



PETERBOROUGH POLICE BUSINESS PLAN 2017|2019



COMMUNITY FIRST

PETERBOROUGH POLICE BUSINESS PLAN 2017|2019



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Chair & Chief's Message

On behalf of the Peterborough Police Services Board and the Peterborough Police Service, we are pleased to present the 2017-2019 Business Plan. This document renews our commitment to the principles at the foundation of community policing and builds on our strong partnerships with the communities that we serve. While we are ever mindful of the traditions and history of the Peterborough Police Service, the Business Plan is a forward looking document that will help us shape our community's police service as its communities evolve and as the policing sector adjusts to new requirements.

Public safety and community service are at the heart of the Peterborough Police Service's activities. The Peterborough Police Services Board has directed a Business Plan that will strengthen its ability to respond to the challenging and changing nature of policing in 2017 and in the years ahead. It is well positioned to handle these difficult assignments on behalf of the communities it serves in part thanks to the positive, cooperative and productive relationships it has built with residents, community organizations, funding partners, and stakeholders.

Together, we applaud and support the work of the police officers and civilian employees of the Police Service whose work is vital to the quality of life that we enjoy in our communities. The Board is privileged to support these activities as the civilian governance body for our police service, however it is also cognizant and respectful of the financial realities facing the communities we serve. As Board members, we are guided by the Police Services Act and at the same time we are the appointed representatives of the citizens of the areas served by our Police Service: the City of Peterborough, the Ward of Lakefield and the Township of Cavan Monaghan. The Business Plan will strengthen these relationships and our ability to fulfill these responsibilities.

“Our communities are well served by the professional, dedicated and service-oriented officers and civilian employees of the Peterborough Police Service.”



Sincerely,

A handwritten signature in blue ink, appearing to read 'BAH'.

Bob Hall
Chair, Peterborough Police Services Board



Respectfully,

A handwritten signature in black ink, appearing to read 'M C Rodd'.

Murray C. Rodd
Chief of Police



Our Mission

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

Our Vision

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

Our Motto

Professional. Friendly. Helpful.

Core Values

Integrity & loyalty

Empathy & fairness

Impartiality & transparency

Respect & civility

Courage & leadership

Our Goals



For 2017 – 2019 the Board intends to focus the Plan on five key areas that address challenges originating in the communities served by the Peterborough Police Service, as well as the more comprehensive direction that has been identified by the Province and its partners in policing throughout Ontario.

By identifying specific action plans for each of these five key areas, the fundamental workload and organizational challenges facing the Peterborough Police Service can be addressed.

- 1 Community Wellness
- 2 Organizational Wellness
- 3 Infrastructure & Technology
- 4 Future of Policing
- 5 Effective Governance

Purpose of the plan

The Police Services Act compels all police services boards to complete a business plan for the police service at least every three years. Based on the current situation in its community, and the projection of future developments, the board establishes a multi-year direction for the organization. The business planning process involves thorough consultation within the police service and the communities it serves.

A business plan provides a mechanism for the board to not only establish goals and direction for the police service but also provide a tool to measure how effectively the organization is meeting community expectations. It must include practical, achievable recommendations for improvement of its service to the public.

The Board wishes to thank all those community representatives and members of the Peterborough Police Service who participated in this planning process and offered their valuable insights and suggestions. Their input was crucial to the development of this plan. Although all of the recommendations that arose during the planning process could not be specifically referenced in this Plan, they will all be reviewed, and may well be adapted, by the Board and senior police management in the implementation of this Business Plan.

Planning methodology

The Peterborough Police Services Board engaged the services of a two member team of consultants to meet with members of the Police Service and numerous community agencies to obtain their recommendations for organizational improvement, particularly as they pertain to five key areas identified by the Board. Under the direction of a Steering Committee, chaired by a board member, the consultants completed a number of draft documents which were submitted to the Board and the civilian administrator for review and input. This final Business Plan represents the Board's major priorities for organizational improvement over the next three years.

The consultants completed interviews with the majority of Peterborough Police staff members from both the uniformed and civilian ranks. In addition they met with dozens of community agencies to ascertain their opinion of police interaction with their organizations and the clients that they serve. They also spent hundreds of hours in the police headquarters at various times during the day and night conducting consultations and observing the manner in which police members interact with the public and each other.

From this process it became evident that the Peterborough Police Service provides an exceptionally high level of service in all of the communities that it serves. No major problems were identified with respect to how the organization is administered or the manner in which it operates. The current resources are being fully and effectively utilized and, because of this, the Business Plan focuses on the continuation or enhancement of many of the successful programs which the police currently provide to the public. In order to attain this, the Plan identifies the need to allocate additional resources to these priority areas which, in the first instance, necessitates a reconsideration and reduction of some of the other services they currently provide.

Plan Overview

1. Current Situation

- A) Polices the City of Peterborough as well as the Ward of Lakefield and Township of Cavan Monaghan under contract.
- B) Based on a 2014 satisfaction survey and interviews with police service members, Board and Council members and consultations with many community organizations and agencies:
 - i) The Service provides an exceptionally high level of service in all the communities it serves;
 - ii It is well administered.
 - iii) Current resources are fully and effectively utilized.

2. The Expectations of our Community, Our Staff, and Our Stakeholders

A) EFFECTIVE WORKLOAD MANAGEMENT

- i) Timely response to calls for service;
- ii) Continuing to maintain the current high clearance rates for major criminal occurrences and management of serious motor vehicle collisions;
- iii) Effective and integrated community response to social problems and community conflicts not specifically criminal in nature such as mental or emotional health, domestic violence short of criminality, noise complaints and neighbourhood disputes;
- iv) Adaptation to changing demographics and technology which lead to new or heavier demands for service including threats to vulnerable populations – seniors, human trafficking, internet luring;
- v) Greater visibility and transparent accountability;
- vi) Effective workload prioritization maintaining levels of service in traditional areas such as traffic management;
- vii) Continuing high levels of public satisfaction.

B) MAINTAIN PACE WITH EVOLVING TECHNOLOGY

- i) Continuing investment in emerging police service technology;
- ii) Positive response to provincially-mandated new technologies;
- iii) Acknowledgement that centralized systems and security requirements becoming more of the norm – e.g. analytics.

C) ENSURE POLICE SERVICE MEMBERS WELLNESS

- i) Responding to expected high levels of retirement expected over the life of the plan particularly among senior ranks in the service;
- ii) Continuing initiatives in health and safety with focused attention to the impacts of post traumatic stress syndrome; and,
- iii) Ensuring continuity and high levels of service.

D) ENSURE THE COMMUNITY IS ENGAGED

- i) Community emergency services and particularly the police service operate in concert and not as islands;
- ii) Continuing to engage with other agencies in addressing many non-criminal calls for service; and,
- iii) Continuing to participate in situation tables which engage a range of stakeholder and agency interests.

E) MEET SERVICE EXPECTATIONS & ENSURING FINANCIAL SUSTAINABILITY

- i) Continuing to find ways to deliver effective service within appropriate budget levels; and,
- ii) Working with City Council to ensure that they are knowledgeable of financial and service level pressures.

F) ENSURE GOVERNMENT EXPECTATIONS ARE FULLY MET

- i) The Strategy for a Safer Ontario is fully implemented;
- ii) Amendments to the Police Service Act expected in the Fall of 2017 are actioned; and,
- iii) The implications of a new Police Oversight Act, if passed, are fully understood and serve as the basis for enhanced transparency and accountability.

Goal:1

COMMUNITY WELLNESS

The primary function for the police with respect to community wellness is the maintenance of a high level of public safety, keeping in mind that this pertains to all of the public served by the Peterborough Police Service in the three communities it protects. The organization has consistently maintained a strong focus on community based policing and, as the communities policed by the Police Service continue to grow and diversify, this must not be compromised.

The population statistics do not accurately represent the actual number of people served by the police service. As a host for both a university and a community college, the City experiences a large influx of people each year many of whom are from outside the province or country. The areas policed by the Peterborough Police Service also experience a sizeable seasonal influx of

cottagers. Many of these are now staying longer than the traditional summer months or converting to full time residency. In addition, Peterborough is a regional centre which attracts people for health care, entertainment, shopping and other activities. In 2012, a study was completed that indicated that 15% to 20% of the individuals who had contact with the police resided outside of Peterborough. These are two significant factors accounting for the relatively high workload faced by the police.

Ultimately, responsibility for maintaining the safety of all people who live or visit these three municipalities falls to the police service.

On a broader scale, the Peterborough Police Service is one organization among many community agencies that collectively have a tremendous impact on community wellness in the three communities.

Community Wellness Goals

A Continue efforts to strengthen relationships between the Peterborough Police Service and the community.

- a. Expand community consultations and reconstitute advisory committees wherever practical;
- b. Reinforce the protocol on how to interact with diverse communities including those who do not speak English; and
- c. Increase engagement with minority communities, including outreach recruiting.

B Strengthen capacity to address public safety issues of concern to the community.

- a. Work with community partners to expand the existing diversion programs if possible;
- b. Review the existing traffic safety plan, and ensure it references all three communities while focusing on high incident areas and problematic behaviour such as distracted driving, impaired driving, and safe movement of large machinery;
- c. Encourage and support the City and community agencies to broaden the community mediation capability;
- d. Explore the advisability of encouraging the City and the Downtown Business Improvement Area (DBIA) to install closed circuit cameras in those parts of downtown identified as problematic and red light cameras at dangerous intersections; and
- e. Develop a long term plan to work cooperatively with community partners to respond effectively to complex challenges including; sexual violence, child exploitation, elder abuse, internet crime, and mental health calls.



Community Wellness priorities focus on maintenance of a high level of public safety in the communities served by the Peterborough Police Service continuing to emphasize community policing and adaption to changes in the diversity of the communities. Community engagement will be the key goal.

Goal: 2

ORGANIZATIONAL WELLNESS

Currently the Peterborough Police Service and its members experience a high level of stress because of their inability to meet public expectations by responding to all calls for service expeditiously. Over the past few years a much greater percentage of these calls are sufficiently serious that they require response from two or more officers. Actual staffing levels are no longer adequate to meet all of the expectations placed on the staff members.

In addition, uncertainty with respect to the personnel changes that will occur during the next three years has intensified these concerns. The Business Plan's priority for improving organizational wellness requires consistent attention, and positive action, from the Board, Senior Management, and the Association.

Organizational Wellness Goals

A Develop and implement a comprehensive human resources plan for the Service which emphasizes succession planning, employee development and engagement:

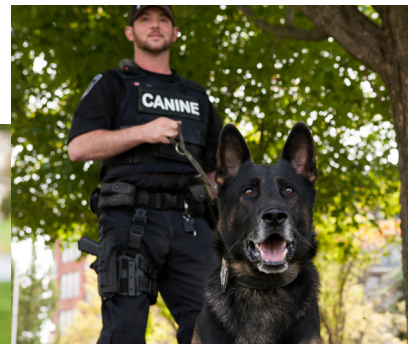
- a. Develop a comprehensive succession plan coupled with an executive development program to address anticipated retirements, particularly in the senior officer ranks;
- b. Ensure there is a fully transparent, objective, timely, evidence-based hiring process for Senior Management;
- c. Review the General Order on promotional processes to ensure that it is implemented in a comprehensive and transparent manner and examine the role that peer and 360 degree reviews might take in the process;
- d. Continue thorough, objective recruitment processes that encourage participation from well qualified women, indigenous people, and candidates from the various visible minority communities who reside in the Peterborough area.

Organizational Wellness Goals Continued

B Ensure that members of the Service are provided with the tools which they require to provide public safety services efficiently and safely through the approval of a multi-year equipment acquisition and replacement program that considers best practices from other police organizations including; standard and specialized vehicles, GPS, in-car cameras, body cameras, and conducted energy weapons.

C Continue to examine and, where appropriate, implement opportunities to improve the effectiveness and efficiency of the Service.

- a. Continue to encourage shift supervisors to consider appropriate first dispatch options.
- b. Continue to provide communicators with policy direction and training required to enhance their discretion to direct calls for service to other public agencies.
- c. Complete an evaluation of all calls for service to determine what categories of calls can be referred to another agency without an on-site police response.
- d. Re-establish a risk management and general audit program that includes regular examinations of the areas and operations that are considered “high risk” for a police organization; and
- e. Enhance the current initiative with the Canadian Mental Health Association to establish at least one full time mobile crisis intervention team to respond to calls involving mental or emotional health issues.



Organizational Wellness will focus on strengthening management of the human resources of the Peterborough Police Service emphasizing succession planning, the integrity of HR management processes and ensuring that the composition of the Service is representative of the communities it serves.

Goal: 3

INFRASTRUCTURE & TECHNOLOGY

As noted earlier, the implementation of improved technology and upgrades to current infrastructure are key to moving the organization forward. During the last planning period the introduction of a modern radio communications system and properly functioning in-car computers were major achievements for efficient operations and the health and safety of staff members. Other improvements can be introduced during this planning period to further increase the productivity of the staff and enhance the safety of front line officers.

In many respects the existing police building is inadequate. Areas of operation are overcrowded and there is no suitable training facility. Records that are subject to mandatory retention schedules cannot be housed in the police building, and the rooftop storage room and the offsite rental storage facility are running out of space. In-service training, including the three days of training mandated by the Province, must continually be accommodated in different locations because of difficulties in scheduling staff while, at the same time, searching for suitable, available classroom space.

In 2012 Fleming College completed an evaluation of security in the police building and noted a number of significant problems which require remedial action. During a recent evacuation of the building, the back-up communications centre was inadequate.

Infrastructure & Technology Goals

A Address long term accommodation requirements by formalizing a multi-year accommodation improvement plan:

- a. Complete a comprehensive facility needs analysis which maximizes the utility of the existing building and identifies additional accommodation requirements.

B Develop a multi-year technology improvement plan which upgrades and replaces existing technology and provides for the introduction of new technology and IT support to assist staff in meeting organizational priorities.

- C Expand police capability to investigate electronic based criminal activity; and**
- D Actively promote partnerships with local businesses and community organizations to fund capital projects.**



Infrastructure and Technology goals will focus on ensuring that the Peterborough Police Service remains current in the application of new digital technologies and that it has the supporting equipment and space to ensure officer safety and maximize member effectiveness.

Goal: 4

FUTURE OF POLICING

Municipalities and the public in general have expressed major concerns about the rising cost of policing in all areas of Ontario. This has been examined by the Ministry of Community Safety and Correctional Services, the Association of Municipalities Ontario, the Ontario Association of Police Services Boards, the Ontario Association of Chiefs of Police, and the Police Association of Ontario. They have all concluded that comprehensive change, enabled by legislative modernization, is required in order to maintain public safety while controlling cost escalation.

Within Peterborough the nature of police work is rapidly changing as incidents involving serious criminal activity rise. Relatively new types of criminal activity, such as human trafficking and internet child exploitation, are becoming more entrenched. Even in the environment of illegal drug activity there are now substances entering this subculture which can be as dangerous for the officers handling the drugs as it is for the person using them. The OPP recently reported that electronic crime now represents 25% of all the crime being committed in Ontario which represents a new, onerous challenge for all police services.

Peterborough is growing at a steady pace with annual increases to the number of building permits issued by the City resulting in a gradual increase in the population. As a result, population growth is one factor in increasing police workload. This growth rate may accelerate as significant projects such as the completion of Highway 407 and the construction of the new casino increase both the resident and non-resident population served by the police.

If officer time can be freed up, more focus can be placed on these serious occurrences, mitigate workload increases, and free up police resources to focus on a more proactive, preventative approach.

Future of Policing Goals

A Continue to respond to Provincially-mandated changes in the policing environment:

- a. Demonstrate leadership by implementing the Strategy for a Safer Ontario on a regional basis; and
- b. Implement any recommendations arising from the Tulloch Commission on Police Oversight and the potential amendments to the Ontario Police Services Act or new oversight legislation that are pertinent to the Peterborough area.

Future of Policing Goals Continued

B Maintain a “looking forward” perspective toward policing and public safety in the community, particularly for the most vulnerable citizens in our community.

- a. Identify trends in policing challenges and develop strategies for increased workload that will arise from serious social problems such as elder abuse, domestic violence, sexual abuse, drug abuse and human trafficking; and
- b. Review and alter, on an ongoing basis, the current school programs to ensure they continue to be relevant.

C Work with City Planners and others to understand and be positioned to respond to changes in the fabric of the city:

- a. Evaluate & report to the Board on the completion of Highway 407;
- b. Evaluate & report to the Board on increased residential development;
- c. Evaluate & report to the Board on unique initiatives such as the Casino; and,
- d. Evaluate & report to the Board on the evolution of the demographic make-up.

Future of Policing goals will focus on responding to legislative change and provincial guidelines as well looking forward in the development of public safety strategies particularly as they apply to vulnerable citizens in our community.

Programs to support minorities, indigenous people and the mentally ill will also be advanced.



Goal: 5

EFFECTIVE GOVERNANCE

The Province, the Association of Municipalities of Ontario (AMO) and the Ontario Association of Police Services Boards (OAPSB) have all identified improvement in effective civilian governance as major priorities. It is important to the police service, and the public it serves, that civilian oversight be effective and transparent. Significant strides have taken place which include; fulfillment by the Board of its statutory obligations, consensus building, heightened support for the police service and its senior management, and transparency in its decision making.

Legislative changes are anticipated which will improve the structure and functioning of police services boards in Ontario. However, these revisions to the Police Services Act or oversight legislation may not take effect during the term of the Business Plan. In order to further enhance public confidence in the Peterborough Police Services Board and its ability to serve as the main liaison between the police service and the three communities under its jurisdiction, the Board will build upon recent improvements to its work and mandate.

Effective Governance Goals

A Implement measures to ensure that citizens and stakeholders are aware of and engaged in the activities of the Police Services Board:

- a. Encourage and facilitate participation at Police Services Board meetings by moving them to locations that facilitate public/media attendance.
- b. Encourage community groups to attend Board meetings and make presentations to the Board with respect to their relationship to the police.
- c. Organize periodic public forums on community safety.
- d. Upgrade the role of the representatives from the contracting municipalities authorized in Subsection 6(1) of the Police Services Act so that they participate as advisors rather than observers; and
- e. Ensure that the level of detail in Board minutes complies with the information sharing protocol with municipal council and ensure that there is an adequate record of Board activities.

Effective Governance Goals Continued

- B** Ensure that all Board members are well qualified to carry out their responsibilities by having new board members attend all recommended training during their first term, and encourage all board members to attend at least one relevant Board or police oriented conference each year.
- C** Initiate a comprehensive, external review/audit of the Police Service to determine an adequate resource level sufficient to successfully respond to all workload demands.

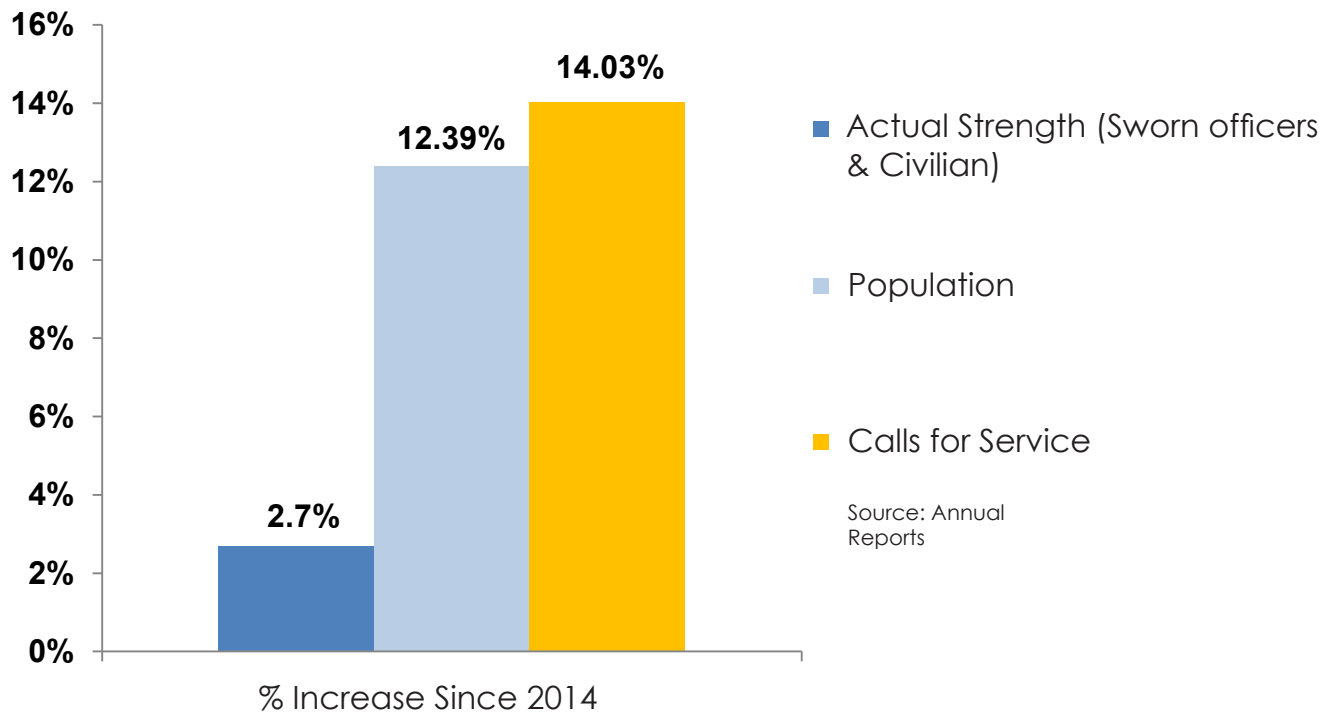


Peterborough Police Services Board

Effective Governance goals will focus on engaging citizens in the work of the Police Services Board and ensuring they are kept informed.

STATISTICAL HIGHLIGHTS

STRENGTH, POPULATION & CALLS FOR SERVICE



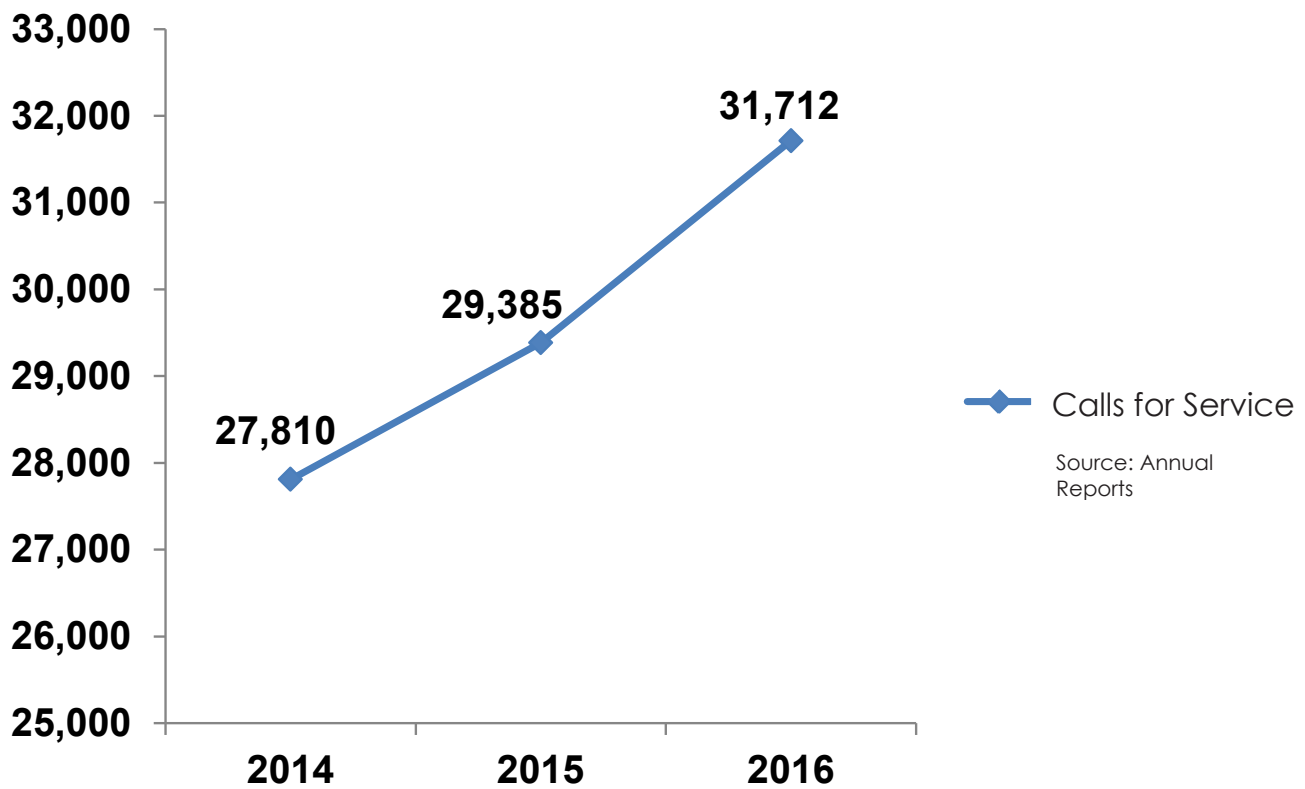
ACTUAL STRENGTH

2014		2015*		2016	
Uniform	Civilian	Uniform	Civilian	Uniform	Civilian
133	52	139	52	137	53

Source:
Annual Reports

* In October 2015 the Peterborough Police Service began policing the Township of Cavan Monaghan on a contract basis.

CALLS FOR SERVICE



POPULATION

	2014	2015	2016
Peterborough	83,200	84,000	85,000
Lakefield	2,555	2,555	2,555
Cavan Monaghan		8,655	8,829
Total:	85,755	95,210	96,384

Source:
Annual Reports

STATISTICAL HIGHLIGHTS

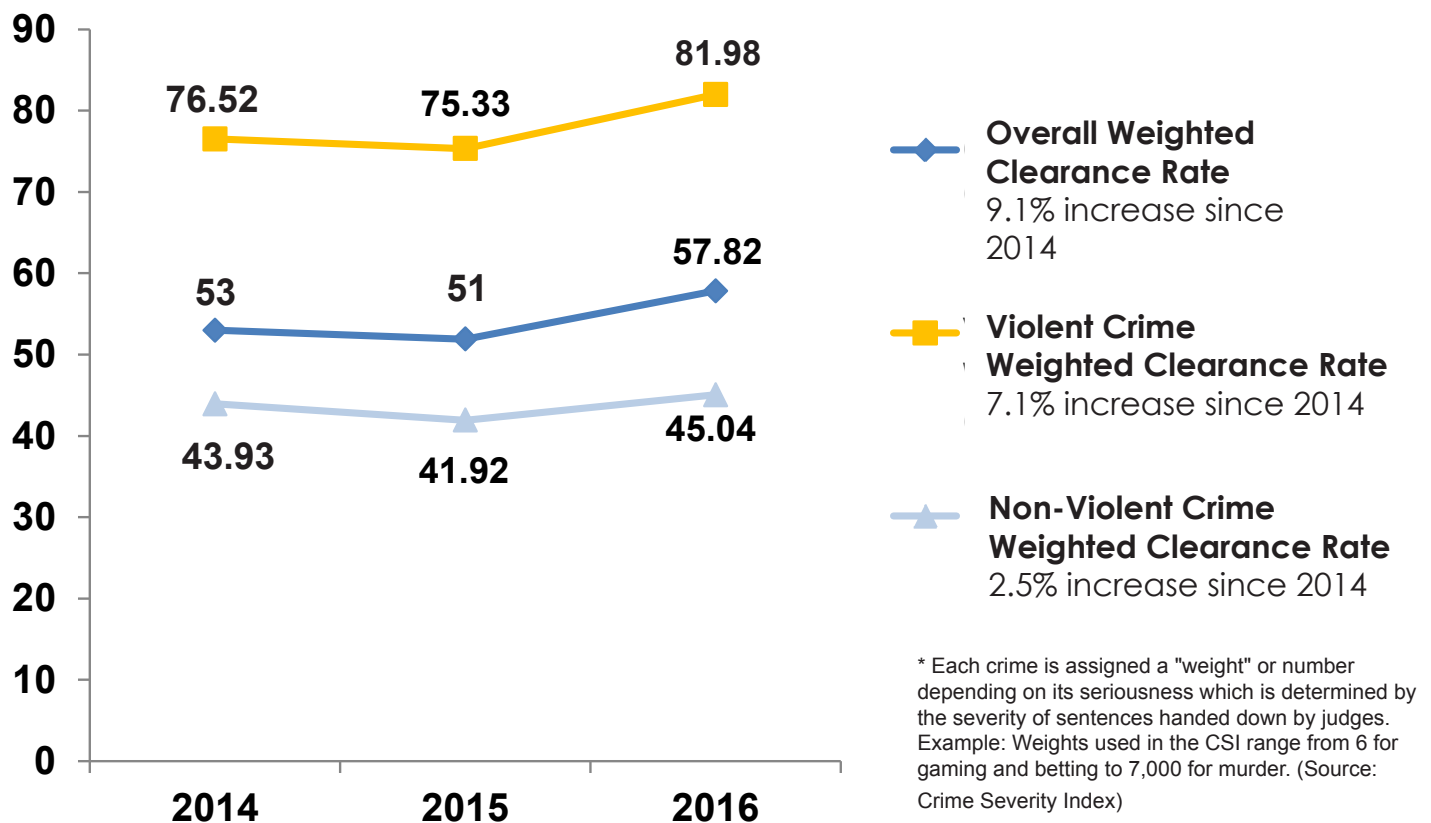
CRIME SEVERITY INDEX

Crime Severity Indexes (CSI) Weighted Clearance Rates	2014	2015	2016	Incr/Decr	
				#	%
Overall CSI	64.35	63.23	64.34	-0.01	0.00%
Overall Weighted Clearance Rate	53	51.9	57.82	4.82	9.10%
Violent CSI	67.06	70.72	83.34	16.28	24.30%
Violent Weighted Clearance Rate	76.52	75.33	81.98	5.46	7.10%
Non-Violent CSI	63.23	60.37	57.29	-5.94	-9.40%
Non-Violent Weighted Clearance Rate	43.93	41.92	45.04	1.11	2.50%

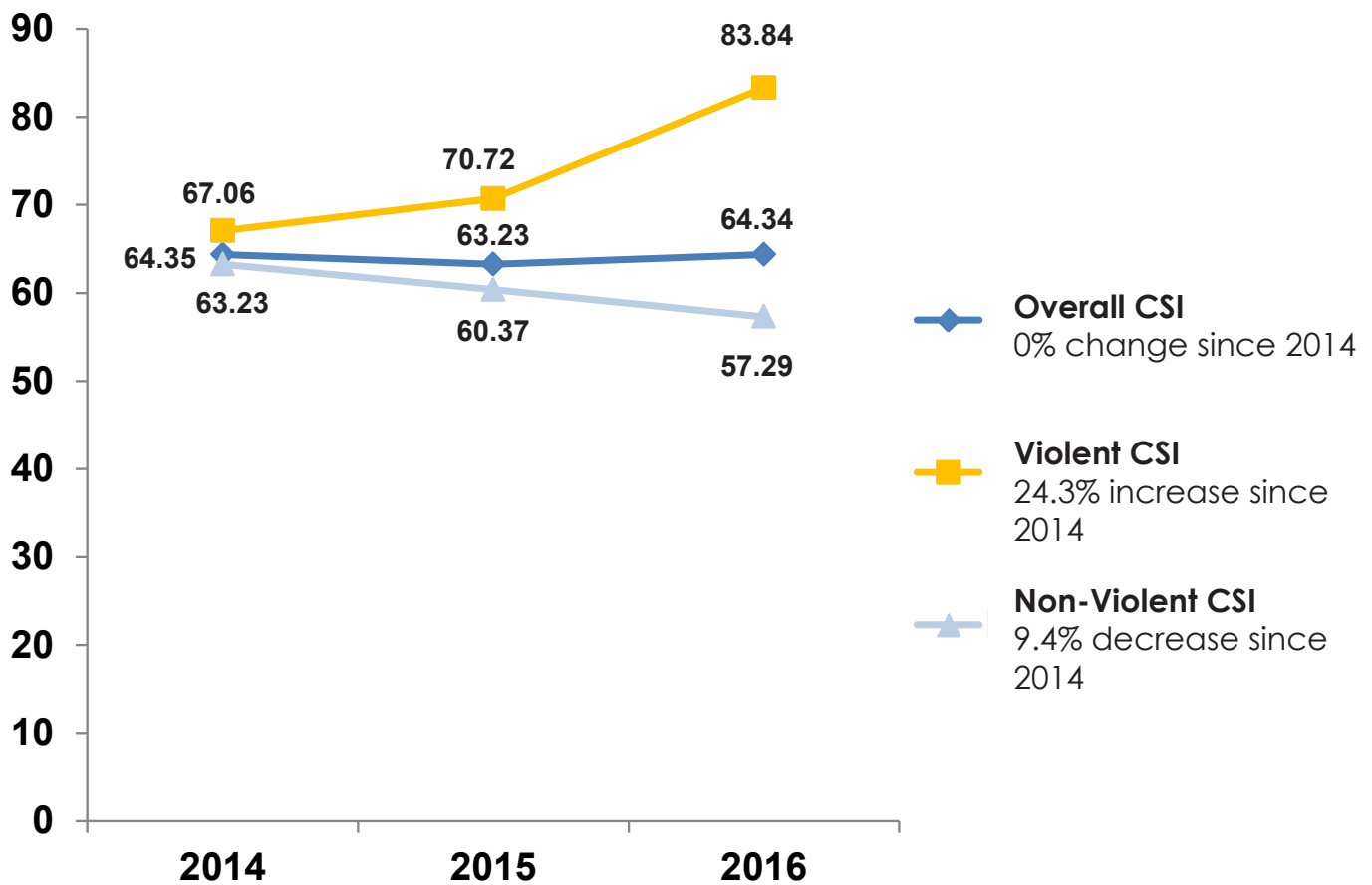
Source: Stats Canada

- * The crime severity index includes all Criminal Code violations including traffic, as well as drug violations and all Federal Statutes.
- * The violent crime severity index includes all Incident-based Uniform Crime Reporting Survey (UCR2) violent violations, including uttering threats, criminal harassment and forcible confinement.
- * The non-violent crime severity index includes all non-violent Criminal Code violations including traffic, as well as drug violations and all Federal Statutes.

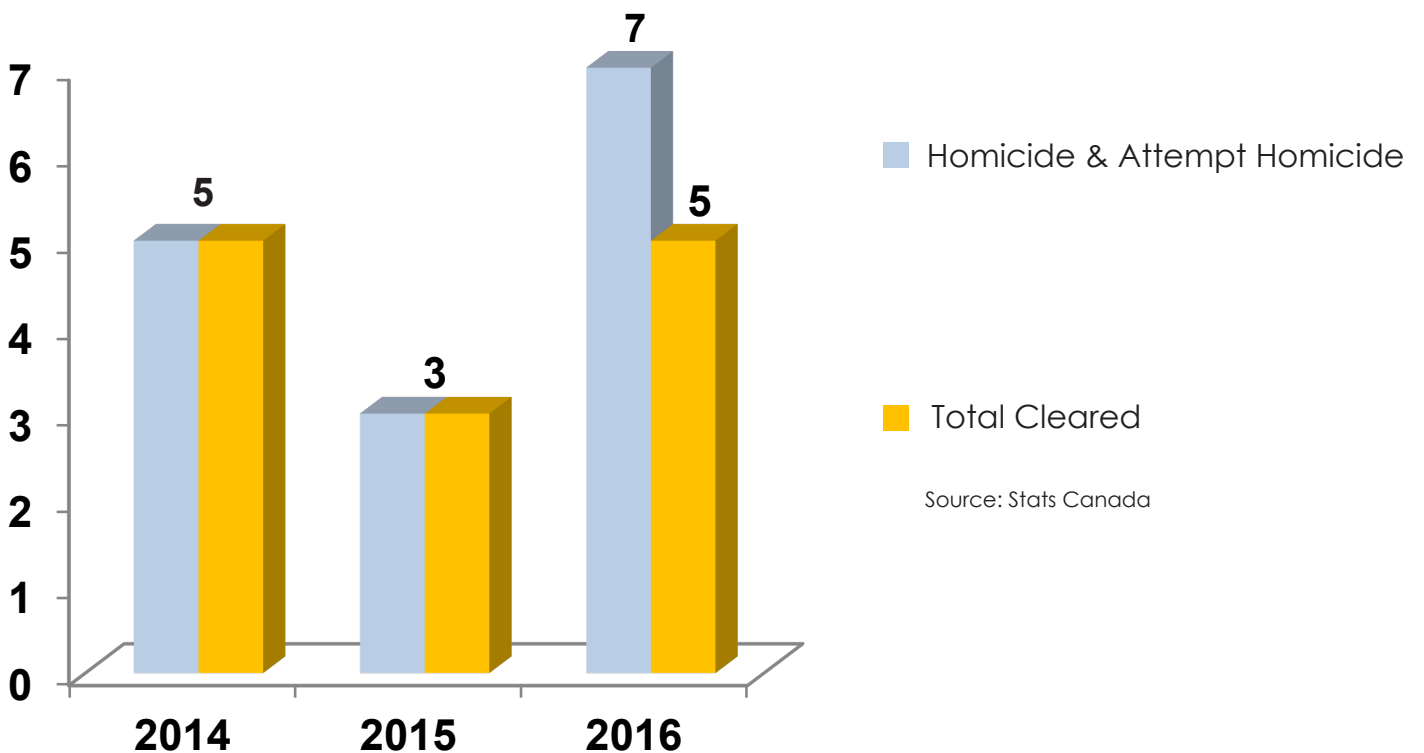
WEIGHTED CLEARANCE RATES



CRIME SEVERITY INDEXES (CSI)



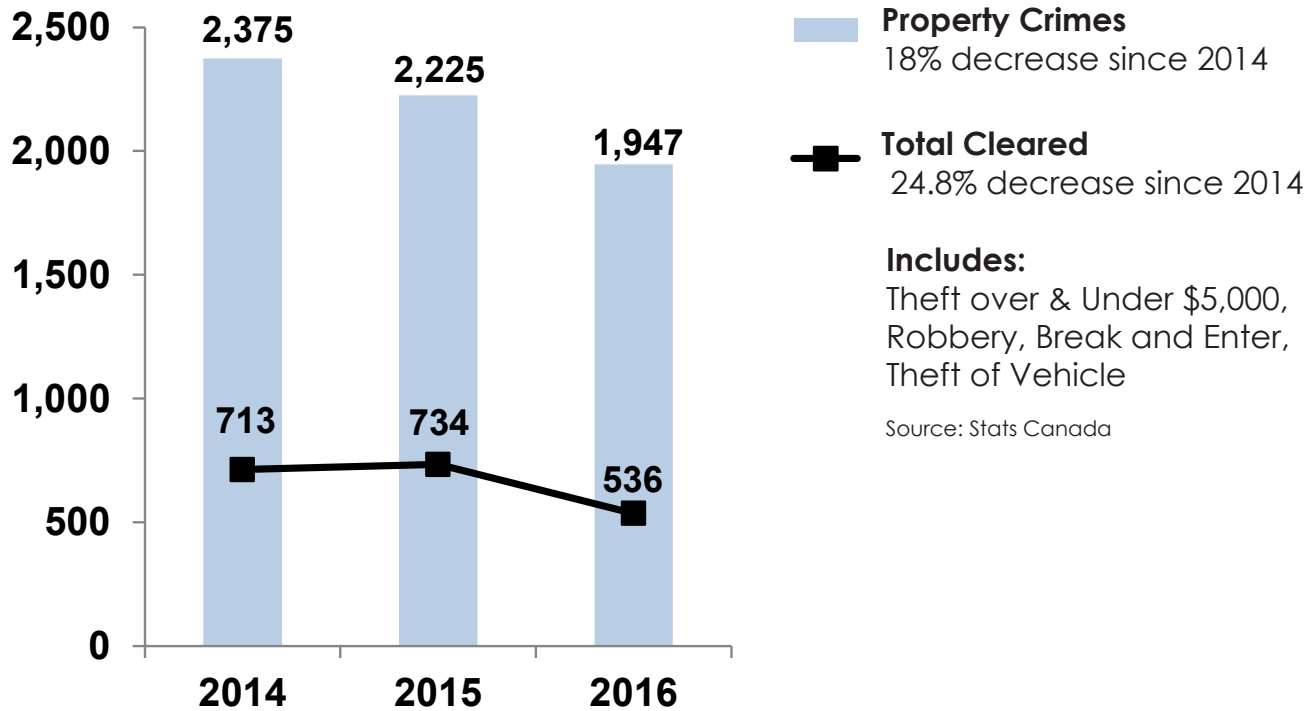
HOMICIDE & ATTEMPT HOMICIDE



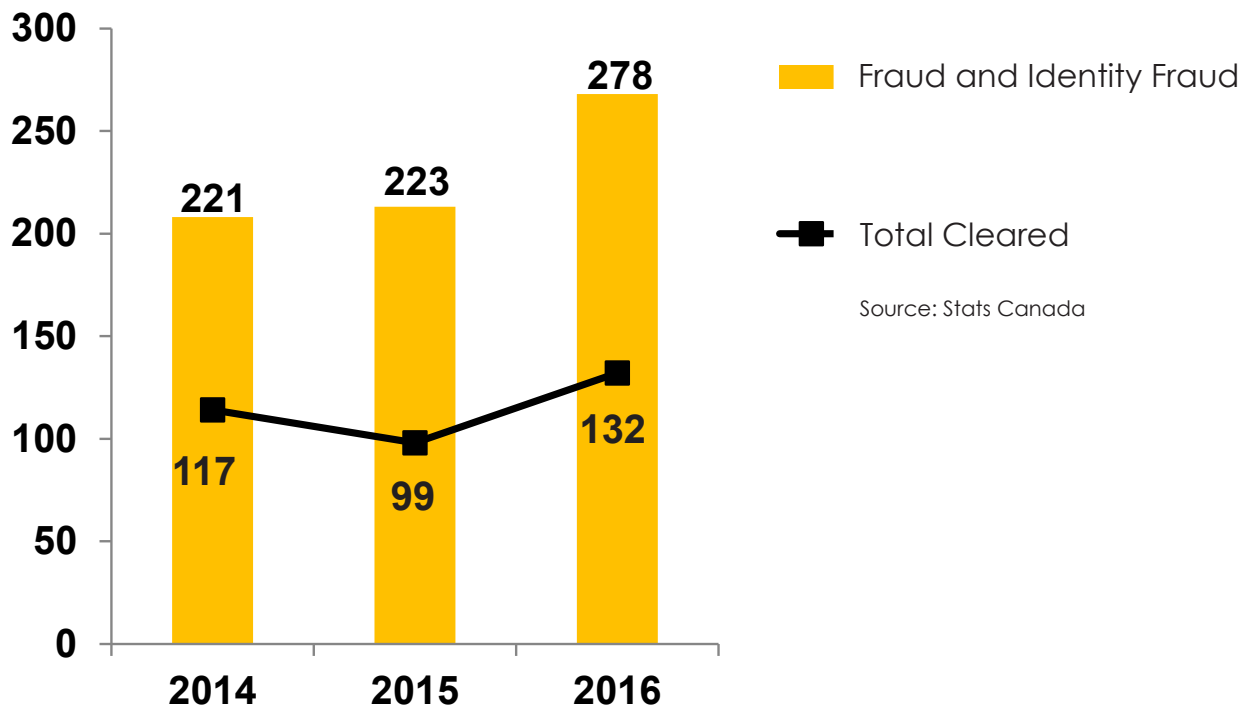
Source: Stats Canada

STATISTICAL HIGHLIGHTS

PROPERTY CRIMES



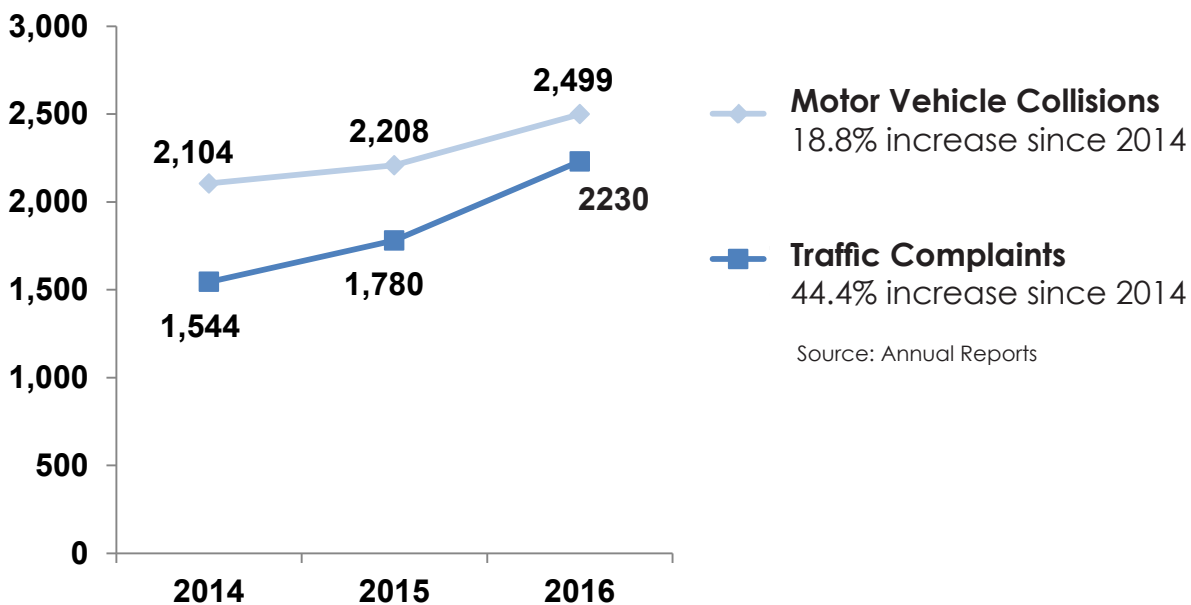
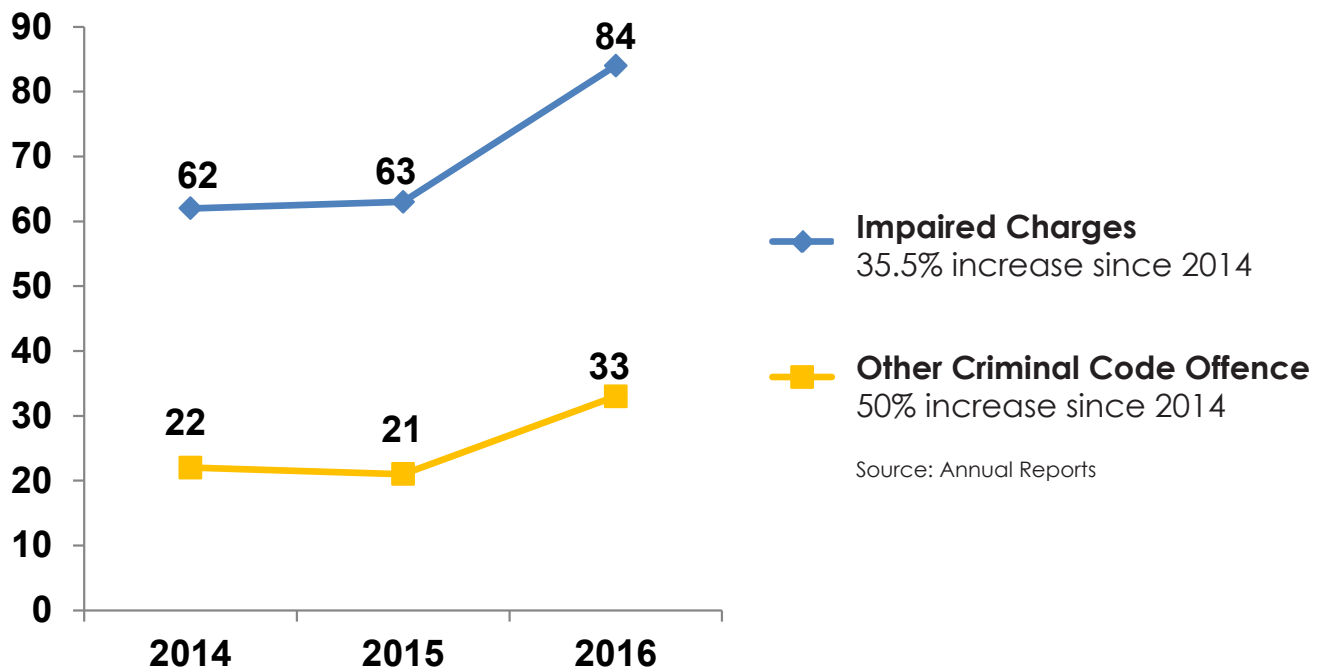
FRAUDS



TRAFFIC

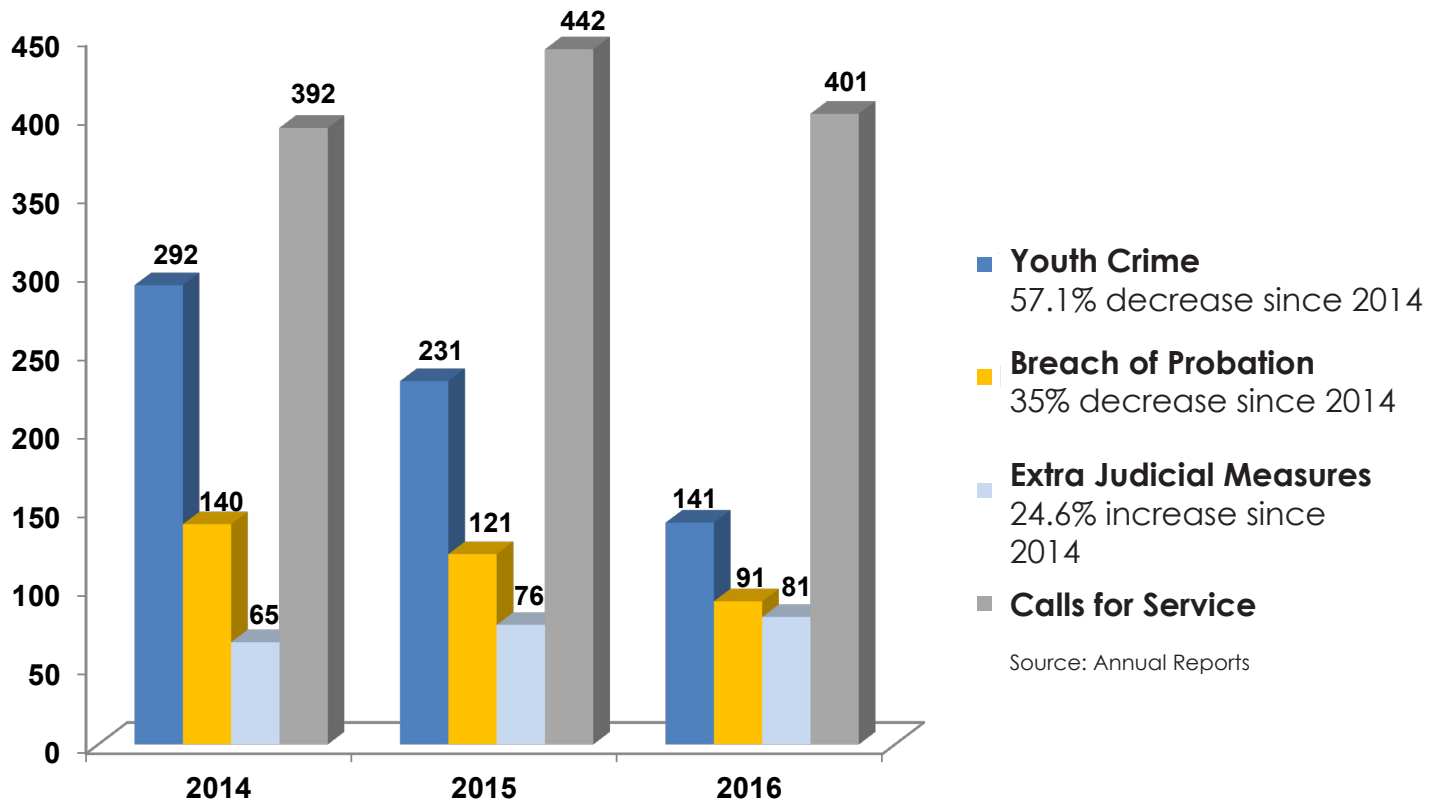
				Incr/Decr	
	2014	2015	2016	#	%
Impaired Charges	62	63	84	22	35.5%
Other CC* Driving Offences	22	21	33	11	50.0%
Motor Vehicle Collisions	2,104	2,208	2,499	395	18.8%
Complaints	1,544	1,780	2,230	686	44.4%

* Criminal Code



STATISTICAL HIGHLIGHTS

YOUTH CRIMES



* "Extrajudicial" means "outside the court." Such measures aim to hold a young person accountable without proceeding through the formal court process. The YCJA requires police officers to consider the use of extrajudicial measures before deciding to charge a young person and stipulates that police services are to keep a record of any extrajudicial measure used to hold a young person accountable.

Types of Extra Judicial Measures include: Taking no further action; a warning; a caution; a referral, a Crown caution; an extra judicial sanction (Source: Stats Canada)

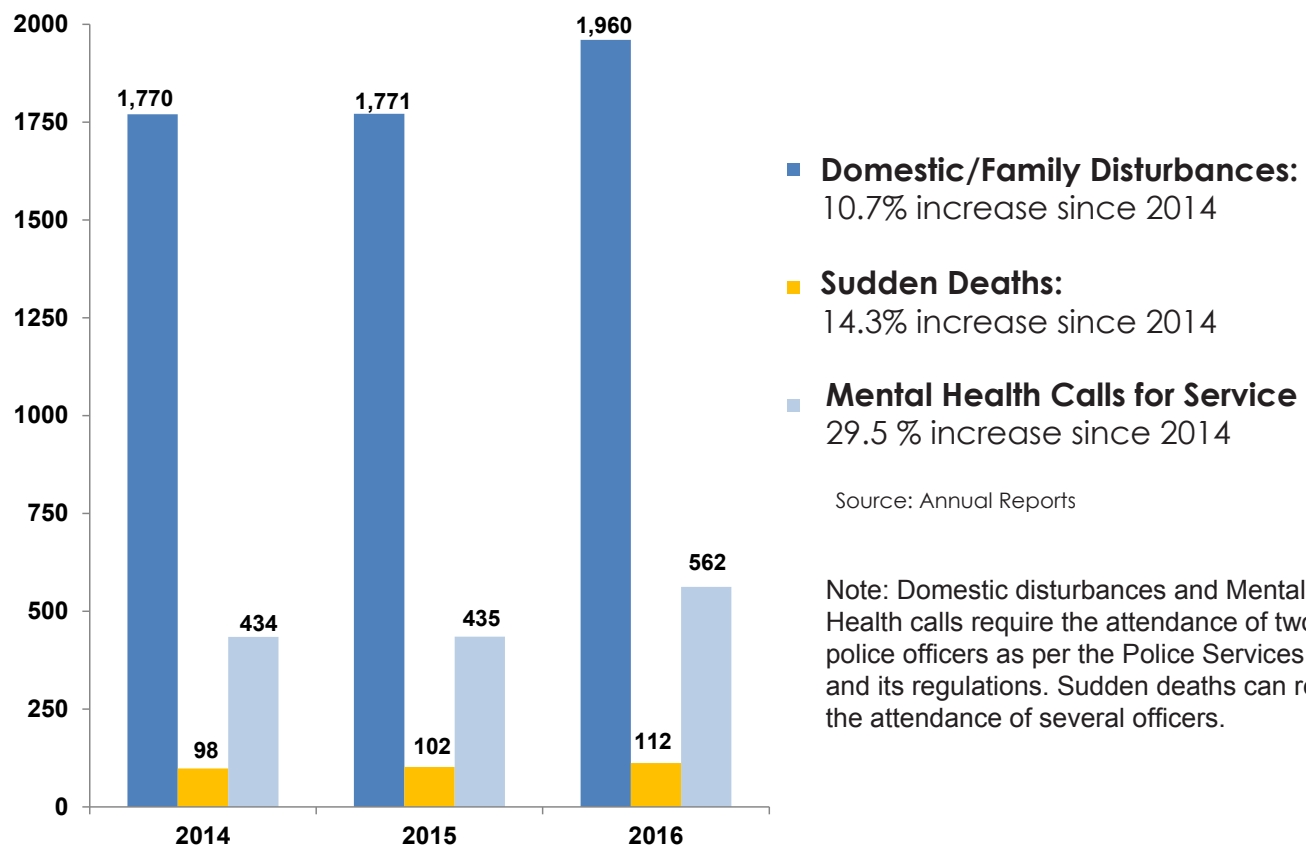
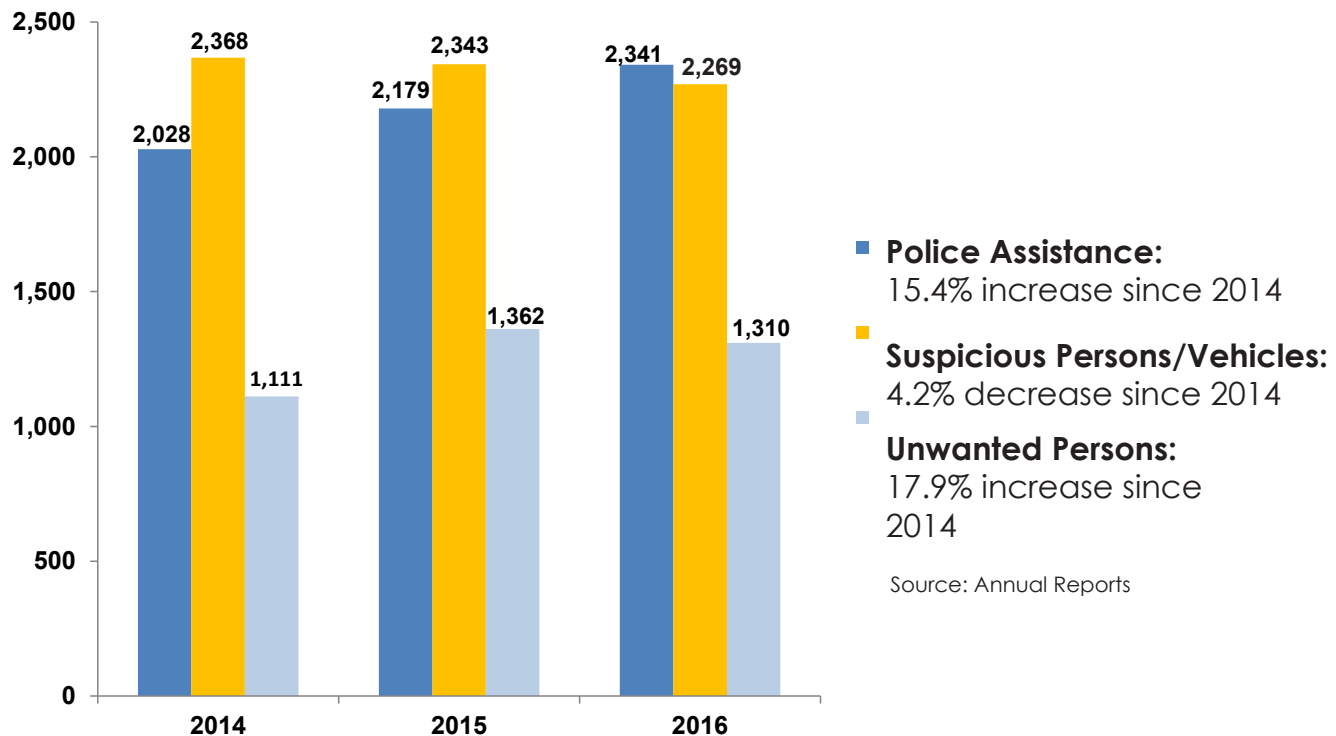




* PC Bell volunteering her off-duty time for the Kids, Kops & Canadian Tire Fishing Days, a partnership with Big Brothers Big Sisters of Peterborough.

Non-offence Statistics

At the Peterborough Police Service approximately 75 to 80 per cent of time is spent on what are called non-offences. Non-offences are classified as everything that is not a criminal call for service, such as domestic disputes, mental health calls, missing persons, alarm calls, or assisting our partners at the Peterborough County/City Paramedics.



Note: Domestic disturbances and Mental Health calls require the attendance of two police officers as per the Police Services Act and its regulations. Sudden deaths can require the attendance of several officers.

Acknowledgements

The Peterborough Police Services Board and the Peterborough Police Service would like to acknowledge and thank the following individuals and organizations that participated in the Business Plan consultations along with all members of the Business Plan Steering Committee.

Community Agencies

- Canadian Mental Health Association
- John Howard Society
- Elizabeth Fry Society
- The Downtown Business Improvement Area
- PARN - AIDS Resource Network
- Community Race Relations Committee
- Staff at the Warming Room
- PRHC emergency room staff
- PRHC Mental Health and Addictions Services
- Elder Abuse Ontario
- Kinark
- Fourcast
- Rainbow Service Organization
- Kawartha Sexual Assault Centre
- New Canadians Centre
- Kawartha Haliburton Children's Aid Society
- United Way
- Nijikiwendidaa Anishnaabekwewag Services Circle
- Victoria Order of Nurses (VON) 360, Nurse Practitioners Clinic
- Peterborough Housing Corporation
- YES Shelter
- Peterborough Youth Services
- YWCA

Members of the Peterborough Police Service

- All four platoons
- Civilians
- Senior Administration
- Chief Rodd
- Deputy Chief Farquharson
- Investigative Services staff and supervisors
- 9-1-1 Communications Manager
- 9-1-1 Communications Supervisors
- Canine Unit
- Media Relations & Communications Coordinator
- Fleet Manager
- Court Services
- President of the Peterborough Police Association
- Staff Sergeants and Sergeants
- Community Development Coordinator

Peterborough Police Services Board

Municipal Councils and Staff

- Cavan Monaghan Council
- Selwyn Township Council
- Councillors Gary Baldwin, Keith Riel and Henry Clarke
- City of Peterborough Social Services Division
- City of Peterborough Traffic and Transportation Division
- City of Peterborough Youth Council
- City of Peterborough Planning Department

Justice Partners

- Victim Witness Assistance Program (VWAP)
- Peterborough Northumberland Victim Services
- Probation and Parole
- Crown Attorney

Education

- Kawartha Pine Ridge District School Board
- Peterborough Victoria Northumberland and Clarington Catholic District School Board





PROFESSIONAL • FRIENDLY • HELPFUL

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