

ORGANIZATIONAL REVIEW

PETERBOROUGH LAKEFIELD COMMUNITY POLICE SERVICE

FINAL REPORT

February 2010

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EXECUTIVE SUMMARY

The Peterborough Lakefield Community Police Service is a well organized, effectively administered organization that provides an exceptional level of service to both of the communities it serves. The community is appreciative of the quality of policing it receives, and many of the stakeholders who were interviewed would appreciate enhanced involvement by the police in confronting public safety issues that are becoming increasingly endemic in their community.

Recent initiatives, supported by the Police Services Board, will facilitate improvements in service delivery and effective administration. Notable amongst these are the recently completed building renovation and the commitment to upgrade the communications system. A number of other measures can be implemented to generate further improvements in a variety of areas within the Police Service. The consultants have identified a number of practical recommendations for organizational improvement. Some of these have financial implications while others can be achieved with little or no additional expenditure.

INTRODUCTION

The Peterborough Lakefield Police Services Board issued a Request for Proposals to conduct an Organizational Review of the Police Service. This would involve a thorough examination of all administrative and operational areas of the organization, with particular emphasis on compliance with legislated obligations such as the adequacy and effectiveness standards established through the Police Services Act of Ontario. In addition, the consultants would be expected to examine other similarly sized municipal police services in Ontario for comparative purposes.

This Request for Proposals was one of four that were issued at the same time. Two of the other RFP's had particular bearing on the Organizational Review. Both the community satisfaction survey and the business planning exercise provided information and insights that were valuable to the consultants as they progressed through the four stage process they had outlined in their response to the Request for proposals.

The approach taken by the consultants in drafting this report concentrated on documenting fact based observations and comparing the Peterborough Lakefield Community Police Service with similar sized municipal police services. From these sources, and other objective measurement criteria, a number of practical recommendations for organizational improvement were developed. The consultants hope that the Board and the senior management of the Police Service will work co-operatively with representatives from the Police Association to develop a comprehensive plan that addresses both the short and long term recommendations in a cost effective manner.

METHODOLOGY

As identified in their response to the RFP, the consultants followed a four phase approach that was coordinated by their liaison officer, Sergeant Gary Takacs who provided an invaluable service throughout the entire process. In addition, the Secretary to the Police Services Board, Niquel Pritchard Pataki, and the executive assistant to the Chief of Police, Pat Thomas, were both consistently prompt and thorough in responding to the numerous requests for information and assistance made by the consultants.

The first phase concentrated on the review of pertinent documentation including; multi-year statistical data, police service policies and procedures, annual budget and expenditure reports, attendances records, modified work list, traffic management plan, annual reports, Ministry inspection reports, the City of Peterborough Central Area Master Plan, the amalgamation decision from the Ontario Civilian Commission on Police Services, the 1996 Reorganization Report, the 1985 Comprehensive Audit by Coopers & Lybrand, the communications report, the community satisfaction survey, and the business plan. During their initial trip to Peterborough, both consultants toured the headquarters building which was under construction, as well as the office in Lakefield and the court facilities in Peterborough. For most of the project they worked out of office space in the headquarters building, the construction of which was completed during the early part of the Review.

The core strategy throughout the assignment was to engage as many staff members as possible in a full and honest consultation. Throughout the process the consultants liaised with senior management and they were provided with access to any information that they requested. They examined all organizational units within the PLCPS and identified the key staff members who they wished to interview. In addition, they interviewed any staff member who wanted to contribute information, observations and opinions, provided that they fell within the broad mandate of the project. All staff were invited to participate through an E-mail sent by Sgt. Takacs on two occasions.

Interviewees were encouraged to recommend participation to their co-workers. In total the consultants conducted 68 formal interviews with Police Service employees; 27 with civilian members, and the remainder with uniformed officers. The staff were knowledgeable, straightforward and committed to the PLCPS. The duration of the interviews ranged from one to two hours as no time restrictions were

imposed. At the end of each session, interviewees were invited to contact the consultants at any time if they had any further information, comments or suggestions which they wished to share. Many staff provided additional input, and a number were re-interviewed.

Because of their unique status within the organization, the consultants ensured that the president and vice president of the Police Association were interviewed. Their input was invaluable. It was gratifying to observe that they maintain an excellent, open relationship with both the Board and the new senior management team.

Although most of the interviews involved police service members, the consultants interviewed senior staff from the City of Peterborough, the Police Chaplain, the senior Crown Attorney, the Peterborough Fire Chief and the Auxiliary Police Staff Sergeant. One of the team met with the municipal council in Smith-Ennismore-Lakefield and was impressed with the level of input the various council members provided. A request was made to conduct a similar session with the municipal council in Peterborough and, despite follow up contact with municipal officials, no meeting took place. As an alternative, the consultants extended invitations to all council members to meet and provide their input on an individual basis. Three interviews were eventually conducted with representatives from the Peterborough Council, and the input and feedback they provided were pertinent to the terms of reference for the review and valuable in developing recommendations for this report.

It is apparent that Peterborough Municipal Council has minimal interaction with the Police Services Board and, as a result, many misconceptions have arisen. This can be frustrating for council members who are held responsible by their constituents for tax rates. A significant portion of the municipal taxes are used to fund police services, and there is limited understanding about the services that are received and the workload pressures confronting the police. Similarly, the Board has a legislated mandate with specific responsibilities and authorities which are included in the Police Services Act of Ontario and its Regulations. Board decision making is guided by the limitations imposed by the legislation and precedents established in other jurisdictions. A fulsome understanding of their respective roles, responsibilities, and viewpoints, would assist both the Board and the Councils in effectively discharging their responsibilities to the public they serve.

Because the process to develop the business plan involved a number of focus group sessions, the consultants did not replicate this input by meeting with the same groups. However, the downtown business association requested input into the organizational review, and the consultants enjoyed a productive exchange with the association representatives who expressed concerns about social problems and public safety concerns unique to the downtown area that require specific attention from the police and other social service agencies. The consultants reviewed the Central Area Master Plan which emphasizes the need to attract residents and business to the downtown core. The representatives that participated in the meeting were concerned that drug related social problems and criminality were eroding the perception of safety that is the essential if the objectives of the Master Plan are to be realized. While acknowledging the efforts of the police in dealing with the problems, they emphasized the need for new strategies, such as the introduction of cameras in the downtown area, in the hope that it would improve the situation as it has in other municipalities such as Sudbury.

To obtain a better understanding of operations, the consultants attended the police building on a Friday night to observe platoon operations. One consultant participated in a ride-along, while the other remained in the communications centre.

To fully assess the PLCPS, the consultants reviewed five other municipal police services. There are not many municipalities in Ontario with populations between 50,000 and 100,000 but Sarnia and Sault Ste. Marie are very close in population to the combined Peterborough Lakefield community. The consultants reviewed the pertinent data from these police services to compare to PLCPS. The comparative chart also includes data on two police services that are smaller than the PLCPS and one that is larger. They also visited all of them and met with senior management to review their organizational structure, policies, procedures and staffing levels. In the case of Sarnia, their involvement included a complete workload analysis. A comparative overview of some key criteria is included in Appendix "1".

ORGANIZATIONAL ANALYSIS

Organizational Structure

In 1985 and again in 1996 the Police Service underwent thorough organizational reviews intended to rationalize the structure of the organization. In the past year, the PLCPS has again undergone dramatic change. The entire senior command was changed within a year. The police building was reconstructed, which created numerous workplace challenges as some staff had to work in temporary accommodation, while others performed their roles while coping with significant levels of noise and disruption throughout the police headquarters building. New directions have been initiated by both the Police Services Board and senior management including this review, the business planning process, and an evaluation of the communications system. This has resulted in significant organizational stress which has been met with in an extremely positive way by the staff members who participated in this project.

The PLCPS is structured in a manner consistent with the other similarly sized police organizations with one notable and laudatory exception. The long term commitment to community oriented policing led to the introduction of a "team policing" strategy for patrol officers whereby specific sections of the municipality are consistently policed by the same officers. This is, in fact, a throwback to an earlier era of policing when officers were not working out of vehicles, and foot patrol in a condensed geographical area was the norm. The response to this method of police service delivery is clearly reflected in the section of the community satisfaction survey that pertains to Lakefield which has one specific officer on each platoon responsible for policing the small area. The community gets to know the officer and the interaction tends to be positive and productive. If Lakefield was policed by the O.P.P., or a large regional service, it would have a variety of different officers with little, or no, local knowledge providing policing. It is impressive that this concept has been successfully integrated into the zone structure in Peterborough.

The only criticism about team policing brought to the attention of the consultants centred on times when the concept had to be suspended due to workload pressures. This often occurs during the early hours of Saturday and Sunday mornings when most officers are removed from their patrol zones to assist in the downtown area after the bars close.

This coincides with occurrences such as noise complaints that are experienced elsewhere in the city. Recent news reports identified this as a concern in Lakefield as well. Noise complaints seem to peak in the areas around the large academic facilities during the autumn when the students arrive in Peterborough and again in the spring before they leave.

For the divisions in the Police Service that are primarily staffed by uniformed members, the PLCPS has integrated a normal organizational structure which facilitates a clear, streamlined differentiation of duties between those units focused on the delivery of operational police services and those providing operational support. One area that needs attention is that which includes the civilian support component of the organization. In the opinion of the consultants, the current structure impedes effective supervision of some staff, and no clearly defined career paths have been established. The span of control for the division head is too broad and, unlike all other parts of the organization, there is no second in command. The communicators and data entry staff fall under his area of responsibility and normally work different shifts than his, thus complicating basic supervisory responsibilities like backfilling for staff who call in sick before their shift.

It appears that civilian positions have not enjoyed the same level of stability as those in the uniformed rank structure. For operational and financial expediency, as opposed to comprehensive organizational reengineering, civilian positions such as the records manager and secretary to the Deputy Chief have been eliminated. Most civilian positions require specific skills and knowledge that do not offer an opportunity for enhancement and, consequently, advancement. Incumbents can get stereotyped and stuck at a certain level in the organization even if they are interested in advancement and already possess the skills required for promotion. There does not appear to be any well designed, formal career path programs established for most of the civilian support positions. In the long run, this perceived lack of upward mobility may prove to be a deterrent to attracting or retaining the best staff.

While immediate changes are required with respect to the structure of the areas which provide civilian support, the PLCPS should develop a longer term plan focused on creating a corporate services division as is the case in a number of larger police organizations. The head of this division would preferably be a civilian with extensive experience in financial and human resources management, and this executive would

be a key member of the senior management committee, as is currently the status of the manager of communications and technology. The division would oversee financial administration, human resources management, information technology, FOI, CPIC, records, clerical services and reception. Other administrative functions such as quartermaster stores could also devolve to this division.

Staffing Levels

During the year the complement levels vary as staff members retire or resign. These fluctuations can skew any analysis based on the actual number of members on staff. This is exacerbated by the practice of beginning the recruiting process only after a position becomes vacant. Consequently, the staff numbers used in this report are those identified as the authorized complement.

A comprehensive audit of the Peterborough Police Force that was completed in 1985 determined that the appropriate staffing level for the organization at that time included 107 uniformed members and 20 civilians. Before the amalgamation of the police services in 1996, the authorized strength in Peterborough consisted of 104 uniformed members and 39 civilians. The Lakefield Police Service had 5 police officers, 2 part-time civilians, 2 part-time constables and 3 auxiliary constables. Approval for amalgamation was given by the Ontario Civilian Commission on Police Services on the understanding that a minimum staff level of 150 would be maintained. 109 would be uniformed officers and the remaining 41 would be civilian employees.

Since then, the full time staffing level of the PLCPS has increased to 172 through the addition of 16 uniformed positions and 6 civilians. This primarily reflects initiatives and financial incentives provided by the provincial and federal governments, and enhancements required by factors such as obligatory court security and the introduction of legislated adequacy standards. The actual number of staff working for the Police Service when part-time, casual and seconded employees are included currently totals 181. Appendix "2" includes two charts that provide a breakdown of current staff into categories. The one pertaining to sworn officers indicates that 16% are female which is slightly below the Canadian average of just less than 20%. The civilian chart identifies a number of specific categories for these employees. Appendix "3" provides a comparator for the PLCPS rank structure with the two municipal police services that are closest in size. With almost eighty percent of uniformed members at the rank of constable it is apparent that the Police Service is not over invested in management

and supervisory positions. The data in Appendix "4" identifies the growth in uniformed staff since 2003, all of which resulted from financial incentives offered by the provincial and federal governments to encourage increases in policing.

Statistics Canada utilizes some rudimentary ratios which provide comparative criteria from which to assess police staffing levels. On a national level, the number of Criminal Code cases per uniformed member has been in the low 40's for the past few years. The ratio of uniformed staff to civilian members has decreased in the past few years to a measure of approximately 2.5 to one. The respective measures for the PLCPS in 2008 were 47.2 Criminal Code cases per officer and a ratio of 2.6. Despite their obligation to provide effective team policing in specific zones, the uniformed staff also carry a high caseload of Criminal Code occurrences, as do the officers in Sarnia and Sault Ste. Marie. In its decision during a downsizing hearing in Cobourg, the Ontario Civilian Commission on Police Services accepted a measure of up to fifty Criminal Code Cases per officer as an acceptable level. As evident in the statistics contained in Appendix "4", the PLCPS has consistently exceeded this workload measure in the recent past. For 2007 and 2008, reductions in the number of Criminal Code cases has lowered this ratio to less than fifty but it still remains higher than the national average.

Despite limitations in the uniformed staff strength, the PLCPS provides an excellent level of service to the communities it serves, as reflected in the positive public perception of the police in both municipalities documented in the recent "community satisfaction survey". From the perspective of the consultants, the Police Service made a key improvement when a dedicated human resources manager was hired. Other police organizations that do not have dedicated, high level human resources expertise have created numerous untenable situations by ignoring complex staffing issues, or dealing with them in an inappropriate manner. Although only a few serious staffing issues were identified during this review, tangible progress had been made and an organized, consistent strategy has been developed to address those still outstanding. The creation of a modified work list and regular monitoring of each situation will ensure that disadvantaged employees are properly accommodated, and any abuses are addressed in a positive, but firm, manner. Police officers are subject to specific legislation unique to their status as office holders and, as a consequence, cannot be dealt with in the same manner as other public servants. Normal practices such as determining discipline for unacceptable performance are regulated by specific, unique policies

and procedures outlined in regulations under the Police Services Act. Incorrect human resource practices can be costly and create long term morale problems for the organization.

Some areas of the PLCPS require additional staff to cope with current workload. For at least one of these, the staffing level can be supplemented to a more acceptable level without hiring additional staff.

Communications is an essential component of a police service for effective and efficient operations as well as officer safety. It is gratifying for the members of the Police Service to realize that the Board has engaged a consultant to recommend upgrades to the system that are required. The only major complaints voiced by interviewees respecting equipment focused on the limitations of the existing communications system and the unreliability of the in-car computers.

The communications centre is normally assigned three well trained civilians for each shift, one of whom is a supervisor. Frequently there are only two in the communications centre because, under the collective agreement, they each merit a one and one half hour lunch break. They work the same twelve hour shift as the uniformed platoon members and, in addition, each platoon has a data entry staff member permanently assigned. As noted earlier, these civilians report to the civilian manager as opposed to the platoon command. There are a total of five dedicated data entry staff with one assigned to the criminal investigations unit and the others on platoons. In addition, one of the civilian staff in Lakefield will undertake data entry duties when required. The total number of data entry staff is minimal compared to the similar sized police services and they are not available to provide assistance to the communicators. In some police services that have a larger data entry complement, the data entry staff are cross trained as communicators and provide back-up during lunch breaks and absences. In one organization these staff are automatically promoted to the higher paying communicators' positions when vacancies arise.

The PLCPS communications centre provides 9.1.1. service for Peterborough and the Lakefield Ward, and the communicators dispatch the police service. The 9.1.1. calls for fire service are forwarded to the City of Peterborough Fire Service dispatchers, and calls for the EMS are forwarded to a central dispatch service provided out of Lindsay. In addition, the PLCPS dispatchers answer the police administrative

phone lines after normal working hours and on weekends. In the other comparator jurisdictions the police communications centres provided dispatch for the fire departments and other emergency service providers. The integration of dispatch services in Peterborough was the subject of an examination by senior fire and police staff from Peterborough in 2004. It is also thoroughly reviewed in the recent communications study that was completed by Fraser, Popovski & Associates.

The Peterborough fire dispatch centre is currently staffed by four civilian dispatchers and four junior fire fighters. They are backed up by five other fire fighters who are trained, but normally assigned to the traditional fire suppression duties. They provide dispatch service to all of the eight volunteer fire departments in Peterborough County as well as the City of Peterborough Fire Department. Currently there is an initiative to civilianize all of the communicator positions. Supervision is provided by the Station Captain and civilian communicators have no upward career mobility within the fire service.

As noted in the recent evaluation of the communications system which was completed this year, amalgamation of dispatch services presents significant opportunities for service delivery improvements, cost savings, cost avoidance and revenue enhancements.

Responses to the Community Satisfaction Survey, although extremely positive, included concerns about illegal drug use and the corollary criminal activity that often accompanies it. Many members of the Police Service identified this as the most significant operational concern and expressed disappointment that the drug unit only had one member assigned to it. Considered in the context of the relatively high Criminal Code caseload per officer noted previously, this is a cause for concern. In a municipality that houses five methadone clinics, and is experiencing an increase in drug related criminal activity, the organization has to reposition itself to more effectively deal with it. The fact that deaths due to drug overdoses had risen to twenty in 2008 underscores the seriousness that this social problem presents for the City, and ultimately, its' Police Service. To put this in perspective, the city of Sarnia has one drug clinic within the municipality.

Human Resources Management

While the authorized complement must be adequate to effectively contend with the workload, it is essential that proper human resource management policies and practices are consistently followed to

maximize the effectiveness of the staff. This is particularly true for police services that devote almost ninety percent of their budgets to payroll related expenditures.

The only alternative to maintaining proper staffing levels is to reduce the level of service provided to the public by implementing alternative service delivery mechanisms. For example, some larger police services have implemented policies of "differential response" whereby occurrences considered less serious by the police do not warrant an on-site response by a uniformed officer. In fact, in order to minimize the calls requiring an on-site response, the PLCPS and most of the comparator organizations have implemented alternative response units, sometimes referred to as telephone response units. These units require that a uniformed officer assigned to each platoon is stationed at the front desk to attend to walk in clients as well as resolving minor incidents over the phone. In addition the Police Service houses a Collision Reporting Centre that limits the amount of time police officers need to devote to less serious traffic collisions. Despite these measures, the officers in Peterborough are unable to respond to all of the calls for service at peak periods, and less serious occurrences, such as noise complaints, do not receive a timely response during busy shifts. Despite efforts to resolve problems informally, the number of occurrences continues to rise. In 2008, 27,809 occurrences were recorded which was a 4.8% increase over the previous year.

Unless additional uniformed staff become available, the PLCPS will need to focus efforts on further reducing the numbers of calls for service that require response from officers. Two possibilities identified during this review by staff members and council representatives, were thefts of motor vehicles and noise complaints. The consultants were surprised to learn that, for the most recent recording period, over half of the motor vehicles that were stolen in Peterborough were left unlocked with the keys in the ignition. In addition, many of the thefts of property from vehicles is facilitated by owners who do not lock their cars even when parked downtown. This must be particularly worrisome for the insurance industry. The unfortunate truth is that a great deal of the proceeds from these crimes is used to support illegal drug use, as is a percentage of the revenue gained from citizens who give money to panhandlers. From a police perspective each theft necessitates a response and the commitment of officer investigative and administrative time that could be assigned elsewhere if people properly secured their vehicles.

With respect to noise complaints, an additional \$28,000.00 has been identified to respond to this problem. The consultants think that the PLCPS should work in concert with city officials to implement a policy that leads to financial penalties for repeat offenders, much as the policy for false alarms now does. The Police Service should take a proactive role and have the desk officer (Alternative Response Unit) contact the originating residence or location by phone to advise about the complaint and the financial penalty that will be imposed if uniformed officers must be dispatched. The duty officer would then contact the complainant to ascertain if the disturbance has come to an end. If not, a patrol car would be sent.

By reducing the number of these types of occurrences, officers' time spent responding, investigating, and filling out reports could be reallocated to higher priority concerns.

To implement a more encompassing system of differential response as some larger jurisdictions have, these alternative methods must be expanded to more serious occurrences such as break and enters so that the victim is obligated to file a report with the police documenting the damages and itemizing the missing property. Except for exceptional cases, the police do not respond in person. Experience in jurisdictions such as New York City, where these policies of differential response had been implemented and then recently reversed, suggest that only a full response policy, such as that followed by the PLCPS, is effective in reducing crime rates. By not physically responding to occurrences considered serious by the public, the police diminish their positive profile in the community, embolden the criminal element, and, in effect, lower the standard of acceptable behavior. After a while the public becomes lax in reporting certain types of occurrences because they anticipate no effective police response.

One particular focus for this organizational review was human resource management policies and procedures. Prior to staff members being interviewed the consultants reviewed their job descriptions. It became apparent that many of the job descriptions were out of date, with most uniformed positions having been last updated in 2005. The majority of the civilian ones dated to 2004. An examination of the classifications of civilian employees identified some inconsistencies with respect to classification levels. In addition, it was evident that regular, annual performance appraisals were not being performed for all staff.

As mentioned previously, the recent recruitment of a human resources manager is a positive measure that has already paid dividends. It

appears that there has not been a sufficiently strong focus on encouraging absent employees to return to work. A recent accommodation resulted in a mutually beneficial transfer of staff between the courts unit and a platoon. The new manager is currently working with senior staff to identify other employees who can be encouraged and assisted in returning to the type of work for which they are trained. Any increase in the number of actual employees who are available for duty lessens the pressure on the other staff and must remain an ongoing priority for the Police Service.

Adequacy Standards

One priority for the Board in initiating this project was to ensure that the Police Service was in complete compliance with the legislated adequacy and effectiveness standards. The highest level priority is to ensure the Police Service is meeting the five core responsibilities contained in Section 4.(2) of the Police Services Act which form the basis of adequate and effective policing. Unless a police service provides; **crime prevention, law enforcement, assistance to victims of crime, public order maintenance, and emergency response**, it is not providing adequate policing. The PLCPS provides all of these services for Peterborough and Lakefield. If a situation arose where the PLCPS resources were not adequate, or a highly specialized service was required, they would be accessed through mutual assistance agreements with the Ontario Provincial Police and The Durham Regional Police Service. These formal agreements are regularly reviewed and updated.

The adequacy and effectiveness of police service delivery is further specified in the thirty eight sections of Ontario Regulation 3/99 made under the Police Services Act. The consultants examined all of these standards and assessed the organizational response to them. Appendix "8" provides a detailed listing of them. In all cases the Police Service is in compliance.

The response of the PLCPS to the introduction of these legislated standards in 1999 was exemplary. Two senior officers were tasked with developing the necessary policy infrastructure to respond to the requirements of the Regulations. They developed a thorough, well organized set of detailed policies that ensured compliance with the letter and intent of the Ministry initiative to standardize basic police operations and administration throughout the Province. All of these policies are available to all staff through the internal electronic communications system. In fact, Sgt. Takacs provided the consultants

with a CD that contained all PLCPS policies to facilitate the completion of this segment of the project.

In 2007, four police services advisors from the Ministry of Community Safety and Correctional Services completed an inspection of the PLCPS focusing on an analysis of the policies, procedures, and practices of the Police Service. In their report dated October 2007 they included fourteen recommendations for improvement which were fully addressed in the Police Service response which was forwarded to the Ministry on February 1, 2008.

To ensure continued compliance, the policies are regularly reviewed and updated by the Staff Sergeant in the Quality Assurance Unit when new legislation, judicial decisions or other factors occur that necessitate revisions. All of the updates are clearly identifiable so that anyone referring to a policy is immediately aware of the revisions and the dates when they were revised. In this way they are confident in the currency of the policies and procedures they need to follow. In addition, the officer in the Audit/Compliance Unit regularly reviews compliance with standards as part of her normal auditing process.

A few of the adequacy standards place obligations on the Police Services Board. The recent initiatives to complete the new business plan and the community satisfaction survey are required under the Regulation. One obligation that has not been met is contained in section 32 of the Regulation which requires the Board to enter into a protocol with its municipal council concerning the provision of police related information to the council. It appears that a protocol of this type has never been initiated for the PLCPS.

Another responsibility that had not been addressed at the time of this Organizational Review was the finalization of the 2008 Annual Report. This is a task that has been assigned to the Executive Assistant of the senior managers. She is also responsible for most in-house financial management and analysis and, until recently administered all of the property normally assigned to a quartermaster function. Multi tasking is essential in an organization the size of the PLCPS and must be encouraged to provide job enrichment, coverage during absences, and career progression. In this case, the functions are too diverse and onerous for one individual. As appears to be the norm for civilian support, there has been no succession planning, and as a consequence no one is trained or qualified to undertake these responsibilities over any substantial period of absence.

Financial Management

Although, as noted above, some staff in the PLCPS undertake a few basic financial processing responsibilities, the organization does not have the capacity to complete any detailed financial analysis. This has led to a substantial level of uncertainty about the actual costs of policing. This has been exacerbated by the Province of Ontario using misleading criteria when discussing policing costs. The cost of policing is a significant expenditure for all municipalities, and can be a worrisome issue for the public and municipal politicians who view the annual increases as a cause for concern. Because the major cost drivers related to payroll are normally influenced by factors beyond the control of the Police Services Board, particularly contract settlements and arbitration awards achieved by the Ontario Provincial Police or other municipal police services annual increases can become a source of frustration and friction for the Board and Council. Nevertheless, data provided by the City of Peterborough indicate that in the 1990's policing costs represented over 19% of municipal expenditures. In 2009 they amounted to 16.3% of the City budget.

Because the PLCPS polices two distinct municipalities, the budget data is more complex than most police services. At the time of amalgamation, the Ontario Civilian Commission on Police Services approved the merger on the understanding that Lakefield would be responsible for 3.92% of the total policing costs. This ratio was developed by the municipalities based on factors such as enumeration, assessment and budgets. The ratio was to be reviewed every three years and has been altered since the Commission decision.

On October 13, 2009 the City of Peterborough approved its Report on Results of the 2008 Municipal Performance Measurement Program (MPMP) which included cost data for the Police Service identified as \$240.73 per person. This was reported in the local media and compared to the same calculation for 2007 which amounted to \$229.77, suggesting that everyone in the city had paid \$11.00 more for policing in 2008. A per capita cost assessment is misleading because it assumes that individual citizens pay a specific amount for police service delivery. In fact, it is the taxpayers who fund this service, and that includes the 14.3% of the tax assessment in Peterborough identified as pertaining to non residential sources in 2008.

Another factor that affects the per capita ratio is the population figure used. The consultants found that various sources reference different

population estimates for the same year. For example, the data used in the MPMP calculations only updates population estimates every five years.

From an operational perspective, a per capita or per resident analysis is also problematic inasmuch as it assumes the police workload is generated exclusively by the citizens of that municipality. Because Peterborough is a central hub for the outlying areas, it attracts business and visitors from outside the community, some of whom generate workload for the police. The students attending Trent University and Fleming College represent the largest transient populations in Peterborough and are overly represented in some types of calls for service such as those involving noise complaints and parking violations. The Police Service does not routinely maintain statistical information on the number of occurrences involving non residents.

Similarly, the per-household cost analyses often applied to police costs is also misleading because it also ignores the non residential tax sources. It also fails to differentiate diversity of actual cost implications between houses based on their relative values. With either a "per household" or a "per capita" calculation, the public obtains an exaggerated idea of the actual financial impact policing expenditures represent for them. This is exacerbated through the use of gross budget or expenditure information which neglects to factor in the significant amount of revenue generated by the Police Service. In 2008, total revenue amounted to 5.4% of expenditures.

Ironically, in the 2008 Municipal Performance Measurement Program report for Peterborough a much more worthwhile ratio is used to assess the budget of the Fire Department. In that section of the report the costs of fire service delivery are recorded as a cost per \$1,000.00 of property assessment. In the opinion of the consultants this is a far more valuable measure from which to accurately assess the relative impact of annual budgetary changes. It also facilitates more meaningful comparisons of the relative costs of respective municipal services. Appendix "9" provides an overview of the actual net cost per \$1,000.00 of property assessment for each of the past ten years in Peterborough. The expenditure information used was the actual amount incurred by the taxpayers for police services in the City. The net policing costs for Peterborough were calculated by deducting the annual paybacks received from Lakefield for policing as well as the other sources of revenue, which in 2008 had risen to almost one million dollars. A large portion of this revenue is acquired through the

various grant programs provided by the senior levels of government which now total over six hundred thousand dollars per year. Appendices "6" and "7" provide graphic illustration of how these grants have grown over the past six years.

In 1999, the net cost of policing in Peterborough amounted to \$2.8 per \$1,000 of assessment. In 2008, it was \$2.9. In fact, over the ten year period the ratio stayed close to the \$3.0 mark with a high of \$3.1 and a low of 2.7. Since 2000 the ratio applicable to the policing costs in Lakefield has decreased from \$3.1 to the 2008 figure of \$2.7. At the request of the Police Services Board, a separate document was prepared by the consultants. It provides the detailed information used to calculate the ratios included in Appendix "9".

Other Organizational Observations

Although few of the staff members who were interviewed by the consultants complained about the level of technology that has been implemented in the PLCPS, a review of the comparator organizations uncovered a number of innovative initiatives that warrant consideration.

As previously noted, the hiring of a human resource expert was a significant improvement for the PLCPS. The effectiveness and efficiency of the new initiatives with respect to human resource management is affected by the quality of the databases that are available. A number of new software programs have been developed that enable excellent staffing analysis and assist in the development of effective human resource management strategies.

The addition of in-house human resource management expertise is indicative of a trend noted in the comparator organizations. Generally speaking, the smaller police services tend to be more dependent on municipal staff for administrative support. Financial, personnel and information technology support is provided by the municipality. As the police service grows larger, these responsibilities become increasingly onerous for the municipal staff and revert to the police service. The result is that the police service gradually becomes more autonomous and self sufficient. The PLCPS is somewhere in the midpoint of this evolutionary process. It is essential that as this process progresses police and municipal management ensure that the changes transpire in a cooperative manner.

With respect to data entry, many of the comparator organizations have implemented methods of automating officer input so that they can maximize the time they spend in the community, and the data entry staff are better able to accommodate the pressures of their workload. Sault Ste. Marie has progressed even further by introducing "voice recognition technology" which automatically transforms verbal reports to written versions. The data entry function shifts from a focus on input to a focus editing and formatting, resulting in more rewarding job challenges and more professional reports.

One aspect of the PLCPS that differed from all of the other comparator police organizations, and the Peterborough municipal building, was its policy of answering the administrative phone lines through the use of an on-duty civilian. Monday to Friday this service is provided by a receptionist stationed on the third floor who is replaced during her lunch period and other breaks by the other civilian staff working on the floor. After hours, administrative phone calls are answered by the communicators. To maximize the utility of the position, the receptionist also performs other duties when not responding to telephone calls. At the request of the consultants a detailed record of the number of calls was maintained for two weeks during the summer of 2009. In the first week 1595 calls were answered between 8:30 am and 4:30 pm and, in the majority of cases, transferred to other extensions. The second week saw 1678 calls responded to, resulting in a two week average of 327 calls per day. This level of workload makes the completion of other tasks additionally difficult for this staff member. It is also disruptive for the other staff that must fill this role during the normal absences of the incumbent. All of the other police services with which the consultants have worked have implemented an automatic telephone answering service. These systems are efficient, effective and not overly costly. If this type of system were implemented in the PLCPS, valuable staff time would be freed up for higher priority duties.

COMMUNITY EXPECTATIONS

In April and May of 2009 Fleming Data Research conducted a telephone survey to determine perceptions of residents and businesses with respect to police issues, public safety and community satisfaction. Responses from Peterborough and Lakefield were analyzed separately to ensure distinctions between the communities were recognized. It is apparent from the results that the PLCPS is highly regarded by the communities it serves, with measures in the mid to high nineties being recorded with respect to satisfaction levels with the service.

Some areas of concern were noted. As in some of the comparator organizations, the public would like to experience more positive contact with the police. Enhanced patrols in business areas, residential neighbourhoods, and walking trails were identified as an area for improvement. All groups identified more officers and increased visibility as the top two methods of improving service. Consistent with this was the relatively low score with respect to perceived response times.

The respondents were asked to identify their most important policing concerns. Of the fifteen separate categories, illegal drugs, traffic safety and residential break and enters reflected the highest level of concern in both communities.

Illegal drug use, and the related criminal activity which it generates, represents a significant problem for all municipalities. Currently the PLCPS has only one officer dedicated solely to drug enforcement. Many of the interviewees identified this as the most significant weakness in the operational component of the PLCPS, and the comparator organizations have been able to assign larger numbers of uniformed staff to their drug units. Despite not having a dedicated drug unit, the number of arrests for drug related offences rose from 125 in 2006 to over 200 in 2008. Over that same period the value of seized cocaine increased from \$27,000. to \$640,000. This does not include the statistical increase in other drug activity such as prescription opiates. Equally disturbing is the increase in seized weapons which had risen to 38 by the end of 2008. Many of the interviewees think that the increase of these serious types of criminal activity is a result of the proximity of Peterborough to the Greater Toronto Area where the incidence of serious criminal activity is even more problematic.

Traffic safety is the responsibility of all uniformed patrol officers. The PLCPS also has a dedicated six member traffic unit that works with the

data provided by the Collision Reporting Centre to develop practical enforcement strategies to reduce the number of collisions and the people injured or killed. For a variety of reasons traffic statistics can vary from year to year. Appendix "10" provides a valuable breakdown of some of the key categories related to traffic safety for the past six years. During that period, enforcement statistics have almost doubled and the number of collisions has been reduced by about two hundred. Unfortunately the number of persons injured has remained relatively static. The RIDE enforcement data contained in Appendices "13" and "14" demonstrate an increased emphasis on policing this problem, and the impaired driving statistics contained in Appendix "12" suggest that positive results have occurred because of this.

Residential break and enters have a particularly unnerving affect on the victims as it is usually perceived as an invasion of a personal space that should be the most secure environment for the residents. They result in a negative impact that far exceeds the value of the property damage and loss. With concern about this type of occurrence so high in both communities, the implementation of differential response to reduce workload is not a realistic or acceptable strategy. The introduction of enhanced community safety programs and target hardening initiatives might reduce the level of anxiety these offences generate.

BUSINESS PLAN

While this Organizational Review was progressing, a detailed business planning process was being undertaken. The consultants had the opportunity to review a draft of the new business plan and evaluate it in relation to the direction they wish to see the PLCPS advance in the next few years. The conclusion reached is that the two reports are clearly compatible, and the structural improvements recommended in this Review will facilitate the achievement of the goals and objectives contained in the business plan. Both reports emphasize the need for the members of the PLCPS to internalize the core values of the organization, and pursue the mission and vision established through the business planning process.

COMPARATOR ORGANIZATIONS

The consultants examined a number of other police services two of which provide police services to municipalities with similar sized populations, Sarnia and Sault Ste Marie. It appears, from the data contained in Appendix "1", that the PLCPS falls in between these two

in most categories. Two notable exceptions are cost per capita and crimes of violence which are substantially below the numbers recorded in the other two comparators.

When examined through an analysis of the pertinent statistical data, the PLCPS is performing well. This conclusion was verified by many of the observations made onsite. As noted earlier, all of the comparator organizations were working to strengthen their ties to the community through an emphasis on the principles of community based policing. None had succeeded to the point where they had introduced "team policing".

Another notable success occurs in the staff training programs. The PLCPS has stressed the need for high levels of training, especially for uniformed staff. A unique scheduling program has been developed to facilitate effective training throughout the year. It is thoroughly integrated with the work schedule, and minimizes the disruption that training can present for the maintenance of minimum platoon staffing. It also minimizes the disruption that can occur when trainees are removed to respond to workload pressures.

One traditional problem confronting all police services is the need to recruit and retain quality staff who embrace the organizational values and who are committed to the community. Historically, recruitment processes have not been sufficiently rigorous, and marginal candidates, or on occasion, unqualified ones, have been offered employment. This generates long term problems for the police service and will ultimately result in substantial costs required to terminate them from the organization. A recruitment process was completed while the consultants were onsite. It was gratifying to observe the level of detail that was integral to the process. In particular, the PLCPS had well qualified senior members conduct the background examinations that are essential to a thorough process.

As a corollary to its commitment to community based policing, the PLCPS stresses the need for members to volunteer with local community organizations. This type of emphasis was not observed in any of the comparator organizations and, in the opinion of the consultants, it is a policy that merits duplication in other police services.

RECOMMENDATIONS

1. The PLCPS should work with representatives of the municipal fire safety services to merge their communications centres in order to enhance service delivery and generate cost savings. In the longer term other public service agencies should be incorporated into an integrated County-wide communications system.
2. The responsibility for the communications and data entry staff should be transferred to the platoons and report to the communications supervisor or, alternatively, the uniformed supervisory staff.
3. Once the additional communicator positions are transferred to the Police Service, at least one staff member per platoon should become qualified in both data entry and communications so they can be assigned to whichever function is immediately required during specific periods of each shift.
4. The PLCPS should further automate report submissions in order to reduce the stress on data entry staff and maximize the time uniformed staff are available in the community. The introduction of voice recognition technology should be considered.
5. An automated telephone answering system should be implemented to free up civilian support staff to concentrate on higher priorities. The capability to accommodate this change must be included in the new telephone system scheduled for initial implementation in 2010.
6. An internship type of program should be developed in partnership with the local college or university to assist in developing the PLCPS annual reports, information technology initiatives and other projects that can utilize cost efficient, or free, resources that already exist in the community.
7. The Police Services Board should initiate a meeting with the municipal councils to develop protocols on information exchange which comply with the adequacy standards mandated under the Police Services Act.

8. The span of control for the senior civilian manager should be further reduced by the creation of a subordinate senior civilian who would assist with the administrative and supervisory responsibilities and act as a second in command.
9. The PLCPS should acquire a senior level financial manager who would be able to assist with all aspects of financial management, analysis and expenditure control, as well as effectively liaising with municipal staff on all matters pertaining to police fiscal matters.
10. The PLCPS should increase the size of the Drug Unit to at least four dedicated members to respond to a significant societal problem that is a major concern for the residents of both municipalities.
11. Recruitment of staff should begin at the time when it is confirmed that a member is leaving rather than waiting for the vacancy to arise before commencing the process.
12. Within one year all job descriptions should be reviewed and updated. Where necessary, reclassifications should be finalized to correct any unfairness or inconsistency.
13. Thorough performance appraisals should be routinely performed for all employees on at least a yearly basis.
14. The PLCPS should work with both municipalities to develop focused enforcement programs to reduce the number of chronic noise complaints.
15. The PLCPS should begin to maintain statistical information, such as the ratio of officer time spent on reactive and proactive duties, that will better enable senior management and the Police Services Board to determine the proper allocation of resources.
16. A program of public education to encourage people to always lock their vehicles when not in use should be initiated, perhaps in collaboration with community partners and private industry.

17. Public education programs intended to assist the public in directing panhandlers to social agencies instead of donating money to them should be supported by the police if initiated by the municipalities or other community representatives.
18. The PLCPS should encourage the City of Peterborough to work with the Downtown Area Business representatives to experiment with the use of video cameras in problematic parts of the downtown core to determine if they assist in deterring criminal behavior or apprehending offenders.
19. The PLCPS should initiate a program of interaction with bar owners and managers to emphasize the need for them to monitor patrons and restrict excessive alcohol consumption.

IMPLEMENTATION

Generally speaking, the recommendations that require additional funding cannot commence until 2011 at the earliest as the 2010 budget process cannot now accommodate significant change. Nevertheless, those that involve the integration of fire and police dispatch, and those that involve improved human resource management practices should commence shortly after the Police Services Board formally approves this report.

The consultants recommend that senior management, in consultation with the police association, design a formal response to this report which outlines a timeframe and strategy for implementing the recommendations on both a short term and long term basis. This response should include cost estimates for implementing each of the recommendations so that the Board is able to establish its priorities and incorporate them into future budget calculations.

APPENDICES

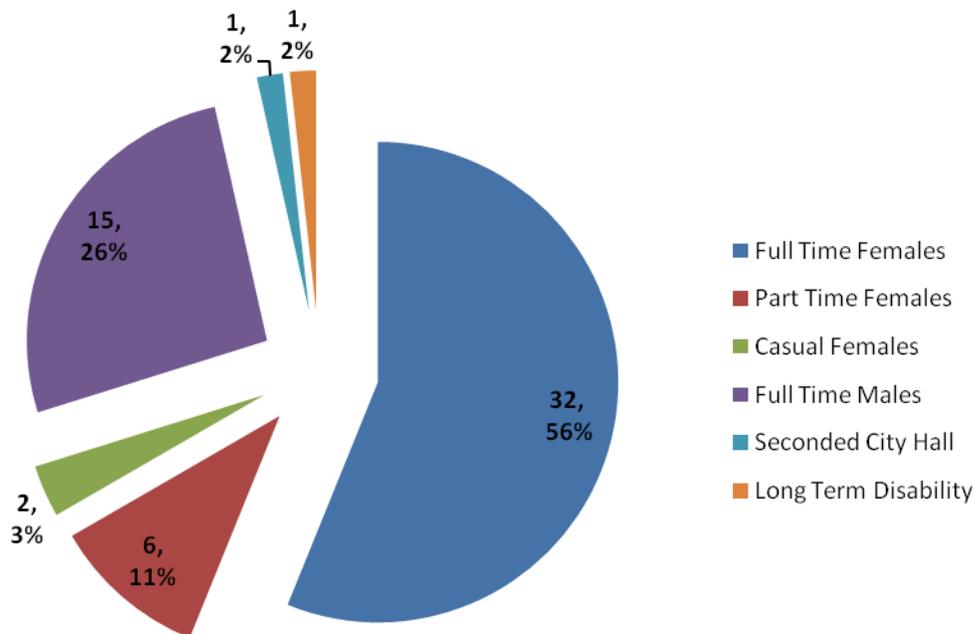
CATEGORY	South Simcoe	North Bay	Sarnia	Peterborough Lakefield	Sault Ste. Marie	Brantford
POPULATION	58,500	57,000	75,000	81,148 **	77,000	92,000
UNIFORM STAFF	78	93	112	125	138	157
CIVILIAN						
Fulltime	41	38	45	47	42	58
Casual	0	0	19	2	0	4
Part-time	-	24	3	6	10	5
Other	-	-	-	2	-	-
Sworn Officers PER CAPITA	1:750	1: 612	1:669	1:649	1:554	1:586
CALLS FOR SERVICE	25,425	18,829	20,917	27,809	34,673	45,269
CRIM. CODE OCC'S	2,711	3,533	6,114	5,757	7,111	6,509
CRIMES of VIOLENCE	348	577	2,548	742	1,101	1,290
C.CODE Other	584	564	421	1,875	944	548
C.CODE PER OFFICER	34.75	37.98	54.58	47.18	51.52	41.45
PROPERTY CRIMES.	1,556	2,289	2,912	3,030	4,819	4,480
C.C. TRAFFIC	223	103	233	110	247	191
C.C. RECORD CHECKS	3,282	4,411	2,712	6,773	5,070	6,135
FOI REQUESTS	126	95	322	336	91	310
OPERATING 2009 BUDGET In \$ 000's	\$13,585,	\$15,230,	\$17,745,	\$17,012,	\$20,185,	\$23,000,
POLICING COST PER CAPITA	\$232	\$267	\$236	\$210	\$269	\$250

**PLCPS Population per the Greater Peterborough Chamber of Commerce, June 10/09

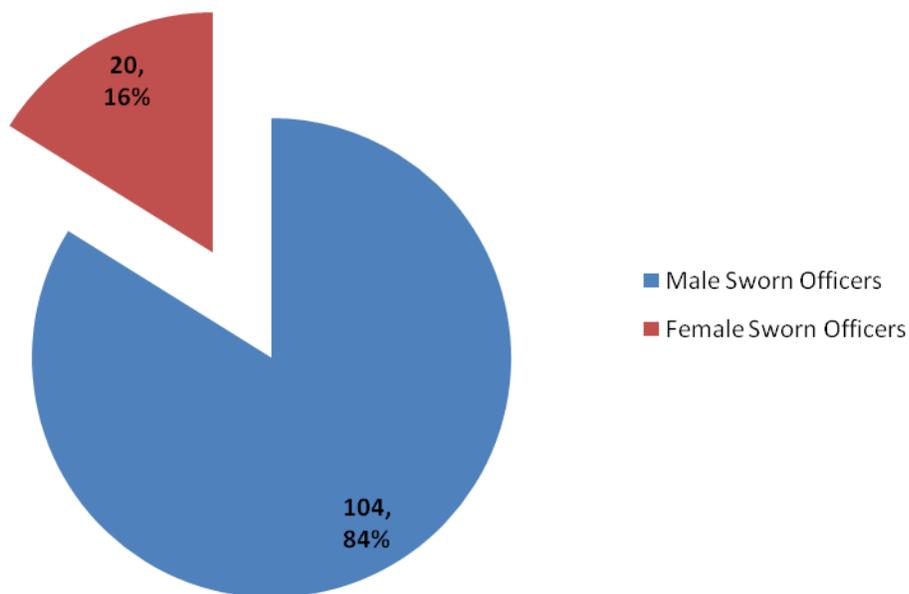
Peterborough 78,593
 Lakefield 2,555
 TOTAL **81,148**

Appendix ONE

Current Civilian Employees (57)



Current Sworn Officers (124)



Appendix Two

Peterborough Lakefield Community Police Service

Uniform Staffing Position Comparison November 2009

	SARNIA	PETERBOROUGH	SAULT STE. MARIE
Police Strength	112	125	138
Chief	1	1	1
Deputy Chief	1	1	1
Senior Officers	4	3	4
<i>Senior Command</i>	6	5	6
Staff Sergeant	5	6	9
Sergeant	11	15	18
Constables	89	99	105
% Senior Command	5.4	4	4.3
% Staff Sergeants	4.5	4.8	6.5
% Sergeants	9.9	12	13
% Constables	80.2	79.2	76.1
Population	75,000	81,148	77,000
2009 Budget	\$17,745,882	\$17,012,731	\$19,465,165
Sworn officers per Capita	1:669	1:649	1:554
Cost per Capita	\$236	\$210	\$252

Appendix Three

Peterborough Lakefield Community Police Service

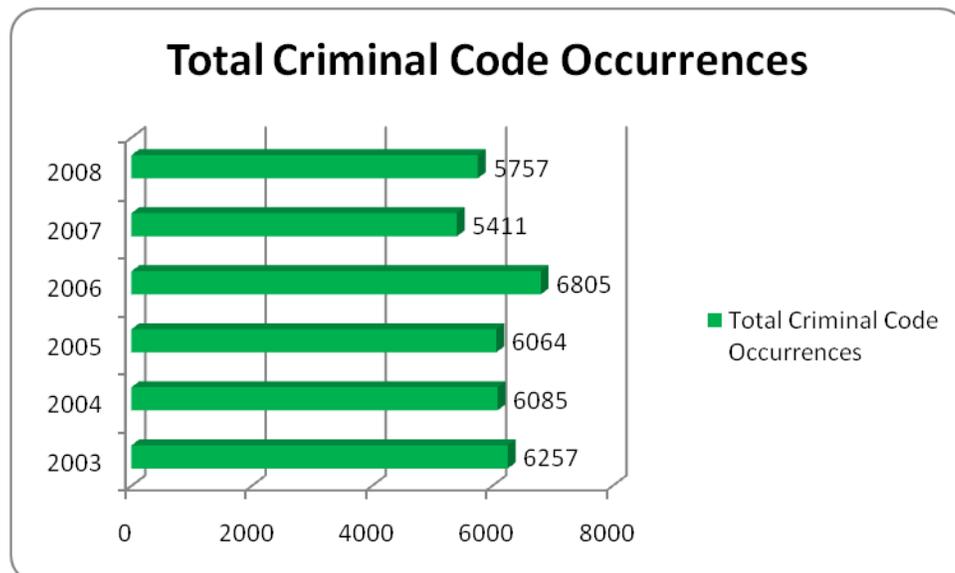
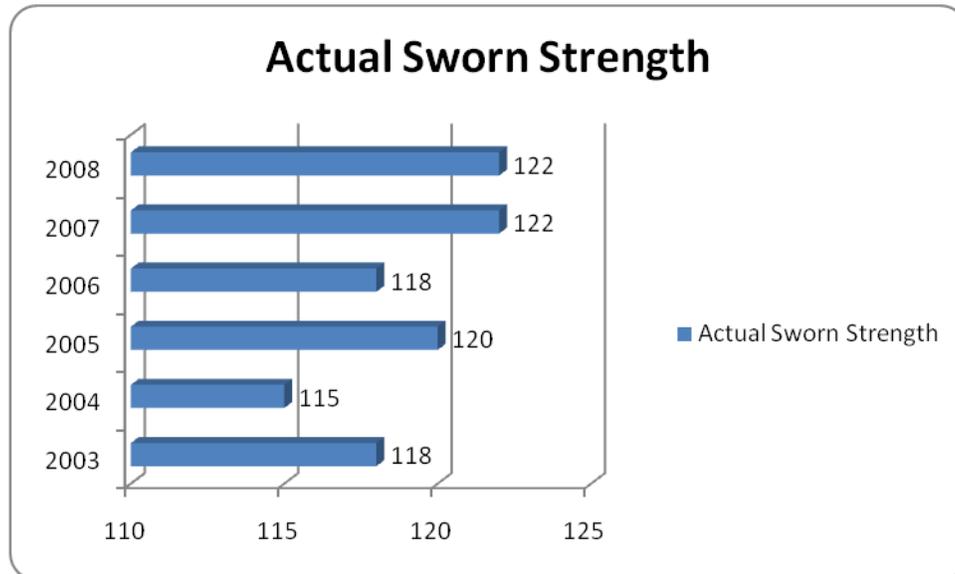
Actual Sworn Personnel Strength relative to Criminal Code Occurrences,
and Provincial and Federal Grants

	2003	2004	2005	2006	2007	2008
Actual Sworn Strength	118	115	120	118	122	122
Total Criminal Code Occurrences.	6,257	6,085	6,064	6,805	5,411	5,757
Number of Occurrences Per Officer	53.02	52.91	50.53	57.66	44.35	47.18
Grants in \$'s						
R.I.D.E.	13,718	12,640	12,782	12,736	12,243	25,000
C.P.P. 9 officers max. \$30,000 each	243,121	264,430	270,000	270,000	270,000	270,000
S.C.G. Safer Communities Grant 9 officers max. of \$35,000 each			58,876	149,578	221,222	245,000
C.P.P. Federal Grant Recruitment Fund						70,000

Appendix Four

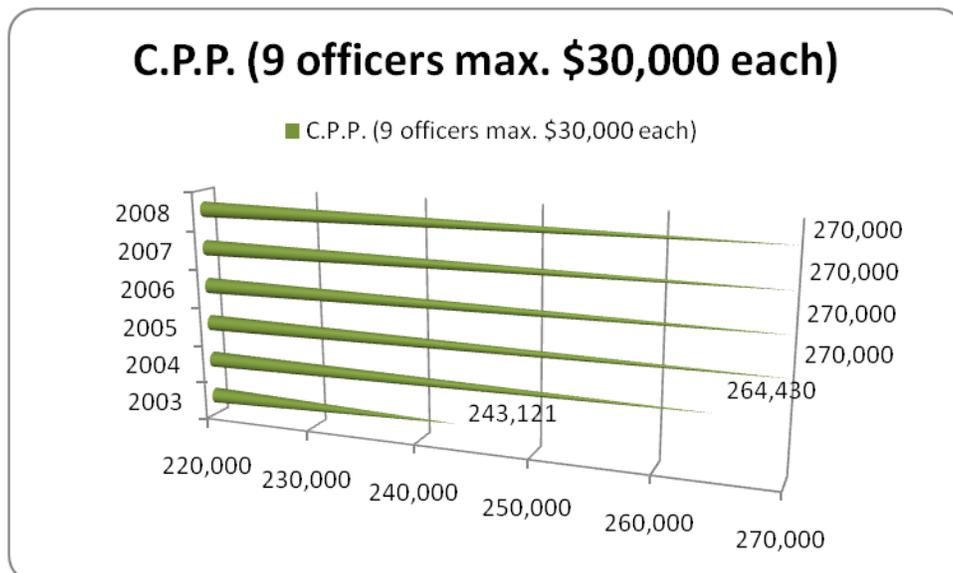
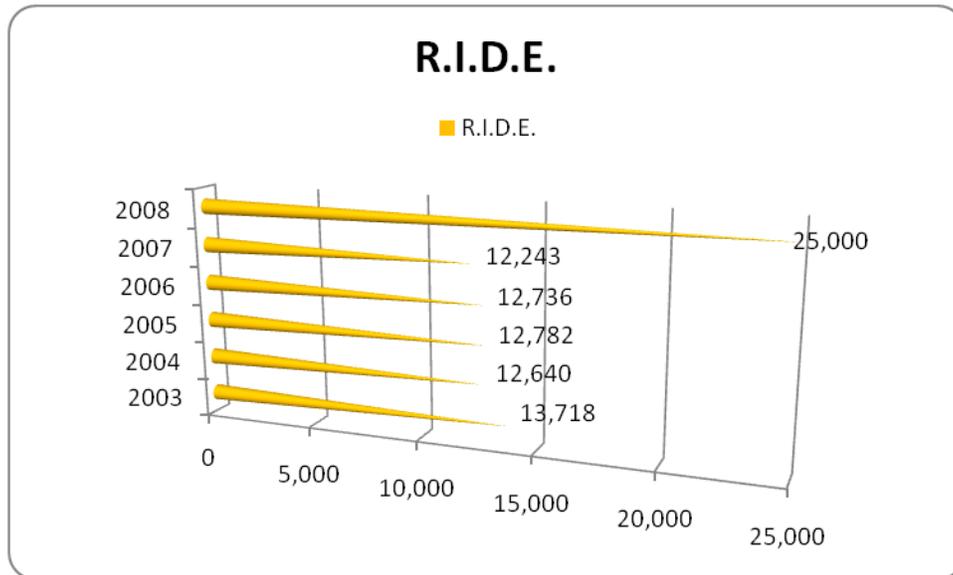
Peterborough Lakefield Community Police Service

Actual Sworn Strength relative to Criminal Code Occurrences, and Provincial and Federal Grants

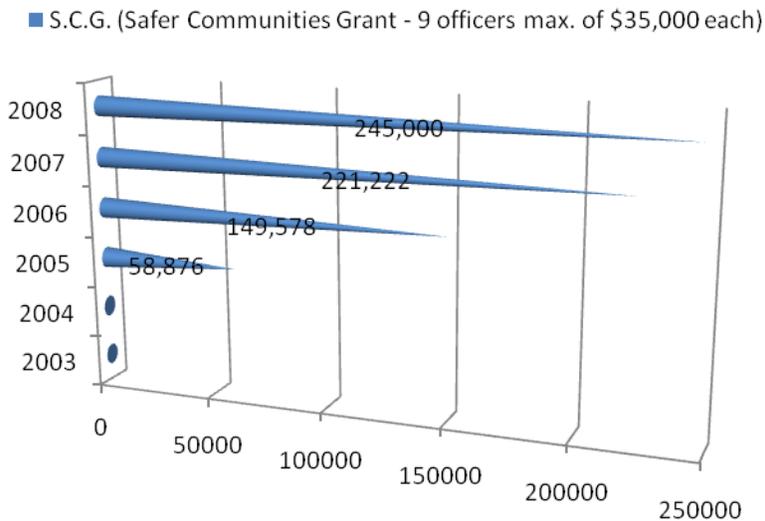


Appendix Five

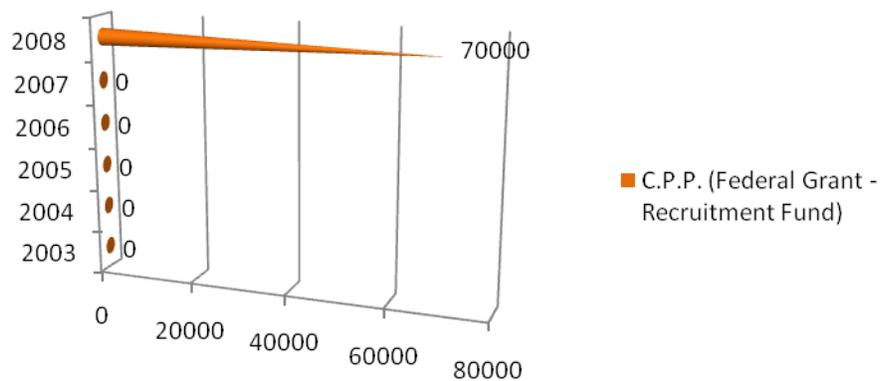
Grants in \$'s



S.C.G. (Safer Communities Grant - 9 officers max. of \$35,000 each)



C.P.P. (Federal Grant - Recruitment Fund)



Appendix Seven

Appendix 8

ADEQUACY AND EFFECTIVENESS OF POLICE SERVICES**Ontario Regulation 3/99 under the Police Services Act**

In order to establish mandatory minimum standards for policing in Ontario, the Ministry of the Solicitor General (since renamed the Ministry of Community Safety and Correctional Services) established a regulation with which police services and police services boards must comply. The 38 sections contained in the regulation include references to all of the major responsibilities undertaken by police. The PLCPS meet or exceed all of the standards that apply to their service delivery operations and administration. The consultants identified a few areas covered by these standards that can be improved and they are included in their recommendations. The bracketed designations indicate which PLCPS policies pertain to each section or subsection of the Adequacy and Effectiveness Regulation.

Regulation Section Number

1. 2. &3. These sections pertain to crime prevention. The community services unit has primary responsibility for crime prevention activities and does a commendable job. The recommendations in this report offer suggestions of areas that would benefit from more focus. (CP-001 & CP-002)
4. This section requires an ability to provide 24 hour response which PLCPS does exceptionally well with its team policing strategy. (LE-001)
5. This section requires a police service to have access to a communications centre, criminal intelligence capability, crime analysis and investigative supports. The PLCPS provides all of these services in-house. It has a dedicated crime analyst and is a full member of CISO. (Criminal Intelligence Services of Ontario- a provincially operated intelligence organization). Each platoon has at least one SOCO officer supported by a three member forensic identification unit, a two member canine unit, collision investigation & accident reconstructionists, breath analysts, physical surveillance (SPIN Unit), proceeds of crime, and video surveillance. The OPP provide electronic interception, polygraph services and behavioral science if needed. (LE-002 to LE-004)

6. This section elaborates on communications responsibilities. PLCPS has civilian supervisors in the Communications Centre with access to the platoon Staff Sergeant at all times. The officers have two way communications including portable radios which will be upgraded when the system is rebuilt. The communicators and their supervisors are fully trained and guided by comprehensive policies.

7. N/A (pertains to contracting for crime analysis from another police service)

8. The PLCPS has an extremely comprehensive traffic management plan which was examined by the consultants, and is regularly used to evaluate the activities of the Traffic Unit. (LE-017)

9. This section deals with criminal investigation capability. The PLCPS has an entire section devoted to criminal investigation and the necessary support units. The Police Service utilizes the Ministry approved training programs to ensure the investigators are fully qualified.

10. This section requires access to fully qualified supervisors on a 24 hour basis. Some smaller police services and OPP jurisdictions have remote access (e.g. by telephone). The PLCPS has a least one Staff Sergeant and one Sergeant on duty at all times. (LE-025 & AI-021)

11. This section requires the development of a criminal investigation management plan. The CI Unit follows their plan within the approved standards. (LE-057 & LE-006)

12. This section requires procedures and processes for:

a/ physical and sexual abuse of children (LE-027)

b/ child pornography (LE-036)

c/ criminal harassment (LE-028)

d/ domestic occurrences (LE-024)

e/ drug related offences (LE-031)

f/ elder abuse (LE-021)

g/ fraud (LE-038)

h/ hate crime (LE-007 & LE-008)

i/ homicides (LE-039)

j/ found human remains (LE-037)

k/ illegal gaming (LE-032)

l/ missing persons (LE-026)

m/ parental and non-parental abductions (LE-040)
 n/ firearms offences (LE-029)
 o/ proceeds of crime (LE-041)
 p/ property offences (LE-030)
 q/ robberies (LE-042)
 r/ sexual assaults (LE-034)
 s/ stolen/smuggled firearms (LE-019)
 t/ vehicle thefts (LE-043)
 u/ youth crime (LE-044)

13. (1) This section requires procedures and processes for;

a/ internal task forces (LE-010)
 b/ joint force operations (LE-009)
 c/ criminal intelligence (LE-004)
 d/ crime analysis (LE-003)
 e/ informants (LE-015)
 f/ witness protection (LE-018)
 g/ response to mentally/emotionally disturbed (LE-013)
 h/ search of a person (LE-012)
 i/ search of premises (LE-011)
 j/ arrest (LE-005)
 k/ bail and violent crime (LE-023)
 l/ prisoner care and control (LE-016)
 m/ prisoner transportation (LE-033)
 n/ property and evidence (LE-020)

13. (2) This sub-section obligates the Board to establish a policy with respect to sharing information about crime with; municipal councils, school boards, community groups, businesses and members of the public. The consultants did not review compliance with this sub-section.

14. This section requires procedures for investigative supports, control of physical evidence and contacting other agencies. The PLCPS is in compliance with all of them. (LE-06 to LE10)

15. Although the PLCPS has not been designated by the Ministry as responsible for waterways policing, a policy has been established to clarify the appropriate response if an incident occurs on waterways within the boundaries of Peterborough or Lakefield. (LE-035)

16. The PLCPS is responsible for court security and meets the requirements of this section as detailed in the Court Security Manual. (LE-014)

17. This section requires a policy on victims' assistance. The PLCPS has a victims' assistance unit in-house. (VA-001)

18. & 19. These sections refer to Public Order Units which are provided by the OPP. (PO-001)

20. This section requires every police service to have policies and procedures with respect to labour disputes. (PO-002)

21. This section establishes requirements pertaining to specialized functions; tactical units, hostage rescue, major incident command, crisis negotiation, explosive forced entry, and explosive disposal which are seldom required in Peterborough or Lakefield but are available from the OPP or the Durham Regional Police Service through formal written agreements. (ER-002 to ER-006 & AI-049)

22. This section requires policies on perimeter control and containment. (ER-001)

23, 24, & 25. Pertain to standards for Tactical Units, Hostage Rescue Teams and Explosive Units that are not applicable to the PLCPS.

26. This section requires the maintenance of an emergency plan. The PLCPS is in compliance, and the new police facility serves as a back-up to the primary command centre which is located in the Fire Department Headquarters Building. (ER-008 & ER-009)

27. This section requires procedures for ground search. (ER-007)

28. This section obligates the police service to maintain a counter terrorism policy that is consistent with the Federal and Provincial plans. (CT-001 to CT-004)

29. N/A -This section applies to Board Policies.

30. This section obligates the Board to have a three year business plan. The Board had the Plan revised while the consultants were on site.

31. This section obligates the Chief of Police to issue an Annual Report. This issue is addressed in the body of this report. (AI-011)

32. This section requires a protocol between the Board and Council and is addressed in the body of this report.

33. This section obligates the Police Service to develop and maintain a skills development and learning plan. The PLCPS has an exemplary plan. (AI-002)

34. This section requires procedures for the investigation of complaints. The PLCPS has proper policies that may need to be re-examined as the Province has implemented a new agency to administer the complaint process which is just now becoming fully functional. (AI-031)

35. This section requires the maintenance of a quality assurance process. As described in the body of this report, this is another area where the PLCPS excels.

36. This section confirms that this regulation applies to municipal police services.

37. This section obligates the Board to evaluate the adequacy and effectiveness of the service provided by its police force. The Board has complied with this by contracting the consultants to undertake this review.

38. Establishes January1, 2001 as the effective date for this Regulation.

POLICING COSTS RELATIVE TO TAX ASSESSMENT

(net cost per \$1,000. of total assessment) *

<u>Year</u>	<u>Peterborough</u>	<u>Lakefield</u>
1999	2.8	---
2000	2.9	3.1
2001	2.9	3.1
2002	3.0	3.1
2003	2.9	2.8
2004	2.9	2.8
2005	3.1	3.0
2006	2.7	2.7
2007	2.9	2.9
2008	2.9	2.7

* Note. The net cost of policing was calculated by deducting all police generated revenue from the actual yearly expenditures for each of the ten years. Capital expenditures were not included. If capital costs are added into the net cost of policing, the cost per \$1000 of assessment normally increases by \$0.1 per \$1,000.

Peterborough Lakefield Community Police Service

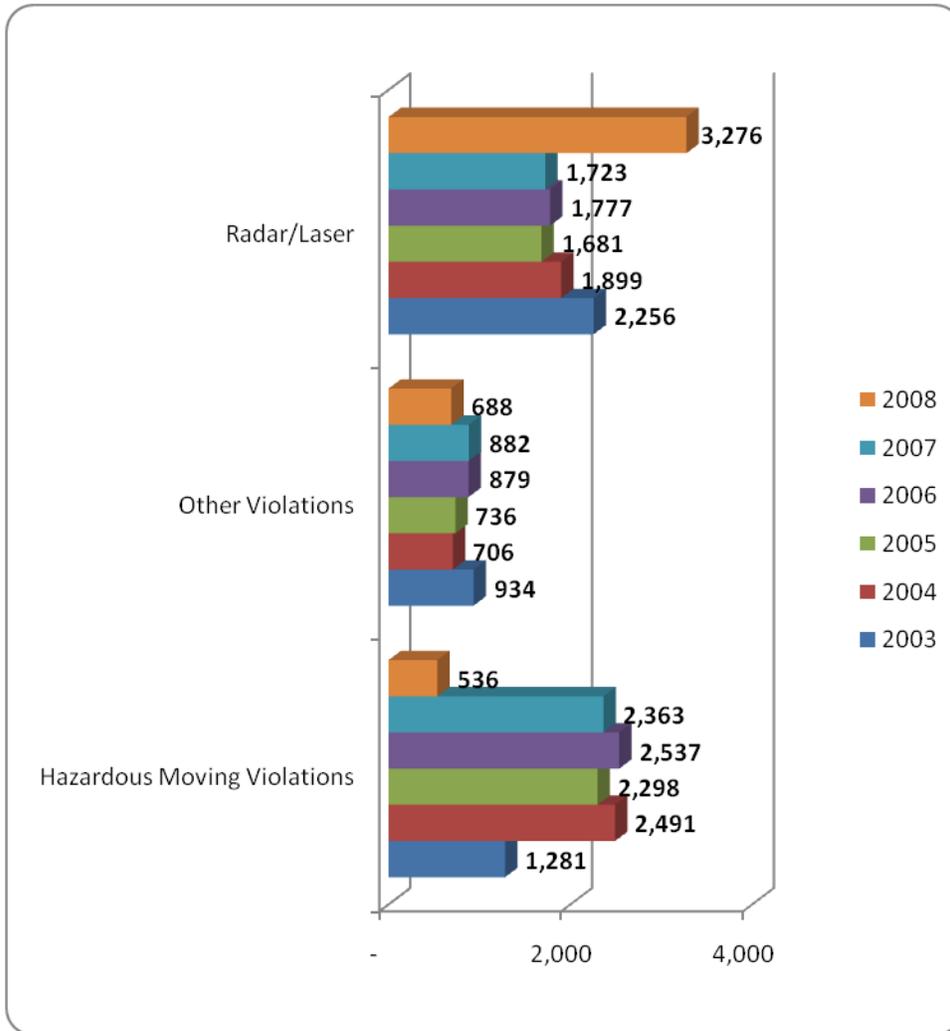
Traffic Statistics 2003 to 2008

Occurrence Type	2003	2004	2005	2006	2007	2008
Total Collisions Investigated	2381	2214	2292	2078	2140	2180
Collisions Over \$1,000	1372	1065	1073	1037	1037	1041
Collisions Under \$1,000	602	742	783	644	721	723
Collisions involving Injuries	404	406	435	396	381	400
Total Persons Injured	543	550	597	550	514	565
Fatal Collisions	3	1	1	1	1	3
Traffic Deaths	3	1	1	1	1	3
Pedestrians Injured	52	36	45	41	42	59
Bicyclists Injured	34	31	41	29	24	28
Collisions involving Motorcycles	8	11	10	13	9	14
Motorcyclists Injured	7	11	6	16	11	10
Highway Traffic Act Charges	2642	2101	3677	4214	3989	5053

October 26, 2009

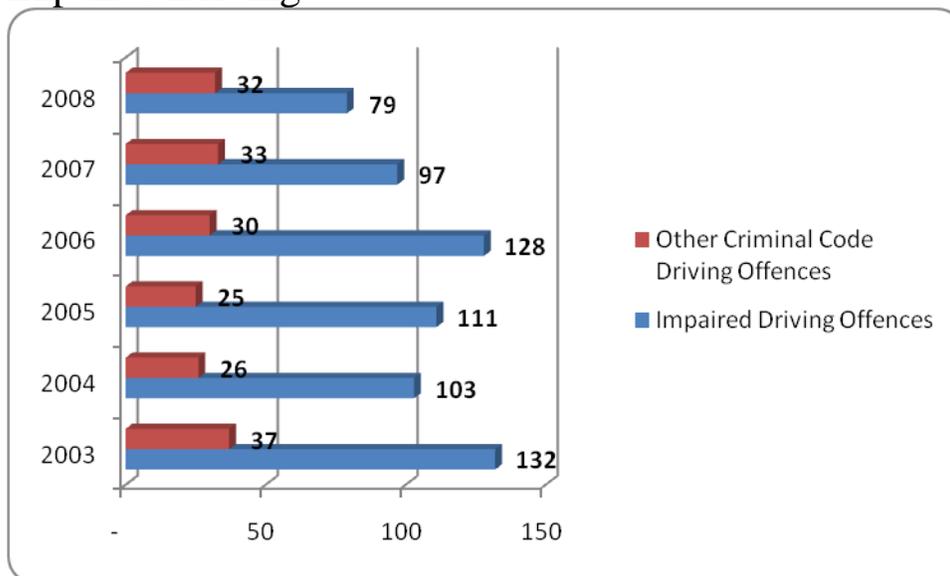
Appendix 10

Traffic Enforcement



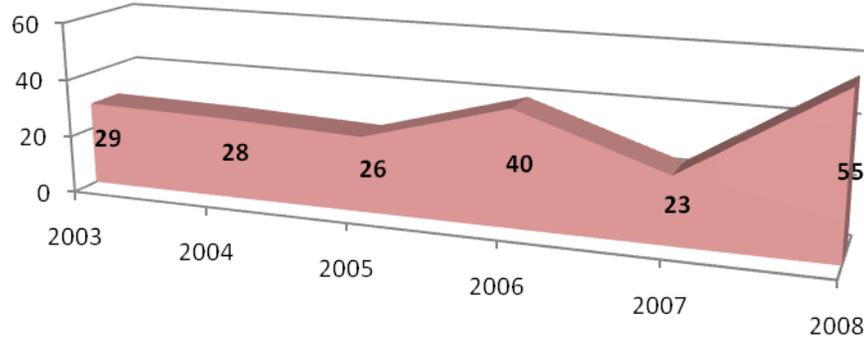
Appendix Eleven

Impaired Driving

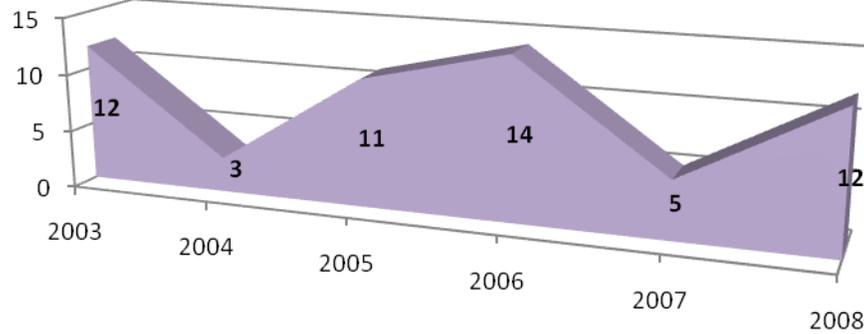


Appendix Twelve

R.I.D.E. Tests Administered

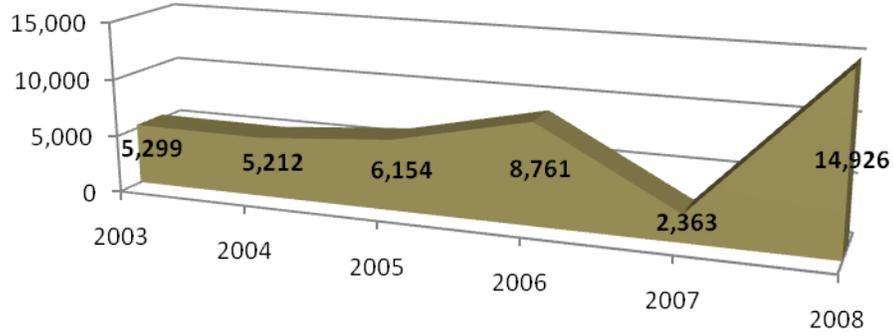


R.I.D.E. Suspended Licences (12 Hour)

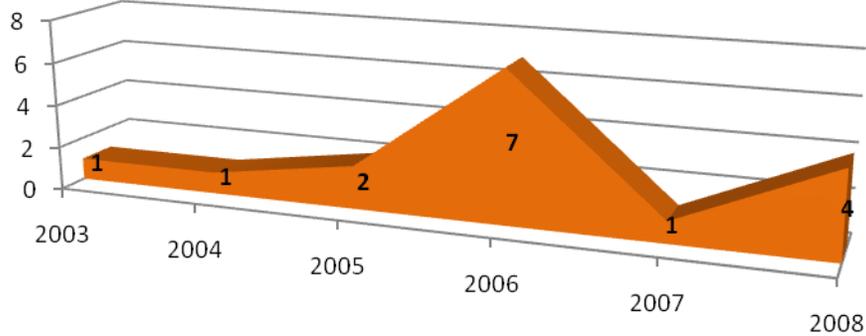


Appendix Thirteen

R.I.D.E. Vehicles Checked



R.I.D.E. ADLS Suspensions



Appendix Fourteen