people they serve and other public officials include:

- Actively advancing the public safety agenda
- Being a wise steward of public resources
- Ensuring the provision of competent and responsive services
- Respecting the legitimate authority of municipal Council and other public office holders
- Being accountable

Police Chief, Associations and the Organization

Responsibilities of the PLPSB members toward their Chief of Police, Police Associations, employees of their Police Service and the Police Service as a corporate entity, include:

- Setting and focusing on the strategic priorities
- Fostering a healthy and safe work environment
- Promoting continuous learning and career development
- Fostering professionalism
- Maintaining accountability
- Setting the moral tone
- Respecting the legitimate roles of the Chief of Police and the Associations
- Promoting harmonious and collaborative labour relations

Professional Partners

Responsibilities of PLPSB member toward others in the policing profession, their fellow board members and other engaged in services related to the policing profession include:

- Building value-based relationships
- Sharing knowledge
- Upholding the public trust
- Being accountable
- Consulting effectively

Personal

Responsibilities of the PLPSB members toward themselves include:

- Maintaining focus on the strategic direction
- Modeling leadership attributes
- Managing life-work balance
- Delivering on commitments
- Persevering
- Learning about their roles and responsibilities as a board member
- Developing themselves
- Maintaining self-discipline
- Avoiding conflicts of interest and the appearance of personal gain



YEARS IN REVIEW

TOTAL AUTHORIZED STRENGTH



DRUG OFFENCES



COLLISION TREND



Collisions investigated decreased 3.7%
 Injuries increased 3.3%
 There were 3 fatalities in 2009
 the same as 2008

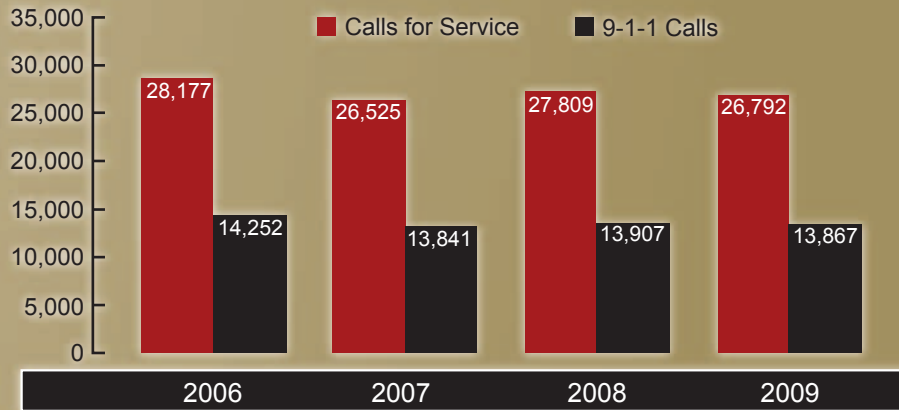
CRIME TREND



Decrease of 6.6% over 2008
 Clearance rate was 45.9%

REVIEW

CALLS FOR SERVICE

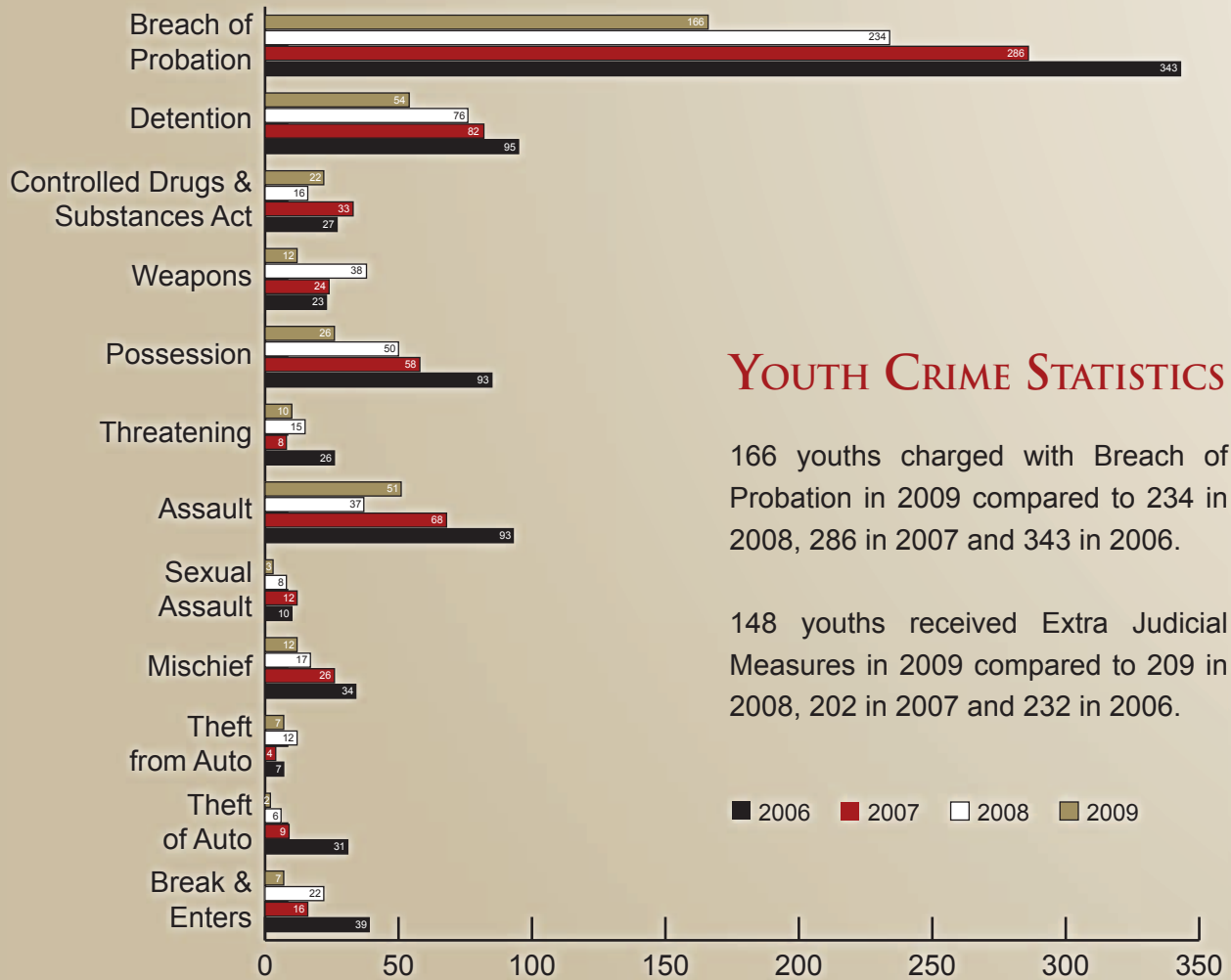


The 2009 rate decreased by 3.7% over 2008

TOTAL CALLS FOR SERVICE



5 year average: 27,310



POLICING

TEAM POLICING

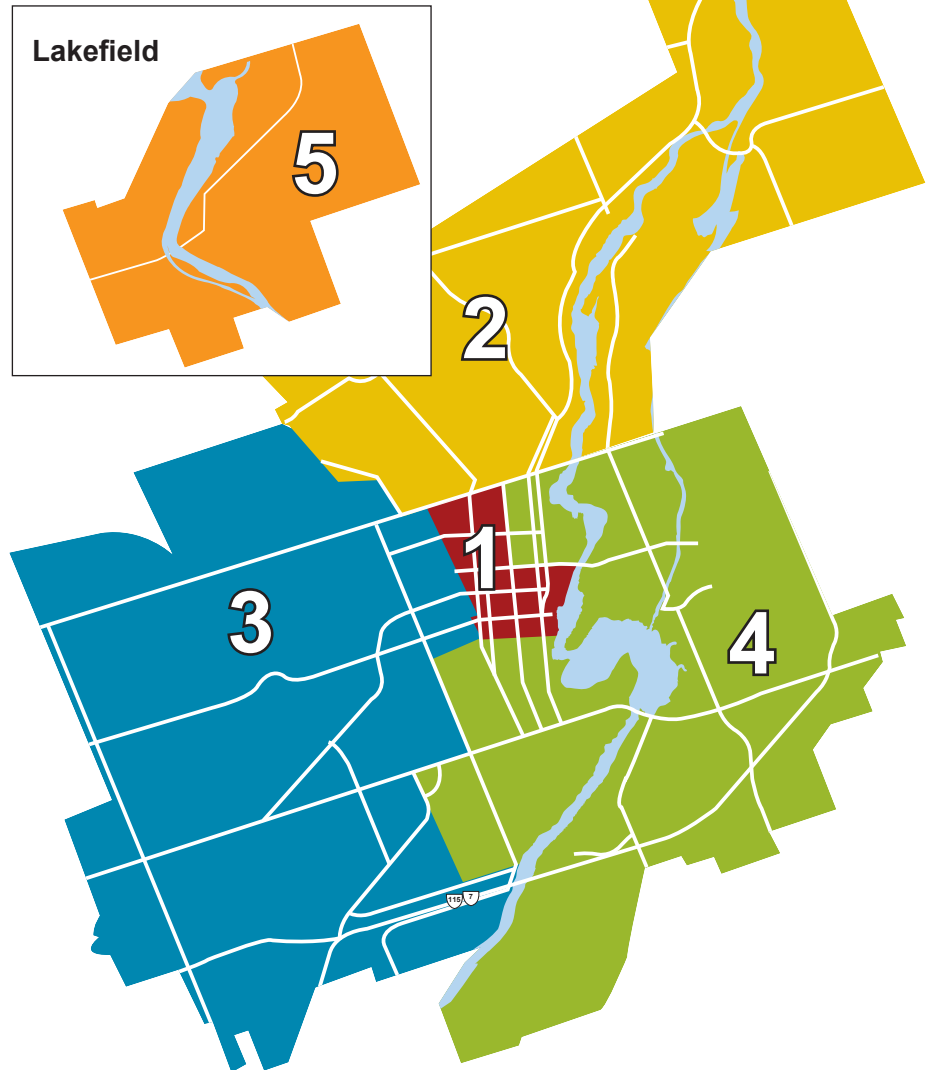
Team One - polices the heart of the City with a high concentration of commercial and entertainment business.

Team Two - polices the north end of the City with a high concentration of residential, business core, schools and the university.

Team Three - polices primarily residential in the west end of the City with industrial and commercial areas in the south.

Team Four - polices mixed residential and commercial in the east and south part of the City.

Team Five - polices the Lakefield Ward of Smith-Ennismore-Lakefield Township.



COMMUNITY BASED CRIME PREVENTION AND PROBLEM SOLVING

Community policing is our organization's philosophy and is all about the police actively working with the community to prevent crime and create a safer environment. It promotes community, government and police partnerships; proactive problem solving; and community engagement to address the causes of crime, fear of crime and other quality of life issues. Recognizing that our strength stems from partnerships with all sectors of the community, we will continue to enhance partnerships to advance the high quality of policing services for all our citizens.

With an emphasis on the community, the Police Service adopted a team-policing concept more than thirty years ago. The Community Patrol Unit promotes crime prevention and the shared responsibility between the community and the police for resolving crime and order problems that may be unique to a specific area of our communities. Five geographical patrol areas have been developed, with each area being represented by a team of officers who are dedicated to patrol that area. Additional units within the Police Service, such as traffic, criminal investigation and K9, support these teams. Community members have access to a team member twenty-four hours a day.

Commencing January 1st each year, teams set goals and objectives, plan team meetings and design strategies to attain their goals and objectives, which support the Business Plan's goals and objectives. Team meetings involve the input of citizens who reside, are employed or partake in activities in the team's area, and also promote the sharing and coordination of information between teams and units.

Further, it is the policy of this Police Service that each and every member be responsible for the delivery of crime prevention initiatives. While the core function of policing remains the same, how it is achieved continues to evolve as new strategies are developed to meet the ever-changing needs of our communities.

- Community policing is an organization-wide philosophy and management approach that involves actively working with the community to prevent crime and create a safer environment. Via strong and active partnerships and strategic alliances with community stakeholders, as well as community engagement and proactive problem solving, the service aims to address the causes of crime, alleviate the fear of crime and address other quality of life issues.

ITY

- The philosophy balances ‘reactive policing’ with proactive ‘problem-solving techniques’.
- It promotes a shared responsibility between the community and the Police Service for crime prevention and resolving crime and order problems.
- Community policing is based on a ‘team policing’ concept for each Community Patrol Unit that works with and shares the responsibility with the stakeholders and citizens within each of the five geographic patrol areas of the community to tailor crime prevention and enforcement approaches to the unique character of each area. The teams are supported by other specialized units as required (e.g., traffic, criminal investigation, K9).
- Annually, each unit sets goals and objectives, plans team meetings and designs strategies with citizens and stakeholders to share information and meet area-specific goals and objectives within the framework of the overall Business Plan.



STEP 1 TO INCREASE THE PRIORITY OF WORKING WITH THE EDUCATION SECTOR AND YOUTH.

- 1.1 To continually work toward building a positive relationship with youth.
Responsibility: Operations & Investigative Services | Resources-Human/Operational: Existing
Timing: Ongoing
- 1.2 To consider increased proactive initiatives in schools.
Responsibility: Operations & Investigative Services | Resources-Human/Operational: Existing
Timing: 2010

STEP 2 TO CONTINUE TO INCREASE COMMUNITY AWARENESS.

- 2.1 To develop and implement a comprehensive 'education and communication strategy' to improve the provision of information to all sectors of the community and decision-makers, and to improve communication between the Police Service and the community via a broad spectrum of mediums, including speaking engagements, the web site, and other contemporary communication 'tools'.
Responsibility: Senior Staff | Resources-Human/Operational: Existing | Timing: 2010
- 2.2 To work in partnership with stakeholders to promote a vibrant and safe downtown.
Responsibility: Senior Staff | Resources-Human/Operational: Existing | Timing: Ongoing
- 2.3 To improve all aspects of volunteer engagement (recruitment, placement, training, retention) and better utilize volunteers, including the Auxiliary and Victim Services.
Responsibility: Senior Staff | Resources-Human/Operational: Existing | Timing: 2010

STEP 3 TO CONTINUE TO DEVELOP CRIME PREVENTION INITIATIVES.

- 3.1 To remain up-to-date regarding current and future community demographics and the effect on policing priorities and the delivery of police services.
Responsibility: Operations & Investigative Services | Resources-Human/Operational: Existing
Timing: Ongoing
- 3.2 To make crime prevention a higher priority by developing crime prevention training and the application of models, tips and initiatives, with accountability placed on management teams and through the evaluation process.
Responsibility: Operations & Investigative Services | Resources-Human/Operational: Existing
Timing: 2010
- 3.3 To investigate the viability and effectiveness of an increase in the number of security cameras, through business and other community partnerships.
Responsibility: Operations & Investigative Services | Resources-Human/Operational: Existing
Timing: 2010

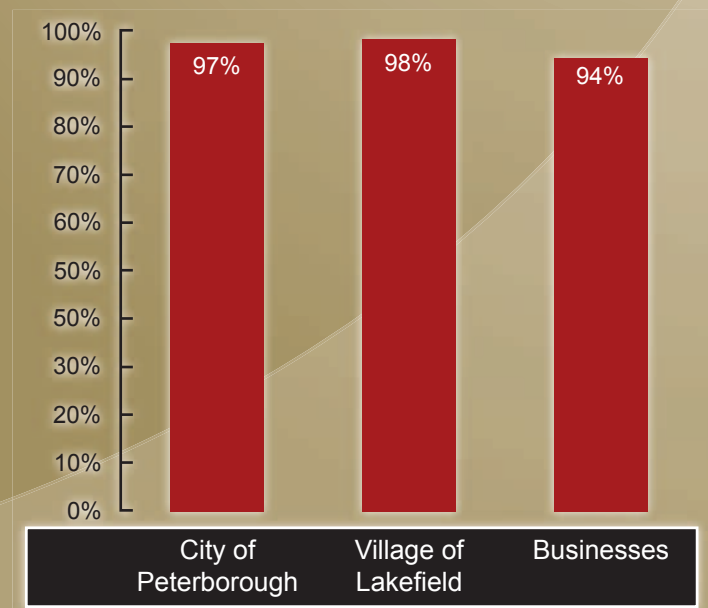
SAFETY

PUBLIC SAFETY ENFORCEMENT - COMMUNITY SATISFACTION

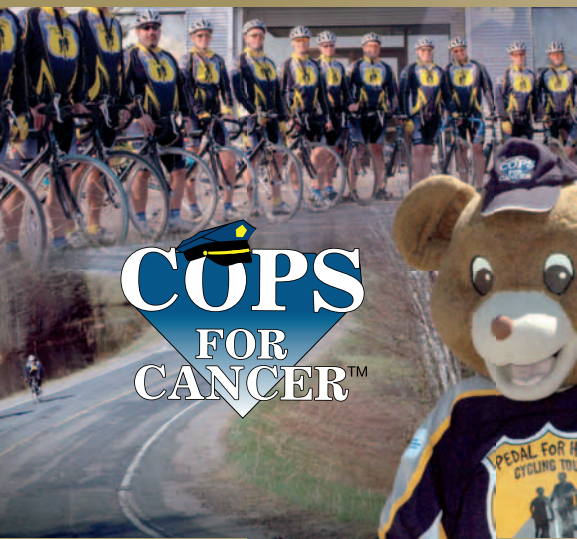
Calls for service from the public must be managed efficiently and effectively, without jeopardizing public safety and officer safety. In dealing with the ever-increasing pressures of ensuring public safety, the Peterborough Lakefield Community Police Service utilizes a priority response system, the Intelligence-led Policing Model, the Major Case Management Model, call and crime analysis, and targeted enforcement, ensuring that criminal investigations are conducted in accordance with the highest standards of professional skill, integrity and accountability. Public order maintenance and law enforcement represent the reactive side of policing, which must be well balanced within the problem-solving model. The Service is committed to the continuous monitoring of community satisfaction to ensure that quality service standards are met and exceeded.

The customer satisfaction survey conducted by Fleming Data Research in 2009 revealed a 97% approval rating from residents of Peterborough and a 98% approval rating from residents of Lakefield.

Recognizing that citizen concerns about crime rates tend to be based on perceptions of crime rate rather than actual crime rates, the Peterborough Lakefield Community Police Service will continue to develop communication strategies to ensure greater linkages and effective interaction at all levels within the Service and the communities it serves.



COMMUNITY SATISFACTION SURVEY RESULTS



- Providing emergency response is the core business of every Police Service.
- Adequacy, effectiveness and accountability are foundations upon which modern policing is delivered.
- Calls for service must be managed effectively and efficiently through a priority response system.
- Utilizing the 'Intelligence-led' Policing Model, criminal investigations should be done in accordance with the highest standards of professional skill, integrity and accountability.
- Planned co-ordinated operations are utilized in resolving crimes and attending high risk and potentially life-threatening situations.
- Maintenance of public order and law enforcement - the 'reactive' side of policing – must be balanced by the 'problem-solving' approach.
- Analysis of crime and calls statistics should be utilized to target enforcement, traffic management and safety initiatives.
- Community satisfaction must be continually monitored to maintain the quality service levels, and to develop effective communication programs to accurately inform the community about local crime statistics and trends, proactive initiatives, enforcement strategies, other community-based policing initiatives, police values, partnerships and strategic alliances with community stakeholder groups.

STEP 1 TO INCREASE CRIME DETECTION AND REDUCE CRIME.

- 1.1 To educate and engage front-line officers in the 'Intelligence-led' Policing Model*.
Responsibility: Operations | Resources-Human/Operational: Existing | Timing: Ongoing

STEP 2 TO MEASURE AND MAINTAIN COMMUNITY SATISFACTION WITH POLICE SERVICES.

- 2.1 To implement the provisions of the Accessibility for Ontarians with Disabilities Act, the Accessibility Standards for Customer Service (Ontario Regulation 429/07) – compliance required by January 1, 2010.
Responsibility: Divisional Commanders, Chief & Deputy Chief
Resources-Human/Operational: Existing | Timing: 2010
- 2.2 To increase officer visibility in the community.
Responsibility: Divisional Commanders, Chief & Deputy Chief
Resources-Human/Operational: Existing | Capital: \$5,000 (2010) | Timing: Ongoing
- 2.3 To review the public events policy that defines police responsibility and resource allocation.
Responsibility: Divisional Commanders, Chief & Deputy Chief
Resources-Human/Operational: Existing | Timing: 2010

STEP 3 TO EVALUATE AND ENHANCE THE VICTIM ASSISTANCE PROGRAM.

- 3.1 To maintain the effective recruitment, training, use and retention of volunteers to help with the Victim Assistance Program.
Responsibility: Investigative Services | Resources-Human/Operational: Existing
Timing: 2010
- 3.2 To effectively raise community awareness about victim assistance services. (Incorporate into the 'Education and Communication Strategy' – Objective 2.1 under Strategic Direction #1.)
Responsibility: Investigative Services | Resources-Human/Operational: Existing
Timing: 2010

STEP 4 TO IMPROVE TRAFFIC SAFETY.

- 4.1 To develop an education/awareness program for motorists, cyclists and pedestrians to increase community safety.
Responsibility: Operations | Resources-Human/Operational: Existing | Timing: 2010

STEP 5 TO PROVIDE APPROPRIATE EMERGENCY RESPONSE.

- 5.1 To implement a tenure program for the Emergency Response Team.
Responsibility: Operations & Administrative Support
Resources-Human/Operational: Existing | Capital: \$20,000 (annually) | Timing: 2010
- 5.2 To prepare a business continuity plan.
Responsibility: Administrative Support | Resources-Human/Operational: Existing
Timing: 2011

**GOAL 6 TO CONTINUE TO EVALUATE CENTRALIZED/INTEGRATED COMMUNICATIONS AND DISPATCH.
(POLICE, FIRE AND EMS)**

- 6.1 To investigate the feasibility of integrating communications and dispatch, including a shared communications centre.
Responsibility: Civilian Manager | Resources-Human/Operational: Existing | Timing: 2010
- 6.2 To implement a complaint/dispatch reporting system.
Responsibility: Civilian Manager | Resources-Human/Operational: 4 F.T.E. Civilian Staff
Timing: 2011

GOAL 7 TO IMPLEMENT A NUMBER OF SPECIALIZED UNITS.

- 7.1 To hire a specialist in cyber-crime (including computer forensic examination and investigation of internet child exploitation), in co-operation with neighbouring Police Services.
Responsibility: Investigative Services
Resources-Human/Operational: 1 F.T.E. Civilian staff or Sworn Officer
Capital: \$6,000 for IT & \$5,500 for equipment | Timing: 2010
- 7.2 To train a member as a specialist in fraud investigation.
Responsibility: Investigative Services | Resources-Human/Operational: (T.B.D.) Existing
Timing: 2010

GOAL 8 TO IMPLEMENT A COMMUNITY-BASED DRUG STRATEGY.

- 8.1 To work with our community partners, utilizing the four pillar approach (prevention, education, enforcement and treatment).
Responsibility: Investigative Services | Resources-Human/Operational: Existing
Timing: Ongoing
- 8.2 To create a dedicated four-person Drug Unit with a supervisor to enhance education and enforcement, including education in schools and for the entire community.
Responsibility: Investigative Services
Resources-Human/Operational: 3 F.T.E. Sworn Officers & 1 Supervisor
Capital: \$30,000 for vehicle & \$30,000 for equipment | Timing: Ongoing

*** Intelligence-led Policing Model:** The collecting, collating and analyzing of criminal intelligence information including the appropriate sharing and dissemination of the information locally, provincially and nationally, in order to detect, reduce and prevent organized crime.

RESOURCE MANAGEMENT

The Peterborough Lakefield Community Police Service recognizes that effective, efficient and economical service delivery requires careful planning and effective management of resources, including staff, volunteers, equipment, facilities, and technical infrastructure. The efficiency of the Service is enhanced through effective succession planning and the appropriate allocation of resources. We will continue to ensure that the Service is structured effectively to support and facilitate the needs of the organization and the community. The unique dynamics of our communities demand flexibility in the implementation of police services and in our ability to change focus to meet the demands of the day. Change is all around us and we must be able to respond to that change in an effective manner. Factors that are continuing to impact on our ability to address change from a resource point of view include but are not limited to: continued resource constraints, aging of internal staff, and managing the finances of the organization. Our organization must evolve and adapt to environmental changes as we strive to meet multiple goals. We must build our human resource planning capacity to ensure we have the right staffing level and the right people with the right skills doing

the right things. Our strategic deployment of resources must take into account shift systems, possible municipal restructuring and priorities for service levels against available resources to meet local needs. We must focus our energy and direction to create an environment that enables this service to recruit, train, promote, motivate and retain the people needed for the demanding tasks of today and tomorrow.

- Procurement and deployment of sworn and civilian members, volunteers, financial resources, equipment and information technology.
- Resource allocation based on planning and responding to the evolving nature and needs of the community, as well as local trends in crime.
- Be able to respond to the evolving nature of the organization, available resources, and other influencing factors.
- Create an environment that enables the Service to recruit, train, promote, motivate and retain appropriate human resources.

GOAL 1 TO EMBRACE A 'TOTAL SERVICE' CONCEPT.

- 1.1 To leverage the human capital of the entire Police Service (sworn officers, civilians, Special Constables, the Auxiliary and volunteers) – with a commitment to training, development, job enrichment, and increased challenge and responsibility.
Responsibility: Chief & Deputy Chief
Resources-Human/Operational: Existing | Timing: 2010
- 1.2 To move toward a people-focused, outcome-oriented organization by employing the 'Performance Prism Model' for strategic planning, implementation, and performance measurement (i.e., to ensure that internal and external contributions are leveraged and optimized; internal and external expectations are satisfied; and congruence exists between strategies, process and capabilities).
Responsibility: Chief & Deputy Chief
Resources-Human/Operational: Existing | Timing: Ongoing
- 1.3 To create an environment of collegiality, inclusion and full participation by encouraging and developing strong teams, and training all leaders in the 'Performance Prism Model'.
Responsibility: Chief & Deputy Chief
Resources-Human/Operational: Existing | Timing: Ongoing

GOAL 2 TO MAINTAIN APPROPRIATE RESOURCES TO MEET THE EXPANDING AND EVOLVING POLICING NEEDS OF THE COMMUNITY.

- 2.1 To nurture champions and raise awareness through regular dialogue and information sharing with municipal staff and councils re: the role of the Police Service, current initiatives and achievements, and the ability of the Service to meet the expanding and evolving policing needs of the community.
Responsibility: Senior Staff & the Board
Resources-Human/Operational: Existing | Timing: 2010
- 2.2 To implement Human Resources initiatives as identified by the Organizational Review.
Responsibility: Senior Staff & the Board
Resources-Human/Operational: Existing | Timing: 2010
- 2.3 To increase establishments as follows: 2011 (2 sworn officers for traffic, & 1 secretary, 1 computer specialist, 1 data entry civilian staff, & 1 Victim Services assistant civilian staff) 2012 (4 sworn officers & 1 data entry civilian staff)
Responsibility: Chief, Deputy Chief & Senior Staff
Resources-Human/Operational: 2 See details under Obj. 2.3 | Timing: 2011-2012



GOAL 3 TO ENSURE THAT STAFF DEVELOPMENT EFFECTIVELY MEETS REQUIRED STANDARDS AND THE EVOLVING NEEDS OF MEMBERS AND THE SERVICE.

- 3.1 To prepare a comprehensive Professional Development Strategy for all members (including new supervisors, civilians and Special Constables) – based on operational requirements, legislated standards and best practices.
Responsibility: Senior Staff | Resources-Human/Operational: Existing | Timing: 2011
- 3.2 To appropriately fund the Professional Development Strategy.
Responsibility: Investigative Services
Resources-Human/Operational: Existing | Capital: \$5,000 | Timing: 2010
- 3.3 To better understand and more fully utilize the in-house skills of all staff.
Responsibility: Senior Staff | Resources-Human/Operational: Existing | Timing: 2011

GOAL 4 TO EMBRACE AN 'OFFICER-FOCUSED' PHILOSOPHY AND INVEST IN HUMAN RESOURCES THROUGH ENGAGEMENT AND TRAINING.

- 4.1 To develop and implement an orientation package for new employees, including measuring outcomes.
Responsibility: Senior Staff | Resources-Human/Operational: Existing | Timing: 2010
- 4.2 To implement a process to improve staff attendance and accountability in use of sick leave.
Responsibility: Senior Staff | Resources-Human/Operational: Existing | Timing: 2010
- 4.3 To develop a Modified Return to Work Program.
Responsibility: Senior Staff | Resources-Human/Operational: Existing | Timing: 2010
- 4.4 To review and recommend changes to the Employee Recognition Policy.
Responsibility: Senior Staff | Resources-Human/Operational: Existing | Timing: 2010
- 4.5 To review and suggest any changes to the Job Evaluation Committee and Pay Equity Plan.
Responsibility: Senior Staff | Resources-Human/Operational: Existing | Timing: 2010
- 4.6 To research and prepare a program for succession planning for staff.
Responsibility: Senior Staff | Resources-Human/Operational: Existing | Timing: 2010



GOAL 5 TO ENCOURAGE 'WELLNESS' WITHIN THE SERVICE.

- 5.1 To explore and implement incentive programs to promote improved health and wellness among members.
Responsibility: Deputy Chief & Administrative Support
Resources-Human/Operational: Existing | Timing: 2010
- 5.2 To provide information and encouragement to help promote wellness among members.
Responsibility: Deputy Chief & Administrative Support
Resources-Human-Operational: Existing | Timing: Ongoing
- 5.3 To maintain an adequate in-house fitness facility.
Responsibility: Deputy Chief & Administrative Support
Resources-Human/Operational: Existing | Timing: Ongoing

GOAL 6 TO IMPROVE THE EFFECTIVENESS OF THE BOARD.

- 6.1 To review and update Board policies.
Responsibility: The Board
Resources-Human/Operational: Existing | Timing: Ongoing
- 6.2 To provide more orientation and training for Board members.
Responsibility: The Board
Resources-Human/Operational: Existing | Timing: Ongoing



FACILITIES

POLICE FACILITIES, EQUIPMENT & TECHNOLOGY

Presently, the Police Service maintains a newly renovated Police Headquarters at 500 Water Street North in the City of Peterborough and a Detachment Office at 12 Queen Street in the Village of Lakefield. The Headquarters Building is accessible to the public twenty-four hours a day year round, while the Detachment Office is open to the public Monday to Friday from 8:30 a.m. to 4:30 p.m., with after-hours access to Police at the Detachment available by way of a direct line telephone located on the exterior entrance to the building.

The Peterborough Lakefield Community Police Service continues to provide members with a high quality fleet and equipment, ensuring optimum safety for staff carrying out their duties.

Technology

Unpredictable demands and advances in technology, accompanied by times of rapid change, cause us to continually assess our information technology requirements to determine the most appropriate ways to update and improve our systems for timely results and outcomes. While the Police Service will ensure that the policing needs of our communities continue to be met by using modern technology, combined with staff training and compliance with Provincial guidelines and planned resource deployment,

there is an opportunity to improve our service delivery by focusing our energies on available new technologies.

The Radio System Evaluation Consultants report was completed as an objective of the 2007 - 2009 Business Plan. The report recommended that the radio system be upgraded to meet current and future requirements of the Police Service. The Consultant's report also recommended that the system become compliant with Industry Canada P-25 Radio Standards and be capable of future interoperability opportunities for Emergency Management.

- Facilities include Police Headquarters in Peterborough and the Lakefield Detachment.
- Headquarters has been recently enlarged and renovated to increase efficiencies and provide more space.
- Members must be provided with quality equipment that addresses optimum officer safety, while carrying out their duties.
- The Service will ensure that policing needs in our communities continue to be met by utilizing modern technology, combined with staff training and compliance with Provincial guidelines and planned resource deployment.

GOAL 1 TO PREPARE A STRATEGY TO DEAL WITH IMMEDIATE AND SHORT RANGE FACILITY REQUIREMENTS.

- 1.1 To address immediate storage issues at headquarters.
Responsibility: Administrative Support & the Board
Resources-Human/Operational: Existing | Timing: 2011
- 1.2 To identify and address other short range facility issues and needs.
Responsibility: Administrative Support & the Board
Resources-Human/Operational: Existing | Captial: T.B.A. | Timing: 2011

GOAL 2 TO PREPARE A LONG RANGE (2020) STRATEGIC PLAN FOR FACILITIES.

- 2.1 To project long-term facility requirements to meet the expected population growth in Peterborough and Lakefield.
Responsibility: Administrative Support
Resources-Human/Operational: Existing | Timing: 2012
- 2.2 To prepare an Asset Management Plan, in concert with the Corporation of the City of Peterborough.
Responsibility: Administrative Support
Resources-Human/Operational: Existing | Timing: 2010
- 2.3 To prepare a multi-year capital plan for anticipated facility expenditures.
Responsibility: Administrative Support
Resources-Human/Operational: Existing | Timing: 2010

GOAL 3 TO ENSURE OUR MEMBERS HAVE THE NECESSARY EQUIPMENT TO PERFORM THEIR DUTIES.

- 3.1 To implement the recommendations of the review of the radio system. (See also Goal 1 under Strategic Direction #5.)
Responsibility: Senior Staff | Resources-Human/Operational: Existing | Timing: 2011
- 3.2 To provide communication equipment (e.g., cordless headsets).
Responsibility: Senior Staff | Resources-Human/Operational: Existing | Timing: 2011
- 3.3 To provide radio equipment for Special Constables.
Responsibility: Senior Staff | Resources-Human/Operational: Existing | Timing: 2010
- 3.4 To prepare a multi-year capital plan for equipment.
Responsibility: Senior Staff | Resources-Human/Operational: Existing | Timing: 2012
- 3.5 To review the medium and longer term fleet requirements and develop a 'fleet' plan.
Responsibility: Senior Staff | Resources-Human/Operational: Existing | Timing: 2012
- 3.6 To consider the 'Evergreen' model of constant renewal and utilization of the most current equipment, process and techniques in the preparation of medium and long range capital plans.
Responsibility: Senior Staff | Resources-Human/Operational: Existing | Timing: 2011

GOAL 4 TO STRIVE FOR USER-FRIENDLY AND EFFICIENT COURT FACILITIES AND OPERATIONS, ESPECIALLY FOR THE PLCPS.

- 4.1 To advocate to the Provincial Government to make required improvements to the City owned Provincial court facilities and operations to improve safety and the overall working environment for the PLCPS.
Responsibility: Administration & the Board
Resources-Human/Operational: Existing | Timing: 2010

TECHNOLOGY

GOAL 1 TO IMPLEMENT THE RECOMMENDATIONS OF THE RADIO SYSTEM REVIEW.

- 1.1 To ensure the new radio system meets Industry Canada P-25 standards.
Responsibility: Civilian Manager
Resources-Human/Operational: Existing | Capital: \$3.5 million | Timing: 2011
- 1.2 To advocate to the Federal Government for resources for 'voice interoperability' of radio systems.
Responsibility: Civilian Manager
Resources-Human/Operational: Existing | Timing: Ongoing

GOAL 2 TO CONTINUE TO IMPROVE THE EFFECTIVENESS OF OUR SERVICE THROUGH THE APPLICATION OF TECHNOLOGY.

- 2.1 To establish a 'technology' committee.
Responsibility: Civilian Manager | Resources-Human/Operational: Existing | Timing: 2010
- 2.2 To investigate the further integration of technology.
Responsibility: Civilian Manager | Resources-Human/Operational: Existing | Timing: Ongoing
- 2.3 To appropriately staff and utilize the Information Technology function.
Responsibility: Civilian Manager | Resources-Human/Operational: T.B.D. | Timing: 2011
- 2.4 To continue to improve electronic storage and transfer capability.
Responsibility: Civilian Manager | Resources-Human/Operational: Existing | Timing: Ongoing
- 2.5 To improve personal communication tools – provide personal communication tools for front-line members.
Responsibility: Civilian Manager | Resources-Human/Operational: Existing | Timing: Ongoing
- 2.6 To implement the recommendations of the Global Positioning System (GPS) report.
Responsibility: Civilian Manager | Resources-Human/Operational: Existing
Capital: \$100,000 | Timing: 2010
- 2.7 To explore the use of wireless technology.
Responsibility: Civilian Manager | Resources-Human/Operational: Existing | Timing: Ongoing
- 2.8 To consider an in-car camera system.
Responsibility: Civilian Manager | Resources-Human/Operational: Existing | Timing: 2010

GOAL 3 TO ENHANCE INVESTIGATIVE TECHNOLOGY.

- 3.1 To train a qualified police technician.
Responsibility: Investigative Services
Resources- Human Operational: Existing | Timing: 2010

GOAL 4 TO EXPLORE POSSIBLE PARTNERSHIP ABILITIES IN ORDER TO ENHANCE TECHNOLOGY IMPLEMENTATIONS AND SUPPORT.

- 4.1 To identify potential partners.
Responsibility: Civilian Manager
Resources- Human Operational: Existing | Timing: 2010
- 4.2 To identify potential opportunities within those partnerships.
Responsibility: Civilian Manager
Resources- Human Operational: Existing | Timing: 2010



EVALUATION

IMPLEMENTATION & EVALUATION

The success of the Business Plan is determined by how well the organization executes the plan and achieves the goals and objectives. The Peterborough Lakefield Community Police Service recognizes that good strategies require “follow through.”

The following approach has been adapted to ensure that the action plans identified within the Plan are well implemented and closely monitored.

Annual Audit: The Annual Audit is a tool that is useful in the implementation and evaluation process for many aspects of the organization, including some of the elements of the Business Plan. The audit is designed to ensure the Police Service procedures, legislated provincial standards, and accepted best practices are reviewed and corrective action taken where necessary.

Annual Report: The Peterborough Lakefield Community Police Service’s Annual Report is prepared and published yearly. The report contains a summary of the objectives within the current Business Plan and establishes the extent to which the performance indicators have been met. Concerns and issues are communicated to the Board including suggestions and strategies where deficiencies have been indicated. This report is accessible on our website.

Oversight: An additional category has been added to each of the five strategic directions to indicate the individual(s) responsible for overseeing the goals, objectives and performance indicators.

Action Plan Progress Reports:

An Action Plan Progress Tracking Report has been designed to facilitate both the implementation and evaluation steps of the Business Plan Process. This document will be a reference document for the Senior Officers of the Service. Each of the Business Plan objectives, performance indicators and action plans will be provided in detail. Accountability will also be indicated for each action plan. Progress will be closely monitored through regular meetings with the Senior Officers and review of action plan progress reports.

BUDGET FORECAST

Integration of the Business Plan with the Annual Budget is an essential element of the implementation process. The following three-year budget forecast takes into account operating and capital costs to implement business-planning initiatives and to provide adequate and effective policing to the municipalities of Peterborough and Lakefield. The Peterborough Lakefield Community Police Service and the Police Services Board will work together to ensure that the operational and capital requirements identified in the Business Plan are reflected in the annual budget.

Year	Operational Expenditures	Capital Funding
2010	\$17,846,070	\$350,000
2011	\$19,903,935	\$400,000
2012	\$20,664,456	\$450,000

Note: These figures are estimates only, and all operating and capital budgets are subject to Police Services Board and Municipal Council approval annually.

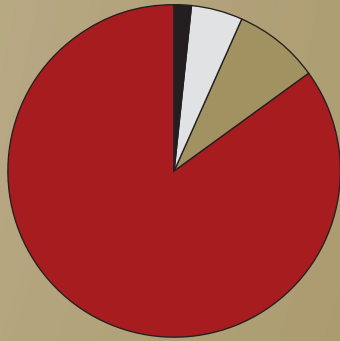
Focus	Strategic Directions
Respect traditional values	Maintain and enhance current quality of services to existing customers
Build on current strengths	Review resources (human, infrastructure and financial) to effectively meet future service needs of the community/ customers
Be ready for the future	Be prepared to address other opportunities and risks that arise from changing municipal structures

**Peterborough,
Lakefield Community
Police Service**

An innovative Police service, recognized by other Municipalities as the model of efficient and effective Community-Based Policing

STRATEGIC AGENDA - POLICE SERVICES YEAR 2010-2012

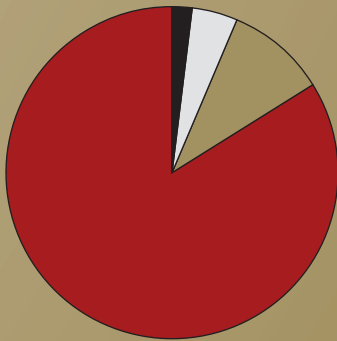
FORECAST



Total Approved 2008 Budget \$16,745,649

- Salary Compensation - \$15,666,799
- Operations - \$1,509,522
- Revenue - \$921,226
- Capital - \$350,000

POLICE BUDGET - 2008 ACTUAL EXPENDITURES



Total Approved 2007 Budget \$16,471,803

- Salary Compensation - \$14,964,423
- Operations - \$1,735,444
- Revenue - \$826,231
- Capital - \$350,000

POLICE BUDGET - 2007 ACTUAL EXPENDITURES

POLICE SERVICES BOARD

Board Administrative Assistant

CHIEF OF POLICE

DEPUTY CHIEF

Executive Assistant

Operations

Inspector
 Community Patrol
 Canine
 Traffic
 Emergency Response
 Community Services
 Training
 Auxiliary Unit

Administrative Support

Inspector
 Human Resources
 Building Maintenance
 Fleet Management
 Court
 Property/Evidence
 Stores
 Professional Standards
 Adequacy Standards
 Audits
 Quality Assurance

Investigative Services

Inspector
 Criminal Investigation
 Identification
 Crime Stoppers
 Crime Analysis
 Victim Services
 Intelligence
 Firearms
 Behavioural Sciences

Communications & Technology

Civilian Manager
 Communications
 Data Entry
 General Inquiry
 CPIC/Validation
 Freedom of Information
 Information Technology

Authorized Strength 2010

Uniform 125 | Civilian 50 | Part Time 4

ACKNOWLEDGMENTS

The Peterborough Lakefield Police Services Board and the Peterborough Lakefield Community Police Service would like to acknowledge and thank members of councils, business representatives, all stakeholders, Lance Anderson of Peterborough This Week and members of our communities for their valued input into our Business Plan. We would also like to thank those members of our Police Service for their ideas and suggestions as well as for their anticipated enthusiasm for the implementation of the Business Plan. Finally, a special thank you to the Business Plan Steering Committee whose ideas and input were tremendously valuable.

Business Planning Steering Committee

Mr. Rob Lockhart – The RETHINK GROUP

Mr. Ken Armstrong – Police Services Board

Chief Murray Rodd

Deputy Chief Stephen Streeter

Inspector Rob Hawthorne

Civilian Manager Dave Humber

Staff Sergeant John Lyons

Sergeant Gary Takacs

Constable Dave McFadden



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