

BUSINESS PLAN 2007-2009
PETERBOROUGH LAKEFIELD COMMUNITY POLICE SERVICE



Community First

Message from the Chair

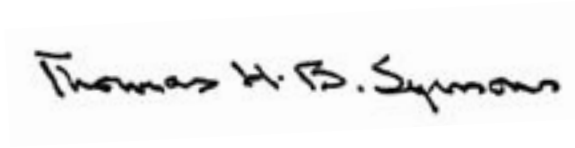
I am honoured, as Chair of the Police Services Board, to write a short message acknowledging the continuing good work of the Peterborough Lakefield Community Police Service.

In our modern-day society we find ourselves facing numerous and continuing challenges. Yet, the ethos of policing – of proper service, of fair and impartial application of the law – remains constant. I am pleased to see a strong sense of family cohesion within our Police Service as it is a vital and necessary ingredient in the success of any strong, professional organization.

My thanks to Chief McLaren, all members of the sworn Force and our civilian staff for their continued loyalty and support.

Also my thanks to my colleagues on the Peterborough Lakefield Police Services Board and especially to Mrs. Barb Trotter, our Board Secretary.

Our motto remains to be: **Professional, Friendly and Helpful.**



Thomas H. B. Symons, C.C.,O.Ont., FRSC., LL.D.
Chair, Police Services Board



Message from the Chief of Police

The 2007-2009 Business Plan will provide direction to assist members of the Peterborough Lakefield Community Police Service to respond to the service delivery needs of our communities, including accountability and responsibility.

This plan was developed through comprehensive external and internal processes that included a number of focus groups, interviews and consultations with our community stakeholders. After reading through this plan, you will see that the goals to be achieved are ambitious, however, we have every confidence in our members and the community that those goals and objectives can be obtained.

Members of this Police Service are committed to ensuring that service to our community is provided in a Professional, Friendly and Helpful manner. The achievements made from our previous business plans, dating back to 2001, are a testament to the dedication of our members, support of the Police Services Board and the strong partnerships we have developed in our community and elsewhere within the Province.

The Peterborough Association and the Peterborough Lakefield Senior Officers Association have each pledged to work diligently with the Police Services Board and the Police Administration, over the next three years:

“To be the best police service providing the highest standards of professionalism in partnership with our community”.



Terrence M. McLaren M.O.M.
Chief of Police



Vision, Motto and Core Values

Our Vision

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

CORE VALUES

The Peterborough Lakefield Police Services Board and the Peterborough Lakefield Community Police Service are committed to serving our community.

IN PURSUIT OF OUR VISION:

- We believe in working with our citizens to make this Community a safe and enjoyable place where we can live, work, play and carry out lawful activities in peace and harmony.
- We believe that our members are our most important resource.
- We believe in a commitment to continuous learning and improvement, and maintaining open, positive communication, which encourages teamwork.
- We believe that daily duties should be carried out in a professional, friendly and helpful manner, having regard to the rights of all citizens, the laws of the Country, Province and community, our training and experience and the circumstances of the duty to be performed.
- We believe that our primary concern is promoting the safety of our citizens from injury or death, either by accident, misadventure or deliberate act, and the protection of the property of our citizens from theft or damage. We will provide such education, crime prevention advice, enforcement or other appropriate activity required to fulfill this duty.
- We believe in the vigorous pursuit and apprehension of criminals in order to maintain an acceptable degree of order in our community and we will endeavour to ensure that citizens are not subject to unreasonable interference in their daily activities.
- We believe that access to assistance to what ever form needed by our citizens is another important responsibility. We will be conscious of these requirements and provide appropriate aid, directly or by referral to other services in our community.

Our Motto

Professional, Friendly and Helpful



Business Planning Background

LEGISLATIVE AND REGULATORY BACKGROUND

The *Police Services Act*, proclaimed on November 27, 1997, operates as a legislative guideline for all Police Services in the Province of Ontario. It incorporates regulated Adequacy and Effectiveness Standards. Section 30 (1) of the Adequacy Standards Regulation provides guidelines for business planning. The Police Services Board is required to prepare, at least one every three years, a business plan that addresses the objectives, core business and functions of the police service, including how it will provide adequate and effective police services.

PETERBOROUGH LAKEFIELD POLICE SERVICES BOARD RESOURCE PLANNING AND POLICY STATEMENT

The Peterborough Lakefield Police Services Board is committed to the efficient and effective use of Policing Resources to prevent and to respond to crime, and to promote the health and vitality of the community. As such, the Police Services Board values the use of problem-oriented policing initiatives and community patrol for preventing and responding to crime. Further, the Police Services Board believes that creating a business plan that includes corporate goals and performance indicators is crucial to ensuring that policing resources are used efficiently and effectively. The Police Services Board views crime and calls analysis as a valuable tool to aid in: identifying crime and related problems, solving crimes, and business planning for the Peterborough Lakefield Community Police Service and organizations working in partnership with the service.

The Chief of Police will also ensure that crime, call and public disorder analysis data and information on crime trends are shared with Municipal Council, local School Boards, community organizations and groups, businesses and members of the public by way of an annual report.

BUSINESS PLANNING HIGHLIGHTS

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 of approximately 80,000. The City of Peterborough continues to grow with further annexations occurring in 2008.

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.

The community plays a major role in determining the future direction of the organization, as it is the community needs that drive the type and level of service that is provided. 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 seven community forums and workshops with stakeholder representatives, residents-at-large, marginalized persons, youth and post secondary students. Public input into the planning process was encouraged at Town Hall meetings to ensure an inclusive model for the development of our strategic agenda and help identify significant factors that would impact policing in our community during the next five to ten years. Validation and confirmation of the findings of the stakeholder and focus groups was received. Interested stakeholders and community members were provided with feedback on what had been learned.

The Business Plan sets the framework, strategic directions, high-level priorities and goals to achieve our organization's mandate and statutory responsibilities. It is proactive and results-based and establishes the framework for more detailed planning at various levels of the Service. The plan directly responds to a number of external and internal challenges, trends, influences, pressures and issues. The findings from the stakeholder's focus group discussions and town hall meetings confirmed that the Peterborough Lakefield Community Police Service is a valuable asset to the community. The business planning process enables ongoing consultations with local stakeholders and therefore enables our organization to tailor its services to meet the needs of our communities.

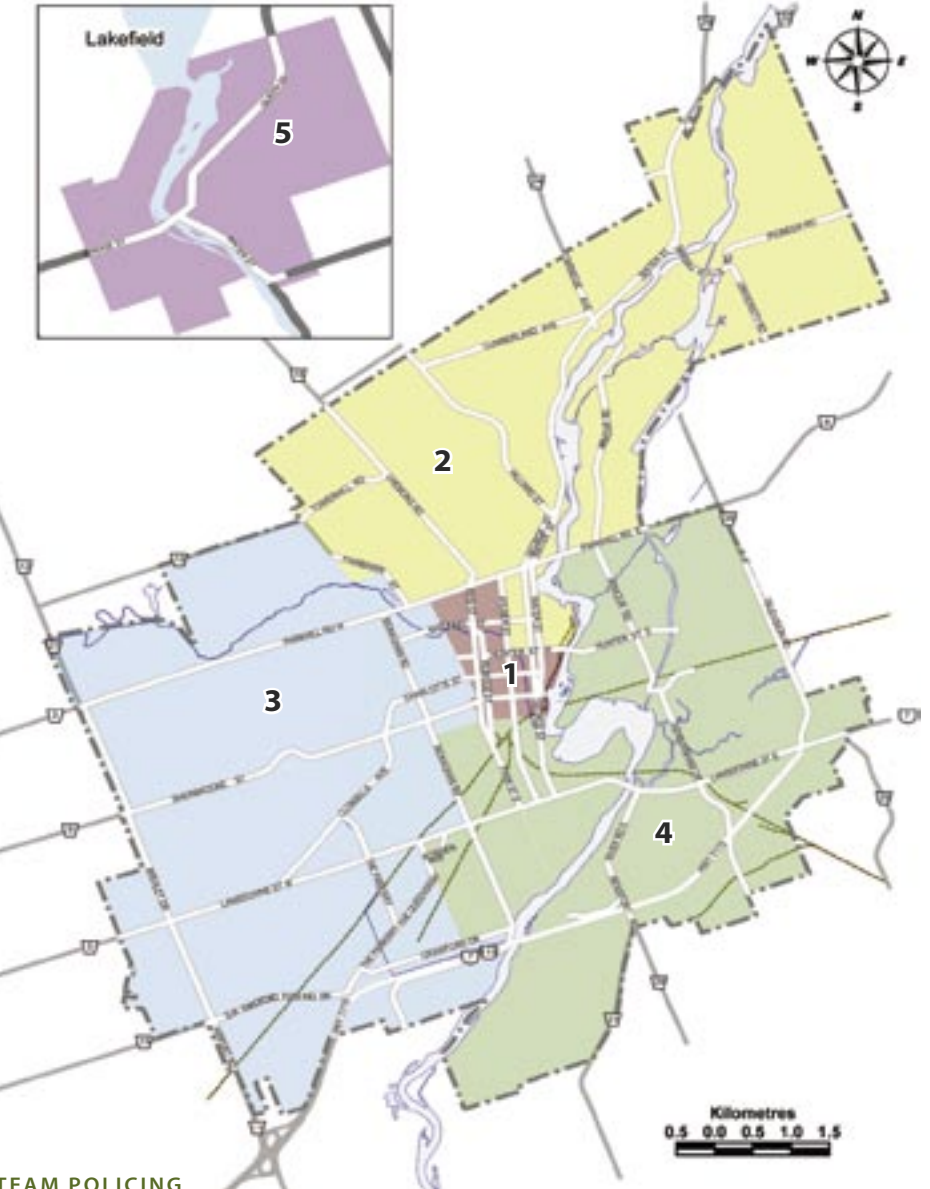
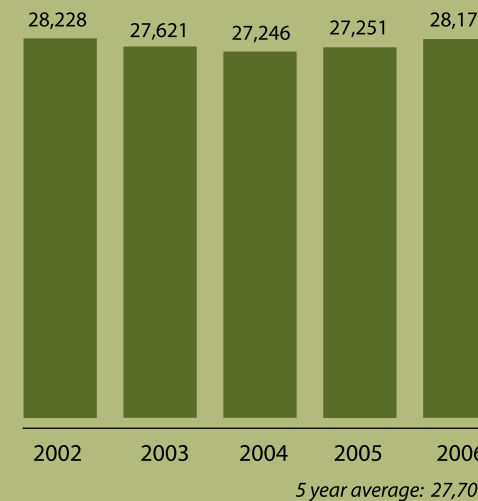
TOTAL AUTHORIZED STRENGTH

Year	Police	Civilian
2002	113	40
2003	117	40
2004	120	42
2005	120	42
2006	121	43

2007-2009 BUSINESS PLANNING PROCESS



TOTAL CALLS FOR SERVICE



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 and schools and the university.
Team Three polices primarily residential in the west end of the City with industrial areas in the south.
Team Four polices mixed residential and commercial in the east and south part of the City.
Team Five polices the Smith-Ennismore-Lakefield Township Lakefield Ward.

Ethical Framework Policy

adopted by the Board November 18, 2003

PREAMBLE

The Ethical Framework was adopted by the Canadian Association of Police Services Boards on August 22, 2003.

This Ethical Framework highlights the responsibilities of Peterborough Lakefield Police Services Board members to: the public, the Police Chief, police associations and the police organization as a whole; their professional partners; and themselves personally. The Ethical Framework identifies board members' responsibilities and ethical values that are based upon the ethical foundation of justice, rule of law, moral core, human dignity and democratic principles.

Decisions made by Peterborough Lakefield Police Services Board (PLPSB) members should be in keeping with the Ethical Framework.

ETHICAL FOUNDATION

The ethical foundation of justice, rule of law, moral core, human dignity and democratic principles form the context for ethical decision making, which must guide our decisions.

Justice Fairness, equity and impartiality in the application of the law.

Rule of Law Equality of access to the rights enshrined in the Constitution and the Charter of Rights & Freedoms.

Moral Core The moral imperative to act in a manner that is consistent with what is good, right and just.

Human Dignity Respect for human dignity and the rights of persons.

Democratic Principles The balance of individual and personal freedoms with the concept of social order, civic responsibility and the general public good.

Recognition of the legitimate authority of office-holders and the importance of maintaining the public trust.

ETHICAL VALUES

The "rightness" of a decision can be judged on whether it is consistent with these ethical values:

Empathy Honesty Courage Respect Equity Transparency
Integrity Trustworthiness

BOARD MEMBER RESPONSIBILITIES

The key relationships for police board members are with the public, their police chief and organization, their police associations, their professional partners, their fellow board members, and themselves personally.

Public

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 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 members toward others in the policing profession, their fellow board members and others 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 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



PETERBOROUGH LAKEFIELD POLICE SERVICES BOARD

Back Left to Right: Deputy Chief Jackman, Mayor Paul Ayotte, Barbara Trotter (Administrative Assistant), Kenneth Armstrong, Chief McLaren
Front Left to Right: Deputy Reeve Mary Smith, Thomas Symons, Nancy Martin

CONSIDERATIONS FOR ETHICAL DECISION-MAKING

The following are issues for consideration and guidance in the decision-making process for board governors.

1. Consistency with the law, existing codes of conduct, board policies and by-laws.
2. Consistency with the PLPSB Ethical Framework.
3. Identification of those potentially affected by the decision.
4. Identification of the probable consequences of the decision.
5. Assessment of the potential beneficial or detrimental impacts flowing from the decision, or the failure to make a decision.
6. Avoidance of any real or perceived conflicts of interest or the perception of personal gain.
7. Ability to justify the decision in terms of the public trust.

Community Based Crime Prevention and Problem Solving

Community Based Policing is all about the police actively working with the community to prevent crime and create a safer environment. To achieve this police must be able to talk to citizens about community concerns and share important information. As our community grows and becomes increasingly diverse the Peterborough Lakefield Community Police Service will continue to adapt to the ever-changing needs of our communities. Recognizing that our strength stems from partnerships will all sectors of the communities, we will continue to enhance partnerships to advance the high quality of policing services for all our citizens.

Community based policing is our organizational wide philosophy and our management approach that promotes community, government and police partnerships; proactive problem solving; and community engagement to address the causes of crime, fear of crime and other community quality of life issues. It is a philosophy that means the Peterborough Lakefield Community Police Service balances reactive policing with an emphasis on the strategic use of problem-solving techniques as a basis for more effective police response to repetitive or related crime and disorder problems.

Implementation of this community policing philosophy also means that the Peterborough Lakefield Community Police Service has a model, which promotes a shared responsibility between the community and the police for resolving crime and order problems. With an emphasis on the community, the Police Service adopted a team-policing concept more than twenty years ago. The Community Patrol Unit utilizes a team-policing concept. This 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. Staff Sergeants and Sergeants are assigned to coordinate the team's activities. This allows community members access to a team member twenty-four hours a day. These teams are assigned to the Community Patrol Unit and are supported by additional units within the police service such as traffic, criminal investigation and K9. 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. Recognizing that our strength stems from partnerships with all sectors of the community, the Peterborough Lakefield Community Police Service will continue to build and enhance partnerships to advance high quality policing services for all our citizens. 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.



GOALS

1. To improve community participation in identifying Service priorities and helping to solve crimes.
2. To increase the priority of working with the education sector to continue to evaluate and deliver effective, proactive programs for reducing student-related incidents. Instill positive personal and community values, including broadening the knowledge about the nature and value of law and order.
3. To continue to increase community awareness about community and police values, programs and initiatives, local crime statistics, and trends.
4. To develop and deliver programs/services and enhance our community partnerships with stakeholders who work with "at risk" populations (seniors, youth, the homeless, and mental health consumers/survivors).
5. To continue to develop crime prevention initiatives.

OBJECTIVES

- 1.1 To continue to explore effective approaches to increase community participation in identifying issues and Service priorities.
- 1.2 To seek ongoing input from the stakeholders and residents into short and long term priorities and ensure there is flexibility to respond to requests for reasonable short term changes.
- 1.3 To more strongly encourage the community to report suspicious activity and potential crimes.
- 1.4 To increase and enhance the use of civilian volunteers in community policing and crime prevention.
- 1.5 To further increase officer knowledge about the communities in which they serve.
- 1.6 To continue to support and monitor the Crime Stoppers program.
- 1.7 To consider a community-wide survey in 2009 to research perceived needs/issues, and measure satisfaction and expectations to be part of the research for the next business plan.
- 1.8 To encourage and recognize members who volunteer in the community.
- 2.1 To continue to develop programs for post secondary students, including sexual assault, domestic violence, healthy and positive relationships, and drinking and driving.
- 2.2 To continue to enhance, expand and deliver proactive programs for elementary and secondary schools (eg. Values, Influence, and Peers Program (VIP) and Anti-Bullying), domestic violence, healthy and positive relationships, Character Education, and drinking and driving.
- 2.3 To continue the focus within "community services" on related preventative programs and incidents.
- 2.4 To evaluate, validate, and renew all education-based programs, examining relevance and risk.
- 2.5 To provide more time for Liaison Officers to visit with secondary schools.
- 3.1 To continue to incorporate into the staff media position, the responsibility of informing the community about police values, roles and programs; legislative changes; alliances with other police services; the Youth Criminal Justice Act (YCJA); crime trends; etc.
- 3.2 To redesign and expand the Police Service web site as a user-friendly, informative and up-to-date resource to help educate the community and to assist police with investigations.
- 3.3 To develop a public relations strategy to increase public awareness about the Police Services Board and its roles and responsibilities.
- 4.1 To continue to expand the range of business and community/agency alliances, advisory teams and formal partnerships, and ensure there are no overlaps.
- 4.2 To continue to maintain formal liaisons and develop protocols with agencies concerned with elder abuse and other seniors' issues, 'at risk' youth, the homeless, and mental health consumers/survivors
- 4.3 To work on proactive initiatives (e.g., alternative measures).
- 5.1 To research and evaluate community-based programs (e.g., Neighbourhood Watch and Home Guard).
- 5.2 To remain up-to-date regarding current and future community demographics and the effect they may have on the delivery of police services.
- 5.3 To research community and crime trends since crime prevention and problem solving is directly related to these.
- 5.4 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.

PERFORMANCE INDICATORS

- Increase use of community mobilization as incidents occur and appropriate allocation of resources as required.
- Implementation of education strategies through a variety of sources.
- Identify opportunities for enhancement of volunteer use.
- Completion of community wide survey.
- Support and recognize members at the Board, Service and Community level.
- Overall program evaluation in co-operation with the Boards of Education to be completed by the end of 2008 and recommendations implemented by the end of 2009.
- Liaison officers pre-program schools visits on roster annually.
- Development of Public relations strategy for media position.
- Police Service web site updated.
- Development of Public relations strategy for the Police Services Board.
- Audit of current partnerships and relationships to make recommendations for resource allocations by 2007.
- Existence of Protocols.
- Audit of community-based programs to establish benchmarks
- Review City and County demographics reports.
- Quarterly report submitted to the Board on crime trends.
- Implementation of performance management evaluations.
- Crime Prevention training provided to staff.

OVERSIGHT

- Inspectors in Charge of Operations and Operational Support*
- Inspectors in Charge of Operations and Operational Support*
- Chief of Police*
- Police Services Board, Chief of Police and Inspectors*
- Inspector in Charge of Operations*
- Inspector in Charge of Operations*
- Inspector In Charge of Operations*
- Civilian Manager of Administrative Support*
- Police Services Board and Chief of Police*
- Inspector In Charge of Operations*
- Chief of Police and Deputy Chief of Police*
- Inspector In Charge of Operations*
- Inspector In Charge of Operational Support*
- Inspector In Charge of Operational Support*
- Inspector In Charge of Operations*
- Inspector In Charge of Operations*

Public Safety Enforcement – Community Satisfaction

Calls for service from the public must be managed efficiently and effectively. Adequacy, effectiveness, and accountability are foundations upon which modern policing is delivered. Public and Officer safety will not be compromised. Providing emergency response is one of the core businesses of every Police Service in Ontario. Recent funding has been received through the “Safer Communities – 1,000 Officers Partnership Program”. This funding has enabled the hiring of additional officers to enhance community policing, and to target key areas of serious crime and concerns identified by citizens including: guns and gangs; youth crime; organized crime and marijuana grow ops; and protecting children from Internet luring and child pornography.

The Peterborough Lakefield Community Police Service continues to utilize a priority response system that enables us to deal with emergency calls in the most appropriate way. It is our belief that criminal investigations should be done in accordance with the highest standards of professional skill, integrity and accountability. Our Service utilizes the 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 crime. The Police Service further acknowledges the importance of planned coordinated operations, in resolving crimes and in attending high risk and potentially life threatening situations. Public order maintenance and law enforcement represent the reactive side of policing, which must be balanced well in the face of the problem-solving model. To this end the Peterborough Lakefield Community Police Service believes the use of crime and calls statistics and analysis to identify areas that could benefit from targeted enforcement traffic management and road safety initiatives. We need to continually monitor community satisfaction to ensure that quality service standards are met and exceeded. 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 communications strategies to ensure greater linkages and effective interaction at all levels within the Service and the communities.

GOALS

OBJECTIVES

PERFORMANCE INDICATORS

OVERSIGHT

1. To increase crime detection and reduce crime.

- 1.1 To evaluate the team policing and problem-solving approach to crime prevention and public order problems/issues.
- 1.2 To keep our crime rate lower than communities of similar size in Ontario.
- 1.3 To continue to effectively respond to current local crime trends by continually directing enforcement toward priority areas and types of crime.
- 1.4 To educate and engage front line officers about the 'intelligence-led' policing model.*

Uniform crime reporting statistics, clearance rates, and crime rates.
Crime rate.
Directed enforcement to local crime trends.

Implement training.
Increase in submission of street checks.
Quality of intelligence gathered.

Inspector in Charge of Operations and Operational Support
Inspector in Charge of Operations and Operational Support
Inspector in Charge of Operations
Inspector in Charge of Operations
Inspector in Charge of Operational Support

2. To measure and maintain community satisfaction with police services.

- 2.1 To continue to conduct regular audits to measure compliance with provincial adequacy standards.
- 2.2 To continually review protocols with community partners (e.g., education, health, legal, social, cultural).
- 2.3 To provide ongoing customer service training for all staff.
- 2.4 To enhance relationships with other agencies.
- 2.5 To consider a community-wide survey to measure satisfaction and expectations (see Objective 1.5 under Strategic Direction #1).

Audits completed.
Protocol review completed.
Training completed.
Defining outcomes of relationships with agencies.

Chief of Police
Chief of Police and Deputy Chief of Police
Inspector in Charge of Operations
Chief of Police, Deputy Chief of Police and Inspectors

3. To evaluate and enhance the Victim Assistance program.

- 3.1 To effectively recruit, train, use and retain volunteers to help with the Victim Assistance Program.
- 3.2 To effectively raise community awareness about victim assistance services.
- 3.3 To conduct an analysis of the staffing level of the Victim Assistance Program.

Audit of Victim Assistance Program.
Education of internal staff and community individuals and organizations on Victim Assistance Program.

Inspector in Charge of Operational Support
Inspector in Charge of Operational Support

4. To improve traffic safety.

- 4.1 To continue to develop and implement traffic safety strategies that include education, prevention and enforcement.
- 4.2 To continue to work with municipal stakeholders (e.g. Peterborough Traffic Technical Committee) to improve the road network with the goal of improving safety.

Strategies developed.
Continued membership on Traffic Technical Committee Board.

Inspector in Charge of Operations
Inspector in Charge of Operations

5. To provide appropriate emergency response.

- 5.1 To review and keep current Emergency Management Planning (e.g., influenza pandemic, counter terrorism, natural disasters).
- 5.2 To review the priority response policy to prioritize calls and optimize available human resources to better respond to emergencies (e.g., have more calls answered by the Alternative Response Unit**).
- 5.3 To increase the current level of officer training for emergencies and firearms.

Emergency Management Planning reviewed and updated as required.
Review of differential responses.

Chief of Police and Deputy Chief of Police

Chief of Police

Inspector In Charge of Operations

6. To increase officer visibility in the community.

- 6.1 To increase the number of hours allocated to foot and bicycle patrols.
- 6.2 To provide more presentations to the community as requested.

Increase use of foot and bicycle patrols.
Honour requests for presentations.

Inspector in Charge of Operations
Inspector in Charge of Operations



* **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.

** **Alternative Response Unit:** The unit responsible for telephone reporting of basic investigations including crimes of a minor nature and providing assistance to persons attending at the police station regarding general information, reporting of minor crimes and other enquiries.

Resource Management Planning

Resource management is the efficient and effective deployment of the organization's resources, such as sworn and civilian members, financial, equipment, volunteers and information technology, when they are needed. Effective succession planning and the appropriate allocation of resources demonstrate our commitment to our communities. The Peterborough Lakefield Community Police Service recognizes the importance of careful planning and effective management of resources including staff, equipment, facilities, and technical infrastructure. 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. We are fortunate because we have dealt effectively with change in the past. 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. To ensure effective, efficient and economical service delivery, we must manage all of our resources exceptionally well. Improving resource management is a long-term focus to our organizational development. 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.



GOALS

OBJECTIVES

PERFORMANCE INDICATORS

OVERSIGHT

1 To maintain appropriate resources within the Service.

1.1 To ensure adequate human resources to meet the expanding and evolving needs of the organization.
 1.2 To ensure ongoing review and evaluation of selection criteria for career development.
 1.3 To re-evaluate the criteria of the Alternative Response Unit duties and handling of calls for service.

Completion of workload analysis by zone.
 Completion of review of performance management system.
 Increase in calls for service handled by alternate means.

*Inspector in Charge of Operational Support
 Chief of Police
 Inspector in Charge of Operations*

2. To continue to improve staff development to effectively meet the needs of the community, the required standards of the Service and it's members.

2.1 To continually update the Skills Development and Learning Plan which includes in-service and offsite training opportunities.
 2.2 To research and implement alternative training methods for frontline officers and civilian staff utilizing, for example, Intranet, Internet and e-learning technologies.
 2.3 To continue to share with others what is learned, when staff complete off-site training.
 2.4 To promote the improved health and wellness of members.
 2.5 To offer coaching/mentoring opportunities for members, as staffing permits.
 2.6 To ensure that all new members complete an orientation program in all relevant areas of service.

Complete annual review of Skills, Development and Learning Plan and any required amendments to budget.
 Implementation of alternative training methods.

*Inspector in Charge of Operations
 Inspector in Charge of Operations*

Increased presentations by staff who have received training.
 Reduction in employee absenteeism.
 Increase the number of cross-training opportunities for staff.
 Implementation of new members orientation program.

*Inspector in Charge of Operations
 Chief of Police
 Inspector in Charge of Operations
 Chief of Police*

3. To monitor and respond to evolving service delivery and organization expectations, and match deployment to community needs.

3.1 To re-visit the Vision, Motto and Core Values and revise as required, including the recommendation to develop a mission statement that would embrace a commitment to "community policing" and the "generalist" approach to policing where Provincial standards allow.
 3.2 To annually review the Business Plan and monitor if the Vision, Motto and Core Values are being adhered to, and to ensure that the operations of the Service are consistent with the Business Plan.
 3.3 To conduct a comprehensive independent organizational review (including investigation of the need for an in-house Human Resources professional and additional Information Technology capacity).
 3.4 To establish a staff team to assist with the implementation of the Business Plan.
 3.5 To conduct an evaluation of the "call taking and dispatch" system.
 3.6 To continue with the Criminal Investigation Branch coaching/mentoring program (known as Project Front Line).

Development of Mission Statement and review of Vision, Motto and Core Values by the end of 2009.

Chief of Police and Deputy Chief of Police

Review to be documented in all annual reports.

Police Services Board

Completion of independent review.

Police Services Board

Establishment of staff team to assist with implementation of Business Plan Review and recommendations by end of 2009.
 Maintaining the Criminal Investigation Branch coaching/mentoring program.

*Chief of Police
 Inspector In Charge of Operational Support*

4. To provide efficient and effective policing.

4.1 To ensure effective and responsible financial management.
 4.2 To continue to encourage submissions and other forms of input from all staff levels within the organization.

Resources available to meet expectations of Business Plan and to meet Adequacy Standards in accordance with the Financial Policy of the Police Services.

Police Services Board and Chief of Police

4.3 To continue to seek and apply for appropriate grants.

Increase the number of submissions from staff by developing a submission template.

Chief of Police and Civilian Manager of Administrative Support

4.4 To complete a 'workload analysis' by zone, including the 2008 areas of annexation to the City.
 4.5 To enhance tools and support systems to optimize time spent on report/court preparation.

Submission of applications for grants.
 Completion of workload analysis by zone, including the 2008 areas of annexation to the City.

*Police Service Board and Chief of Police
 Police Services Board and Chief of Police*

4.6 To apply appropriate best practices and approaches; research alternative methods and models, trends, etc.; and examine what could be applied locally.

Improvement in the method and processes used by data entry.
 Formal exchange of information of best practices and approaches, research alternative methods and models, trends, etc.

*Civilian Manager of Administrative Support
 Inspector in Charge of Operations*

Police Facilities and Equipment

Presently, this Police Service maintains two police facilities. Police Headquarters is located at 500 Water Street North in the City of Peterborough and a detachment office is maintained 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's to Friday's from 8:30 a.m. to 4:30 p.m. However, off hours access to Police at the Detachment is available by way of a direct line telephone located on the exterior entrance to the building.

The Police Service and the City undertook a facilities review to find ways to increase efficiencies within the building as a result of outcomes from the previous business planning session. A recommendation to renovate the building to improve the operational efficiencies, extending the usage for another 20 years has been acted upon and our police station is currently under renovations. These renovations are responsive to future growth and changes in the policing environment. The Peterborough Lakefield Community Police Service asks the community for their patience and cooperation during these renovations.

The Peterborough Lakefield Police Service must continue to provide members the quality equipment that addresses optimum officer safety, while carrying out their duties.

TECHNOLOGY

The change from an industrial to a commercial/ knowledge based economy/public sector will continue. Unpredictable demands and advances in technology accompanied by these 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. There is a need to focus our energies on new technology to allow us an opportunity to improve our service delivery. The Peterborough Lakefield Community 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.



GOALS

1. To continue to review facility needs and prepare prioritized plans of action as required.
2. To ensure our members have the necessary equipment to perform their duties.

TECHNOLOGY

1. To continue to improve the effectiveness of our Service through the application of technology.
2. To continue to improve electronic storage and transfer capability.
3. To enhance investigative technology.
4. To improve officer access to information to allow better client service and increase officer safety.

OBJECTIVES

- 1.1 To continue to work with the City to complete the renovation and expansion of the police headquarters building.
- 2.1 To provide members with the necessary equipment in a timely and efficient manner to safely carry out their duties.
- 2.2 To establish an equipment committee and examine and make recommendations regarding the purchase of equipment.
- 2.3 To evaluate the radio system to ensure it meets present and future needs.
- 3.1 To maintain and keep current the in-house computer systems to store, retrieve, and transfer information.
- 3.2 To continually update our investigative technology and intelligence equipment, including computer software to analyze information, crime trends, geographic locations to assist investigations.
- 4.1 To maintain and keep the in-car computer terminals and software current.
- 4.2 To explore a GPS system to enhance officer safety and customer service.
- 4.3 To enhance network to speed up data transfer within the wireless environment.

BLUE LIGHTS

A recent amendment to the Highway Traffic Act permits police vehicles to have either all red or a combination of red/blue emergency lighting. This was the result of an extensive study on the conspicuity of police cruiser lighting showing that a combination of red and blue emergency lights ensures better officer safety when the vehicle emergency equipment is activated at the side of a roadway. The Peterborough Lakefield Community Police Service has begun the conversion from red to red and blue emergency lighting on police cruisers.

PERFORMANCE INDICATORS

- Tender awarded and renovations completed.
- Equipment recommendation committee is created. Recommendations made. Consultant hired.
- Computer hardware and software meets minimum standards to meet Police Records Management systems. Increased training opportunities including cross training opportunities. Implementation of new technology.
- Implemented.
- Implemented.
- Implemented.
- New technology implemented. Procure and implement current hardware and software.
- Kept current. Review and recommendations made. Procure and implement high speed equipment.

OVERSIGHT

- Deputy Chief of Police
- Chief of Police
Chair of Committee
Police Services Board
- Civilian Manager of Administrative Support
Inspector In Charge of Operations and Civilian Manager
Civilian Manager of Administrative Support
- Inspector In Charge of Operational Support and Civilian Manager
Inspector In Charge of Operational Support and Civilian Manager
Inspector In Charge of Operational Support and Civilian Manager
- Civilian Manager of Administrative Support
Inspector in Charge of Operational Support
- Civilian Manager of Administrative Support
Civilian Manager of Administrative Support
Civilian Manager of Administrative Support



IMPLEMENTATION AND 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 Annual report is prepared and published annually. 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 column 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 will be 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. 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.

Year	Operational Expenditures	Capital Funding
2007	\$ 16,200,032	\$ 350,000
2008	\$ 16,407,085	\$ 350,000
2009	\$ 17,063,368	\$ 350,000

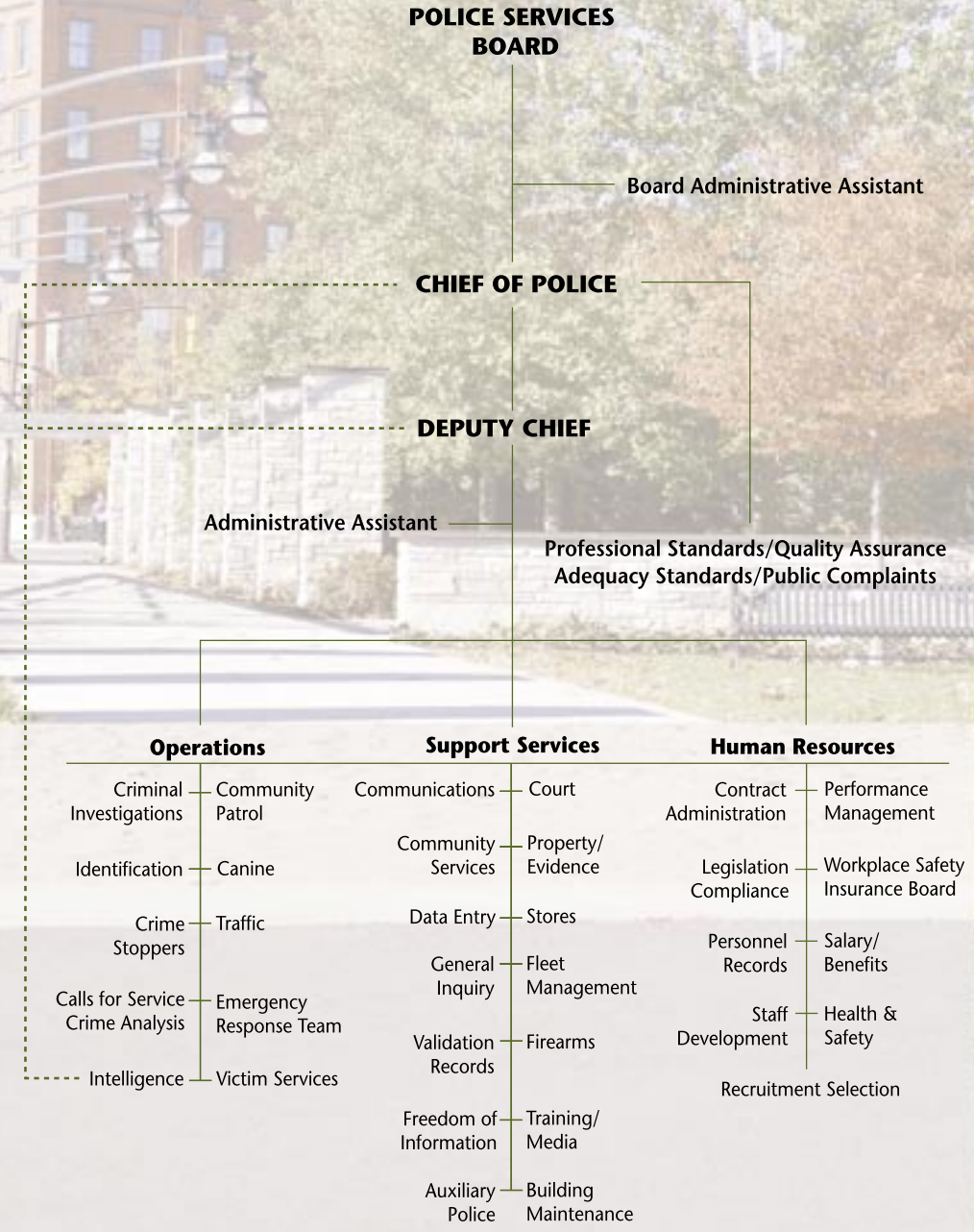
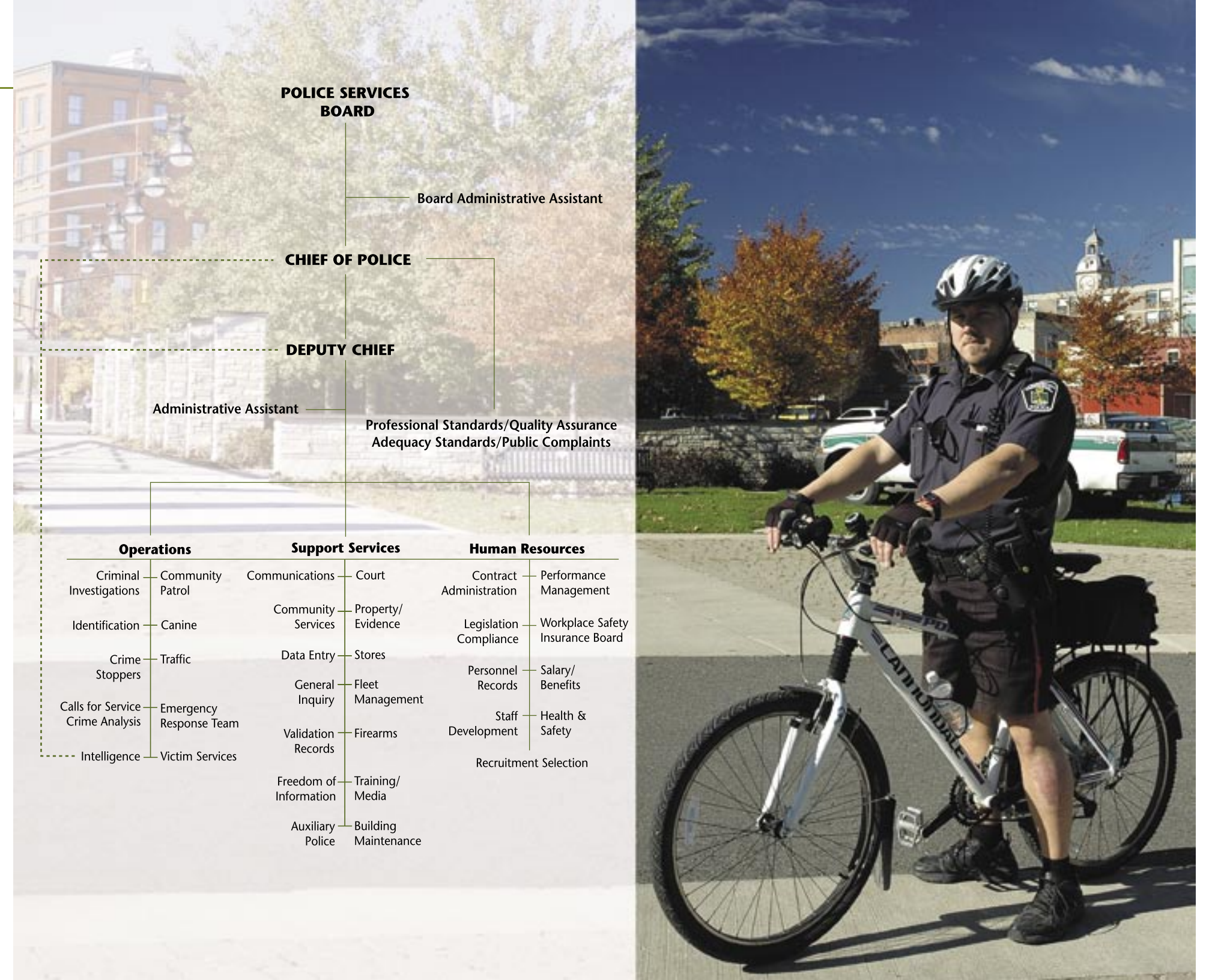
BUDGET FORECAST

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.

PETERBOROUGH LAKEFIELD COMMUNITY POLICE SERVICE STRATEGIC AGENDA

Focus	Strategic Directions	Peterborough Lakefield Community Police Service
Respect traditional values Police Services Year 2007	Maintain and enhance current quality of services to existing customers	An innovative Police Service, recognized by other Municipalities as the model of efficient and effective Community-Based Policing
Build on current strengths Police Services Year 2007	Review resources (human, infrastructure and financial) to effectively meet future service needs of the community/customers	
Be ready for the future Police Services Year 2009	Be prepared to address other opportunities and risks that arise from changing municipal structures	



ACKNOWLEDGEMENTS

The Peterborough Lakefield Community Police Services Board and the Peterborough Lakefield Community Police Service would like to acknowledge and thank members of councils, business representatives, all stakeholders 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.

ACKNOWLEDGEMENT TO THE BUSINESS PLANNING STEERING COMMITTEE

Mr. Rob Lockhart – The RETHINK GROUP
Deputy Reeve Mary Smith – Police Services Board
Chief Terry McLaren
Deputy Chief Ken Jackman
Inspector Cory McMullan
Inspector Murray Rodd
Dave Humber
Constable Dave McFadden

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