

# **STRATFORD POLICE SERVICE**

*"Serve and Protect in Partnership with Our Community through Honor,  
Respect, Integrity and Dedication"*



**2016 – 2018**

**Business Plan**

of the

**Stratford Police Services Board**

# Contents

<b>Message from the Chief of Police</b>	<b>Page 2</b>
<b>Message from the Chair</b>	<b>Page 3</b>
<b>About Our Service</b>	<b>Page 4</b>
<b>About Our Community</b>	<b>Page 6</b>
<b>Community Satisfaction</b>	<b>Page 10</b>
<b>Community Based Crime Prevention</b>	<b>Page 13</b>
<b>Emergency Calls for Service</b>	<b>Page 14</b>
<b>Community Patrol</b>	<b>Page 15</b>
<b>Criminal Investigation Services</b>	<b>Page 16</b>
<b>Illicit Drug Investigations</b>	<b>Page 17</b>
<b>Violent Crime</b>	<b>Page 18</b>
<b>Property Crime</b>	<b>Page 20</b>
<b>Youth Crime</b>	<b>Page 22</b>
<b>Road Safety</b>	<b>Page 24</b>
<b>Assistance to Victims of Crime</b>	<b>Page 26</b>
<b>Budget Forecast</b>	<b>Page 27</b>
<b>Resource Planning</b>	<b>Page 28</b>
<b>Information Technology</b>	<b>Page 29</b>
<b>Police Facility</b>	<b>Page 31</b>

# MESSAGE FROM THE CHIEF OF POLICE

---



I am pleased to endorse the Stratford Police Services Board's 2016-2018 Business Plan. As the Service's new Chief, I look forward to working alongside the Police Board in a shared vision of service delivery to the community and citizens of Stratford.

The Business Plan for 2016-2018 will act as a template for the activities and initiatives of the Stratford Police Service for the next three years. Our Service members are the cornerstones of the police service and will continue to be in strong partnership with our community's members and organizations. Leading up to the preparation of this document, we engaged in a consultative process with the citizens of Stratford through mail and social media surveys. Their valuable input and insights have positively impacted upon the compilation of this document.

One of the objectives I look forward to achieving in this business cycle will be to build upon our relationships with our social services partners to work collaboratively to deliver services to the "at risk" and vulnerable sector citizens.

Our current police facility has aged considerably and continues to be an ongoing topic of discussion – both inside and outside of our organization. While identified as a significant issue in the last Business Plan, no substantive progress was made on addressing what I consider to be, in addition to budgetary challenges, our most pressing issue with regard to the delivery of quality police service to our community.

As we continue to strive for excellence, all of the men and women who are members of the Stratford Police Service look forward to the providing the community of Stratford with the absolute best service delivery focusing on *"Community-Partnerships-Service"*

Michael Bellai  
Chief of Police

# MESSAGE FROM THE CHAIR OF THE POLICE SERVICES BOARD

---



The Stratford Police Services Board is pleased to present its 2016– 2018 Business Plan. The Board's most important responsibility, as the governing body of our local police, is to ensure that adequate and effective policing is delivered to our immediate community and its hundreds of thousands of annual visitors.

The Board meets regularly with the Chief of Police and his staff, at meetings that are open to the public, to discuss the current and future state of community policing in Stratford.

The Board ensures that the five legislated core functions of policing in Ontario are being addressed by the Chief:

- Crime Prevention
- Law Enforcement
- Assistance to Victims of Crime
- Public Order Maintenance
- Emergency Response

As part of its mandate, the Board also reviews the financial status of the Service and approves its budgets and expenditures.

Preparation of this Business Plan included a consultative process with our community. Over 90 percent of those surveyed reported either being satisfied or very satisfied with our police service. Not surprisingly, respondents rated our members very highly on respect, courtesy and honesty.

The key issues of concern reported were Drug/Alcohol Issues, Youth Crime and Property Crime.

Stratford is the envy of many other communities in Ontario and the Board is proud to be a partner in contributing to the city's positive reputation. The police, however, are not the sole guardians of our city's safety and security; that responsibility also falls to each of us. Together, working collaboratively, we can all contribute to our collective well-being and that of our many visitors. I encourage you to speak with members of the Stratford Police Service and keep the lines of communication open.

Mayor Daniel B. Mathieson  
Chair

# ABOUT OUR SERVICE

---

## MISSION STATEMENT

The mission of the Stratford Police Service is:

***“To Serve and Protect in  
Partnership with Our Community through  
Honor, Respect, Integrity and Dedication”***

## OUR VISION OF SUCCESS

At the Stratford Police Service our vision is to provide our community with the absolute best service delivery focusing on:

***“Community-Partnerships-Service”***

**To be successful in our mission and achieve our vision we must:**

- Provide community directed police service*
- Continue to develop effective communication within our organization and with those we serve*
- Continue improving upon the management of our human resources in order to enhance staff wellness and development*
- Continue to develop and implement the use of cost effective technology to enhance service delivery and thereby better serve our community*
- Promote lifelong learning for our members*
- Address provincial and federal legislation that will have an impact upon the delivery of police service within our community*

## OUR ORGANIZATIONAL VALUES

At the Stratford Police Service we believe in:

- *providing quality service in an equitable and assessible manner*
- *the need to ensure the safety and security of all persons and property*
- *the importance of safeguarding the fundamental rights guaranteed by the Canadian Charter of Rights and Freedoms and the Human Rights Code*
- *avoiding any expression or display of prejudice, bigotry, discrimination and sexual or racial harassment toward any person*
- *the need for cooperation between the police service and the community we serve through openness and accountability*
- *setting an example for the community we serve and being an integral part of that community*
- *being aggressive in the pursuit of new initiatives and programs that benefit both the community and our members*
- *a commitment to continuous learning and improvement*

## THE BUSINESS PLANNING REQUIREMENT

The Police Services Act and its Regulations makes it a requirement that the Stratford Police Services Board, at least every three years, prepares a business plan that speaks to its core business functions and addresses how it will provide adequate and effective police services to the community it serves. As legislated, the business plan must provide quantitative and qualitative performance objectives and indicators relating to:

- *Community Based Crime Prevention Initiatives*
- *Community Patrol & Criminal Investigation Services*
- *Community Satisfaction*
- *Emergency Calls for Service*
- *Violent Crime*
- *Property Crime*
- *Youth Crime*
- *Assistance to Victims of Crime*
- *Road Safety*

Also addressed are:

- ✓ **Information**
- ✓ **Technology**
- ✓ **Illicit Drug Concerns**
- ✓ **Police Facilities**
- ✓ **Resource Planning & Finances**

# ABOUT OUR COMMUNITY

## **Population & Demographics**

The City of Stratford, boasting a population of approximately 33,500, is the largest municipal centre in Perth County and is located in Southwestern Ontario.

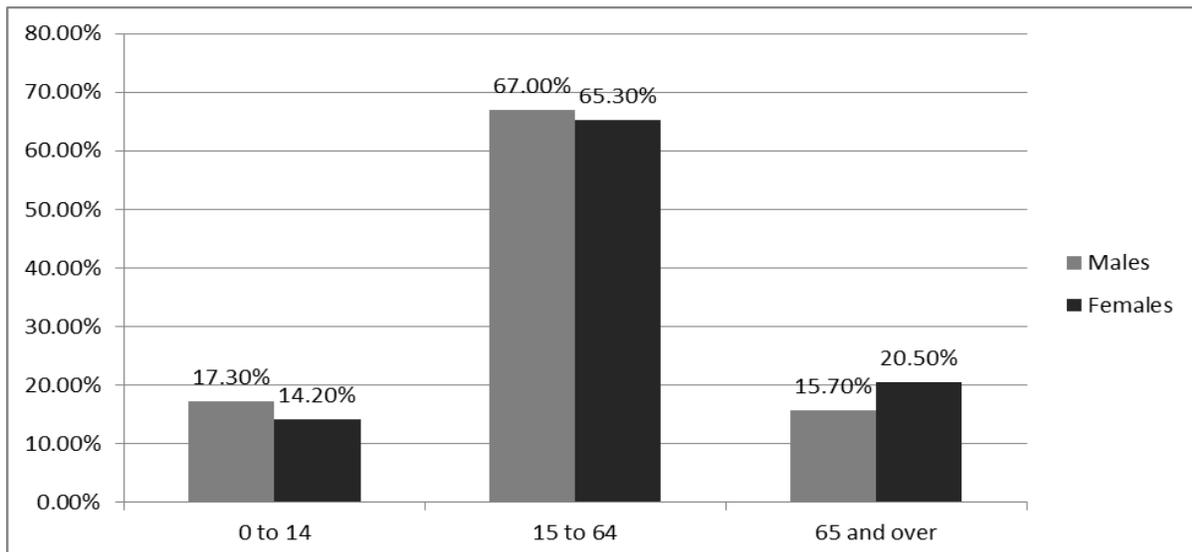
The primary population growth zones are located in the West and Northeast areas of the city. The areas expected to see employment growth are located in the south end of the city.

Assuming a population of 33,500 people based on the 2012 census data, the population growth forecast represents a modest increase of 14%, or less than 1% per annum over the 22 year period between 2012 and the horizon year of 2028.

***A Forecast of  
Moderate  
Population Growth***

Source: City of Stratford Transportation Master Plan

### **Stratford's Age Distribution**



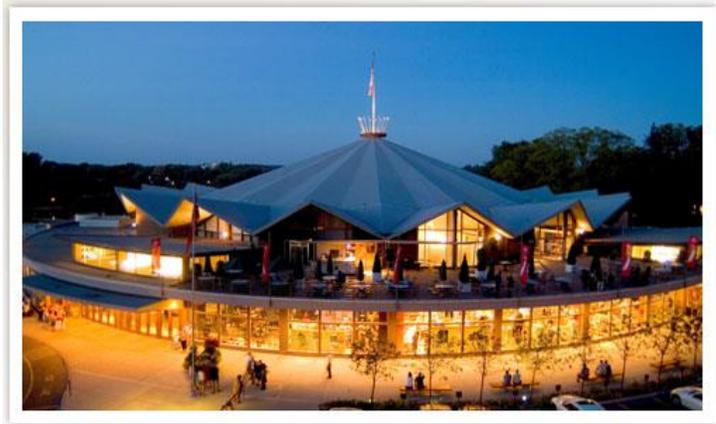
In 2012, the percentage of the population aged 65 and over in Stratford was 18.2%, compared with a national percentage of 14.8%. The percentage of the working age population (15 to 64) was 66.1% and the percentage of children aged 0 to 14 was 15.7%. In comparison, the national percentages were 68.5% for the population aged 15 to 64 and 16.7% for the population aged 0 to 14.

Source: Stats Canada 2012 Census

***Stratford has a relatively small number of citizens who identify themselves as visible minorities and consequently we experience fewer of the challenges associated with the diversity issues found in larger centres.***

## **Stratford's Economy**

Stratford continues to be the envy of many communities. Our economic base is diverse: manufacturing, tourism, commercial, financial, agricultural and service industries combine to create a stable, prosperous business environment and resilient local economy. The top two sectors of Stratford's growing economy are manufacturing and upscale tourism – a unique combination that works well and attracts interest from around the world.



## **Manufacturing**



*A variety of well-known international companies call Stratford home. These international companies enjoy access to Stratford's skilled labour force and produce a broad range of sophisticated products including automotive parts, aerospace components, precision bearings and industrial machinery.*

## **Stratford's Top Employers (2012)**

Stratford Festival of Canada	Theatre Company	1,200
Stratford General Hospital	Life Sciences	880
Hendrickson Spring	Manufacturing	500
FAG Aerospace	Manufacturing	420
Stackpole	Manufacturing	330
Clemmer Steelcraft	Manufacturing	330
ScotiaBank and Trust	Financial Processing Centre	300
Aisin Canada Inc.	Manufacturing	279
Dyna-Mig Mfg. Of Stratford Inc.	Manufacturing	250
Spruce Lodge	Life Sciences	200
FIO	Manufacturing	100

Source: [www.locatestratford.ca](http://www.locatestratford.ca)

## Digital Media & Education – University of Waterloo Stratford Campus



In our last Business Plan, we reported that “the City of Stratford embarked on a visionary endeavour with the University of Waterloo.” That visionary endeavour has become a reality. The Stratford Campus of the University of Waterloo opened its doors in the Fall of 2012 and its staff, faculty and students are quickly becoming part of the city’s fabric.

### **Elementary & Secondary Schools**

The City of Stratford has eight elementary and two secondary – *Stratford Northwestern* and *Stratford Central* – public schools which are operated by the Avon Maitland District School Board. The city also boasts four elementary and one secondary – *St. Michael* –catholic schools which are operated by the Huron Perth Catholic District School Board. Additionally, two private schools operate within the city – the *Stratford and District Christian School* and the *Sunshine Montessori School*.

### **Health Services**

Stratford Health Services are a combination of various facilities and services available to Huron and Perth counties. The Huron Perth Healthcare Alliance operates the recently renovated and upgraded Stratford General Hospital. Clinical Services provided at the SGH include:

Cardio Respiratory  
Chemotherapy Unit  
Clinical Nutrition  
Complex Continuing Care & Rehabilitation Services  
Diabetes Education  
Dialysis  
Discharge Planning  
Emergency Services  
Intensive Care & Telemetry Units

Laboratory Services  
Maternal Child Unit  
Medical Imaging  
Medicine / Palliative Care Unit  
Mental Health Services  
Pastoral Services  
Pharmacy Services  
Psychiatric Unit  
Quality & Patient Safety  
Surgical Services

## ***Community Input***

As part of its business planning process, the Stratford Police Services Board consulted with the community in two very specific ways:

1. Conducted with our community members – individual citizens and businesses in Stratford in an effort to:
  - gauge the community's level of satisfaction with its police service
  - seek input on the community's future policing needs and priorities.
2. Consulted with our community partners to seek their input into the future of policing in Stratford.

The consultation processes involved obtaining specific information touched upon some of the following:

- *overall Service performance*
- *overall competency of the Service*
- *individual performance and competency of Service members with whom respondents have interacted*
- *issues that respondents felt were the most critical for the Service to address over the next three years*
- *the direction in which crime was heading in Stratford*
- *the degree to which respondents felt safe in the city*
- *specific programs offered by the Service*
- *top priorities for the Service over the next three years*

Although the above-noted measures were taken specifically for the business planning process, the Board is extremely proud of the fact that the Stratford Police Service has operated, and will continue to operate, in an open and transparent manner whereby suggestions and ideas received from the community for the improvement of service delivery are always given due consideration; particularly when they are consistent with our Mission Statement and Organizational Values.

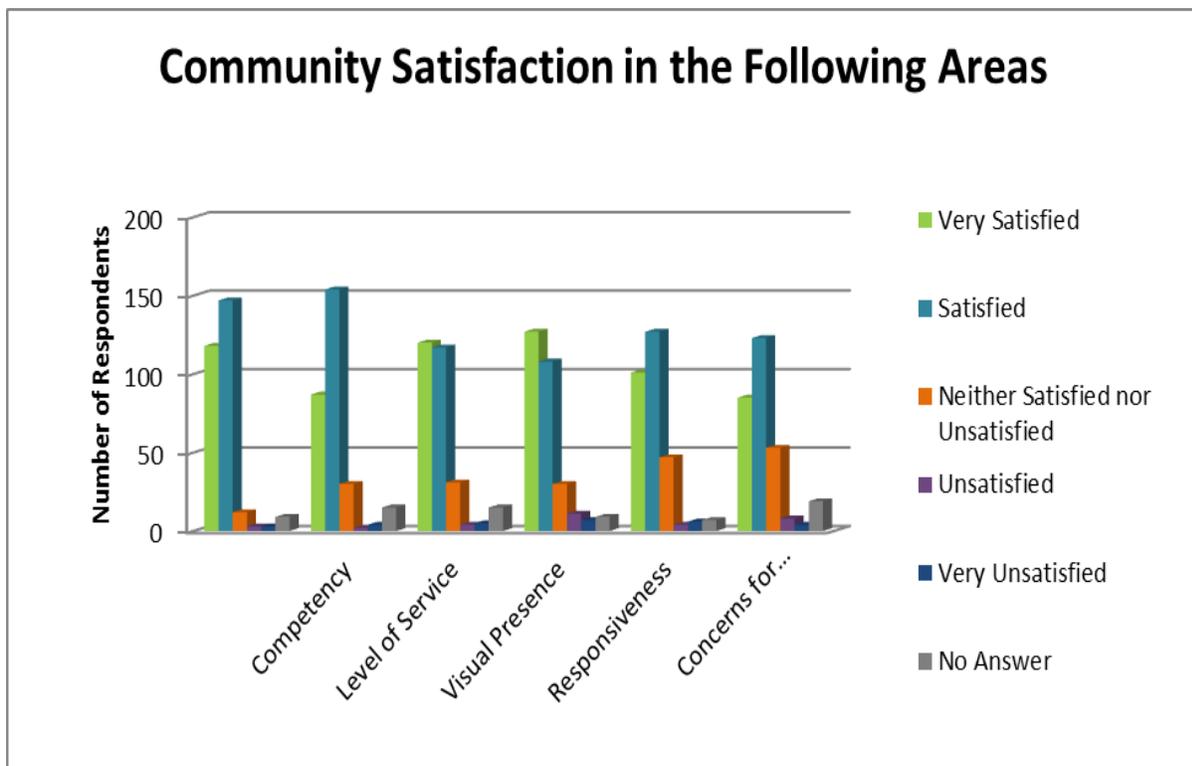
# COMMUNITY SATISFACTION

The Stratford Police Service is committed to providing the best available community-based law enforcement possible. The Service actively solicits feedback from its community members and partners in an effort to improve upon the level of community satisfaction with the service it provides.

## COMMUNITY SATISFACTION STRATEGY

In preparation for the Business Plan development, the Stratford Police Service conducted a statistically accurate and relevant survey of the citizens and the business community it serves. Survey results are shown below and are consistent (slightly improved) with the numbers gleaned during our last environmental scan.

### Overall Perception of the Service



In all of the 'perception' categories, our Service members ranked highly as being either excellent or good.

91% of respondents believe that they are very satisfied or satisfied with the professional appearance of the Stratford Police Service

82% of respondents believe that they are very satisfied or satisfied with the competency level of the Stratford Police Service

81% of respondents believe that they are very satisfied or satisfied with the level of service of the Stratford Police Service.

80% of respondents believe that they are very satisfied or satisfied with the visual presence of the Stratford Police Service.

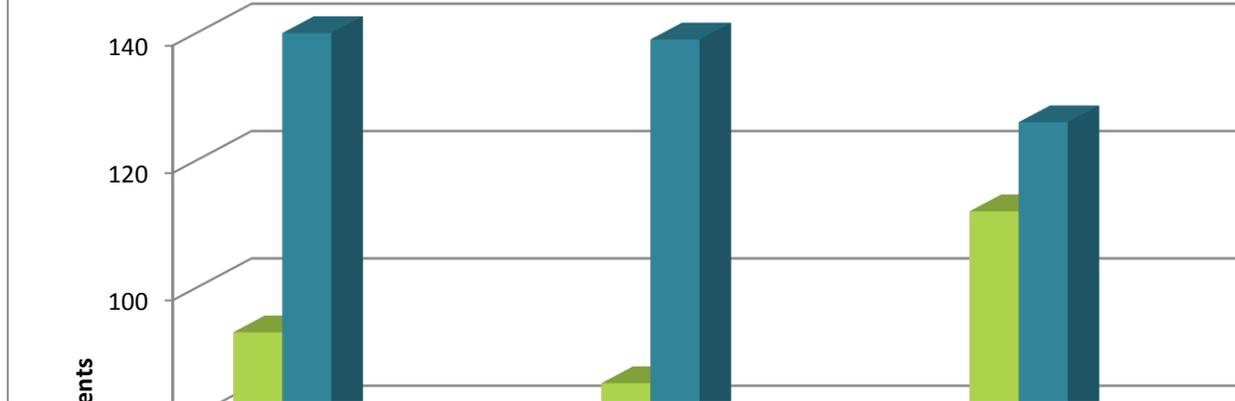
78% of respondents believe that they are very satisfied or satisfied with the responsive time of the Stratford Police Service, which is an increase of 6% from the 2012 Community Satisfaction Survey.

While the above-noted results are impressive, the Board recognizes that hard work on its behalf by the members of the Service are an absolute necessity to maintain our community's trust and confidence.

**Goal: *Ensure that the quality of service delivered to our community is first-rate by operating in an open, transparent and accountable manner.***

<b>Objectives</b>	<b>Measurements</b>
<ul style="list-style-type: none"><li>▪ monitor the complaints against police</li></ul>	<ul style="list-style-type: none"><li>▪ monthly updates to the Board on public complaints</li><li>▪ annual summary of public complaints to the Board</li></ul>
<ul style="list-style-type: none"><li>▪ maintain consistent and open communication with our community in an effort to enhance public understanding of the challenges and performance of the Service</li></ul>	<ul style="list-style-type: none"><li>▪ publication of Stratford Police Services Board meetings in the local newspapers</li><li>▪ semi-annual Board/Service presentations to City Council</li></ul>
<ul style="list-style-type: none"><li>▪ continue to develop and maintain positive reporting relationships with all local media outlets</li></ul>	<ul style="list-style-type: none"><li>▪ regular communication with local and regional media.</li></ul>

## Communities Perspective on



**Goal:** *Enhance community satisfaction with the performance and competency of the Stratford Police Service and linking the Services' goals & objectives to those identified in external scan*

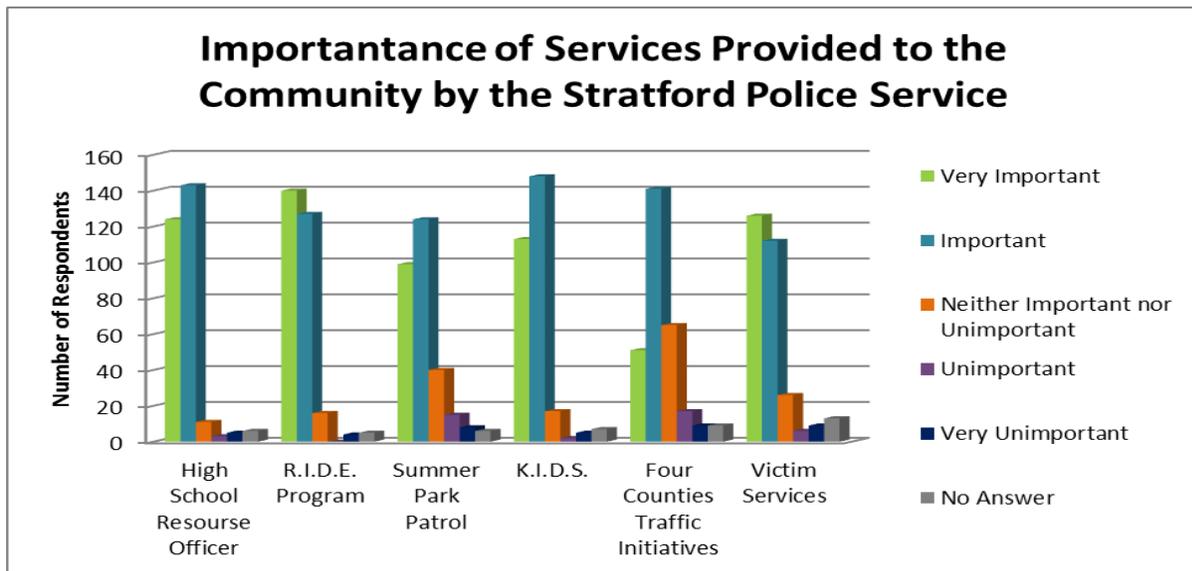
Objectives	Measurements
<ul style="list-style-type: none"> <li>ongoing participation and interaction with community organization and stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>synthesizing of the community and the Service goals &amp; objectives</li> </ul>
<ul style="list-style-type: none"> <li>information sharing with Stratford City Council</li> </ul>	<ul style="list-style-type: none"> <li>semi-annual Board/Service presentations to City Council</li> <li>sharing of annual reports and business plan</li> </ul>
<ul style="list-style-type: none"> <li>Citizens Police Academy</li> </ul>	<ul style="list-style-type: none"> <li>better understanding of services police provide to community.</li> </ul>
<ul style="list-style-type: none"> <li>facilitating member participation on Boards and Committees in the community</li> </ul>	<ul style="list-style-type: none"> <li>monthly reports to the Board on member activity on Boards and Committees</li> </ul>
<ul style="list-style-type: none"> <li>using the community survey results which identified specific concerns and reporting on activities to address those concerns</li> </ul>	<ul style="list-style-type: none"> <li>monthly reports to the Board on activities, undertakings and crime statistics</li> </ul>

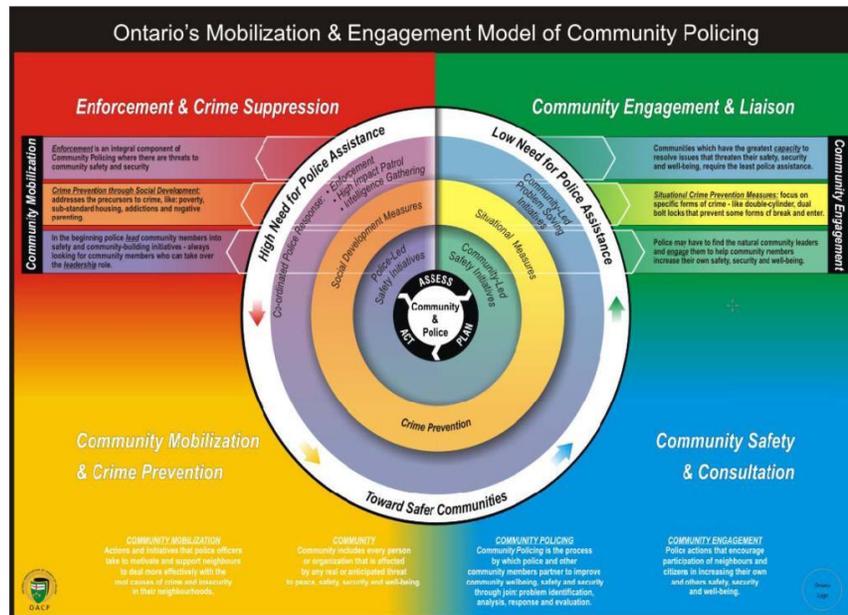
# COMMUNITY BASED CRIME PREVENTION

The Stratford Police Service promotes the philosophy of community policing. It is our intent to continue to provide community based policing while making the delivery of the service even more inclusive through increased interaction with community groups, social service agencies and neighborhood organizations to find long-term solutions to present day problems.



Police Service Dog "Jack"





**GOAL: Develop initiatives that will increase the Stratford Police Service's involvement with citizens, community groups, social agencies and neighborhood organizations in the development of crime prevention strategies and solutions.**

Objectives	Measurements
<ul style="list-style-type: none"> <li>▪ Mental Health Protocol</li> </ul>	<ul style="list-style-type: none"> <li>▪ collaboration between police and mental health providers.</li> </ul>
<ul style="list-style-type: none"> <li>▪ problem-solve issues through continued partnerships with social agencies and the community following the new Community Policing Model</li> </ul>	<ul style="list-style-type: none"> <li>▪ record the number of meetings/hours committed to multi-group partnerships</li> <li>▪ liaison with local media</li> </ul>
<ul style="list-style-type: none"> <li>▪ new website, social media alerts relating to crime issues and preventative measures</li> </ul>	<ul style="list-style-type: none"> <li>▪ record the number of community notifications regarding specific crime issues and deterrence methods</li> </ul>
<ul style="list-style-type: none"> <li>• move Situation Table from a Pilot Project to a formalized service delivery model in Stratford, Perth and Huron.</li> </ul>	<ul style="list-style-type: none"> <li>• record number of at risk persons and families that have been assisted.</li> </ul>
<ul style="list-style-type: none"> <li>• safe exchange site for on-line exchange sales.</li> </ul>	<ul style="list-style-type: none"> <li>• record calls for assistance and monitor fraudulent reports</li> </ul>
<ul style="list-style-type: none"> <li>• web based cloud access to security cameras</li> </ul>	<ul style="list-style-type: none"> <li>• record usage to solve crimes and alert public</li> </ul>

# EMERGENCY CALLS FOR SERVICE

One of the core police functions legislated in the Police Service Act is that of emergency response. While the handling of some emergencies rests solely with the police service, other emergent situations require a coordinated response with other municipal and provincial agencies.

## EMERGENCY RESPONSE STRATEGY

Our strategy will be to continue to ensure that our members have the necessary tools and training to respond to emergent situations to the satisfaction of our community.

**GOAL: To manage emergency calls for service in a timely, effective and efficient manner.**

Objectives	Measurements
<ul style="list-style-type: none"> <li>▪ maintain and expand membership in a highly skilled and well-equipped Emergency Response Unit (ERU)</li> <li>▪ add a City wide Command Post vehicle.</li> <li>▪ ensure the Service has an adequate number of trained crisis negotiators</li> </ul>	<ul style="list-style-type: none"> <li>▪ new members of the unit receive provincially mandated training</li> <li>▪ monthly training regime is followed and monitor the number of training hours utilized</li> <li>▪ all members of the ERU have state of the art personal equipment</li> <li>▪ participation in inter-agency training</li> </ul>
<ul style="list-style-type: none"> <li>▪ ensure that members performing the dispatch/communicator function possess the necessary core competencies</li> </ul>	<ul style="list-style-type: none"> <li>▪ providing any necessary training for communicators to ensure they have the necessary knowledge, skills, and abilities</li> <li>▪ increase in the number of staff members as required</li> </ul>
<ul style="list-style-type: none"> <li>▪ participate in multi-agency training exercises with other Stratford and area emergency service providers</li> </ul>	<ul style="list-style-type: none"> <li>▪ track the number of multi-agency training exercises in which service members participate</li> </ul>
<ul style="list-style-type: none"> <li>▪ train and maintain a canine unit</li> </ul>	<ul style="list-style-type: none"> <li>▪ establish a training regime</li> <li>▪ participation in training opportunities</li> </ul>

# COMMUNITY PATROL



A highly visible and well-deployed uniform patrol division has long been the cornerstone of the Stratford Police Service. We are committed to maximizing the presence of uniform police officers in our neighbourhoods and core area by continuing to maintain effective staffing levels during hours of identified peak demand hours of calls for service. Our patrols consist of officers in police cars, on bicycles and on foot who not only participate in “general patrol” but are also assigned to “directed patrol” in an effort to address specific community concerns or issues and to deter potential problems from developing.

## COMMUNITY PATROL STRATEGY

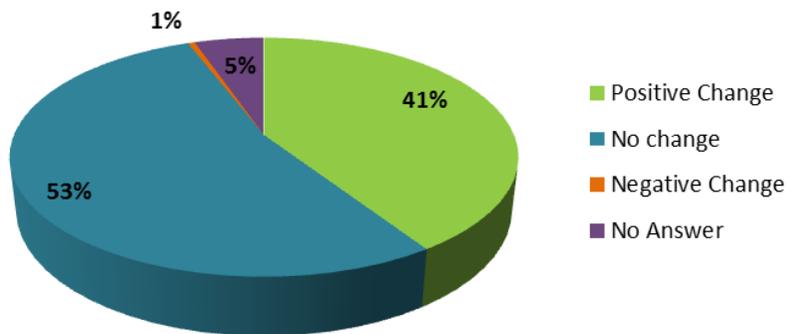
Citizens within communities across Canada, including Stratford, frequently identify having an increased police presence in their neighbourhoods and business core areas as providing a sense of security and protection. The challenge is not just to increase a visible police presence, but to facilitate maintaining current levels of community patrol under current budgetary pressures. Our community patrol strategy is intended to address those issues which have been identified as key concerns to citizens of Stratford.

**GOAL: *Continue to strive toward creating a safer community by providing a more visible uniform police presence and by ensuring our general and directed patrols are both effective and efficient.***

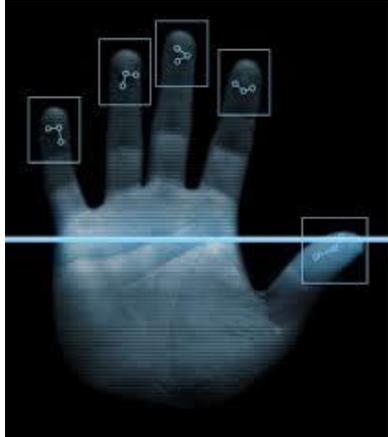
Objectives	Measurements
<ul style="list-style-type: none"><li>▪ review and if necessary adjust our deployment strategy to provide a more visible and responsive police service while maintaining officer safety</li><li>▪ Positive ticketing programs with community partners</li></ul>	<ul style="list-style-type: none"><li>▪ continue to monitor the growth of the city and identify potential pressure points</li><li>▪ conduct a review of current uniform deployment</li><li>▪ determination of adjustments that are required</li></ul>

<ul style="list-style-type: none"> <li>ensure that general and directed patrols are reflective of community input and identified issues</li> <li>realignment of patrol zones to ensure appropriate coverage</li> <li>develop directed patrol initiatives that are responsive to community needs while falling within our core policing obligations</li> </ul>	<ul style="list-style-type: none"> <li>ongoing communication to general patrols of pertinent community concerns</li> <li>monitor responses to specific community concerns that were addressed via directed patrol</li> <li>monitor the levels of impaired driving and drug enforcement conducted by uniform patrol members</li> <li>monitor enforcement statistics</li> </ul>
<ul style="list-style-type: none"> <li>continue visible summer student Park Patroller program</li> </ul>	<ul style="list-style-type: none"> <li>record by-law infractions and community contacts</li> </ul>

### Community Noticeability of Change in Visibility and Presence in the Downtown Core



# CRIMINAL INVESTIGATION SERVICES



Criminal investigations continue to be increasingly more complex. While modern science has allowed law enforcement to be even more discrete in the identification of criminals, collecting the required evidence necessitates more investigative specialization. The expectations of both the courts and our community require that our members who conduct criminal investigations possess the necessary knowledge, skills and abilities to be competent and thorough. Ensuring that the members of the Stratford Police Service receive the most modern and highest level of investigative training over the next three years will continue to be a priority of the Service and will be balanced against budgetary restraints and the exigencies of the Service.

## CRIMINAL INVESTIGATION STRATEGY

The Stratford Police Service will ensure that an adequate number of investigators who possess the core competencies for their assignments are deployed within the Criminal Investigation Division (CID) and its related specialized units such as the Domestic Violence and Identifications Units.

**GOAL: Continually promote and ensure excellence in criminal investigation services.**

Objectives	Measurements
<ul style="list-style-type: none"> <li>▪ consistently strive to produce the highest quality cases for presentation in court</li> <li>▪ add investigative capability relating to Internet Child Exploitation, Technological-Cyber-crime, crime analysis.</li> <li>▪ enter into a formal protocol with the Crown Attorney</li> </ul>	<ul style="list-style-type: none"> <li>▪ all investigations are reviewed by qualified supervisors for quality control</li> <li>▪ feedback for improvement sought by the Crown Attorney</li> <li>▪ establishment of a formal protocol with the Crown Attorney</li> </ul>
<ul style="list-style-type: none"> <li>▪ ensure a high standard of criminal investigations by accessing quality training</li> <li>▪ Training Sgt. to provide Search Warrant training to platoon members</li> </ul>	<ul style="list-style-type: none"> <li>▪ newly appointed members to CID and its related units have or receive the necessary core competency training within 12 months or as soon as practicable</li> <li>▪ members of investigative units are afforded relevant professional development training opportunities</li> </ul>
<ul style="list-style-type: none"> <li>▪ ensure that human resources within CID and its related units are adequate and optimally deployed</li> <li>▪ Attach a resource CID Detective to each platoon</li> <li>▪ Attach a resource SCU Detective to each platoon</li> </ul>	<ul style="list-style-type: none"> <li>▪ case loads of members within investigative units are monitored and assessed</li> <li>▪ vacancies within CID and related units are filled as soon as practicable</li> </ul>

# ILLICIT DRUG INVESTIGATION

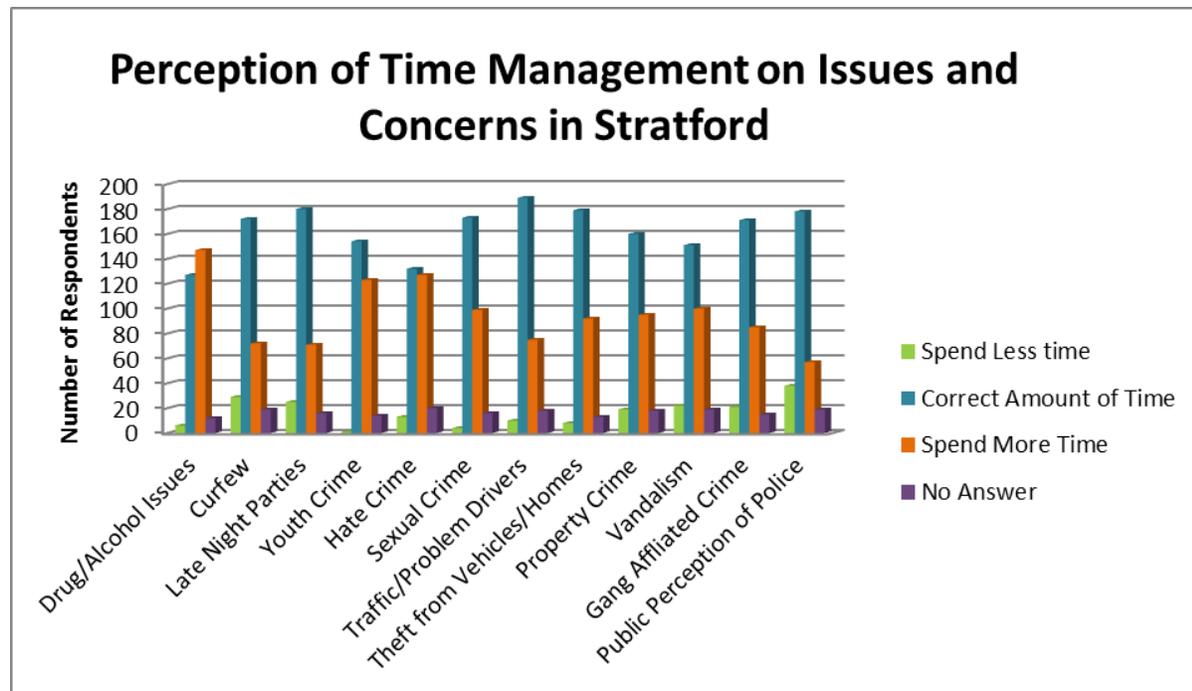
For the fourth time, since 2007, during our public consultation process, illicit drug trafficking and usage was identified as the number one concern of the citizens of Stratford. The demand for illicit drugs is a societal problem, not solely a police problem. While we have collectively made progress in the war against “crystal meth,” the scourge of cocaine, heroin, fentanyl and oxycotin addiction continues to be a real concern in this community and others. Resultantly, the existence of these other equally addictive and destructive illicit drugs which are being pushed and being abused in our community requires that as a police service, we cannot focus solely on crystal methamphetamine.



We will continue to be vigilant with regard to the enforcement of the *Controlled Drugs and Substances Act*. This will include participation in annual marijuana eradication projects and continued collaboration in multi-service investigations; because drug trafficking does not recognize city and county boundaries nor provincial and international borders.

## ILLICIT DRUG STRATEGY

Our illicit drug strategy will be to continue work collaboratively with other agencies and institutions through proactive enforcement and deterrence initiatives.



50% of respondents believe that more time should be spent addressing drug and alcohol issues.

44% of respondents believe that more time should be spent addressing youth crime issues.

43% of respondents believe that more time should be spent addressing hate crime issues.

34% of respondents believe that more time should be spent addressing vandalism issues.

64% of respondents believe that the correct amount of time is being spent on traffic and problem drivers.

62% of respondents believe that the correct amount of time is being spent on the issue of late night parties.

13% of respondents believe that less time should be spent addressing public perception of police issues.

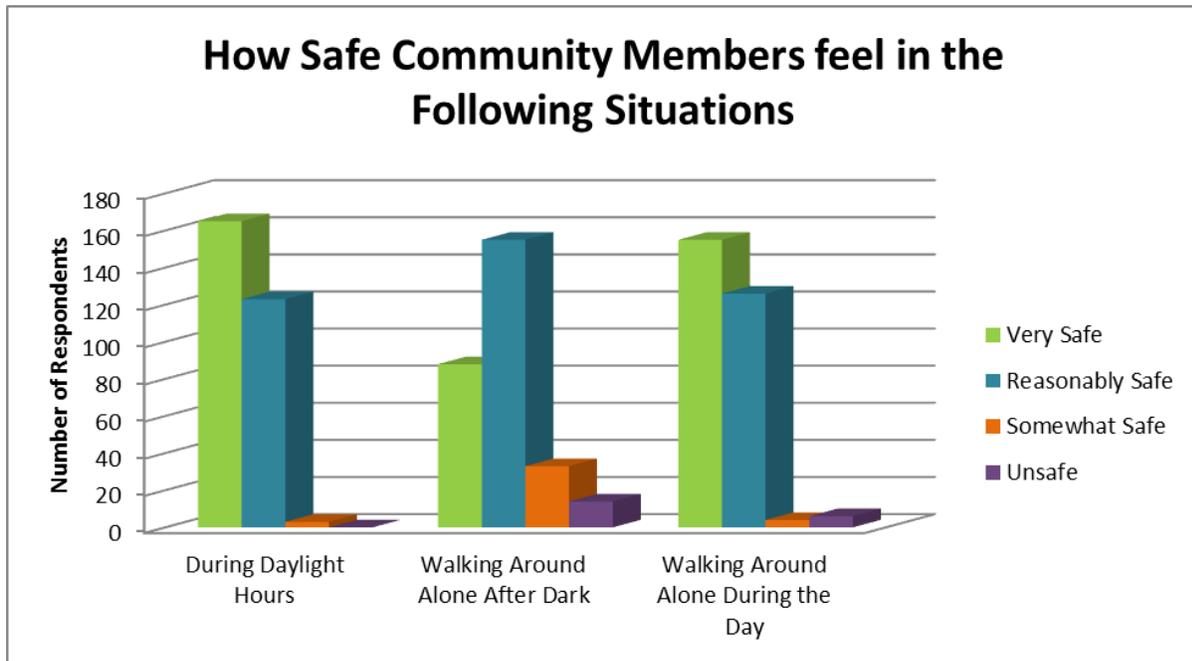
9% of respondents believe that less time should be spent addressing curfew issues.

**GOAL: *To continue with our ongoing drug enforcement activities while participating collaboratively with our community partners and other law enforcement agencies to educate the public and find solutions to this serious threat to our community.***

<b>Objectives</b>	<b>Measurements</b>
<ul style="list-style-type: none"><li>▪ proactively undertake illicit drug investigations</li><li>▪ training of additional Drug Recognition Expert Officers</li><li>▪ educational presentations relating to drug trends to community groups, elementary and high school students</li></ul>	<ul style="list-style-type: none"><li>▪ monitor the number of unilateral and multi-agency drug investigations</li><li>▪ assess drug enforcement statistics</li><li>▪ participation in marijuana eradication projects</li></ul>
<ul style="list-style-type: none"><li>▪ participate in community task forces and educational programs focusing on local trends</li><li>▪ partnerships with addiction services to provide educational sessions</li></ul>	<ul style="list-style-type: none"><li>▪ continued participation in the county-wide "Drug Task Force"</li><li>▪ continued communication and partnerships with other community agencies</li></ul>
<ul style="list-style-type: none"><li>▪ focus on youth deterrence through education and enforcement</li></ul>	<ul style="list-style-type: none"><li>▪ continue to offer Drug education programs at our local schools</li><li>▪ monitor activities of Community Services Officer and Youth Officer via monthly reports</li></ul>

# VIOLENT CRIME

While no community is immune from violent crime, we are indeed fortunate here in Stratford to have traditionally been well below the national and provincial statistics that gauge violent crime. According to the Violent Crime Severity Index, Stratford's violent crime is approximately 55.47% of the provincial rate and only 66.66% of the national rate. Our community as a whole should be extremely proud of those numbers.



98% of respondents feel very safe and reasonably safe walking around during daylight hours, which is a decrease of 1% from the 2012 Community Satisfaction Survey.

83% of respondents feel very safe and reasonably safe walking around alone after dark, which is a significant increase of 16% from the 2012 Community Satisfaction Survey.

96% of respondents feel very safe and reasonably safe walking around alone during the day.

## VIOLENT CRIME STRATEGY

The issue of Domestic Violence continues to be a priority with the Stratford Police taking a very proactive stance in reducing instances of domestic violence and mitigating its effects. In 2015, our Service attended 515 “domestics” and has laid charges in approximately 47 percent of those calls.

**GOAL: To continue working toward our Vision of Success**

Objectives	Measurements
<ul style="list-style-type: none"> <li>▪ work to ensure that Stratford's violent crime statistics are below the provincial and national averages</li> </ul>	<ul style="list-style-type: none"> <li>▪ monitor violent crime statistics on a monthly basis</li> <li>▪ respond to any negative trends that the Service can influence</li> </ul>
<ul style="list-style-type: none"> <li>▪ participate in community task forces and educational programs</li> </ul>	<ul style="list-style-type: none"> <li>▪ continued liaison with Children's Aid Society</li> <li>▪ continued liaison between Domestic Violence Coordinator and community partners</li> <li>▪ continued liaison with courts</li> <li>▪ continue with School Resource Officer program</li> </ul>
<ul style="list-style-type: none"> <li>▪ ongoing training for members regarding violent crime investigation and deterrence</li> </ul>	<ul style="list-style-type: none"> <li>▪ Service members who investigate violent crime occurrences have the necessary knowledge, skills and abilities</li> <li>▪ Ongoing Domestic Violence Training</li> <li>▪ continued interaction with Victim Services of Perth County</li> <li>▪ continued liaison with the Victim/Witness Assistance Program</li> <li>▪ On-going communication with community partners and service providers</li> </ul>

# PROPERTY CRIME & CLEARANCE RATES FOR PROPERTY CRIME

Crimes against property are the most prevalent crimes that directly and personally affect the citizens of Stratford. Whether it be an instance of senseless vandalism, a stolen auto, a break and enter or simple theft, often times these can be avoided through preventative measures being taken by property owners and/or proactive police work.

## PROPERTY CRIME STRATEGY

The Stratford Police Service will address the issue of property crime through ongoing public education and awareness initiatives. We will combine this increased competency with a directed intelligence-driven and proactive approach to property crime prevention, detection and apprehension.

**GOAL: *To develop internal and external programs and measures to address property crime issues.***

Objective	Measurements
<ul style="list-style-type: none"> <li>▪ collaboratively facilitate a decrease in property crime rates while improving upon clearance rates</li> </ul>	<ul style="list-style-type: none"> <li>▪ comparison of local property crime &amp; clearance rates to those of provincial and national statistics</li> </ul>
<ul style="list-style-type: none"> <li>▪ provide the community with Crime Prevention tips through the media and public to reduce property crime</li> </ul>	<ul style="list-style-type: none"> <li>▪ monitor the number of public information notices issued along with public meeting attended by the Community Relations officer and Media Relations officer</li> </ul>
<ul style="list-style-type: none"> <li>▪ participate in and assist in the development of provincial and local crime prevention initiatives</li> <li>▪ “lock it or lose it” program</li> </ul>	<ul style="list-style-type: none"> <li>▪ recording and reporting to the Board on the Service’s crime prevention programs and initiatives</li> </ul>

# YOUTH CRIME

Dealing with Youth Crime was once again identified as one of our community's top priorities for the next three years. While Youth Crime fell slightly in 2009, both the youth crime rate and the severity of such offences are about 10 percent higher than a decade earlier. Additionally, about 60 percent of all youths accused of committing an offence are not formally charged but rather, are dealt with via extra-judicial measures.

The Service's charge statistics for youth-involved offences indicate that the ratio of young people involved in drug and *Criminal Code* activity has remained fairly consistent over the past 5 years while liquor offences have trended slightly downward. Our referrals to the diversion programs has steadily increased as an alternative to criminal convictions.

## YOUTH CRIME STRATEGY

The Stratford Police Service will continue to work collaboratively with educators and our other community partners to provide early intervention strategies and opportunities, along with developing applicable support programs, for young people.

**GOAL: *To be an active partner in providing educational opportunities and on-going support programs to assist young people in making positive life-style choices.***

Objective	Measurements
<ul style="list-style-type: none"> <li>▪ deliver and participate in educational programs targeting young people</li> </ul>	<ul style="list-style-type: none"> <li>▪ continue to offer drug awareness programs at our local schools</li> <li>▪ monitor activities of Community Services Officer and Youth Officer via monthly reports</li> </ul>
<ul style="list-style-type: none"> <li>▪ continue to work with community partners to refer young offenders to diversion programs.</li> <li>▪ continue to access young persons who are at risk and engage the "Situation Table" model to provide the proper care before they enter the criminal judicial system.</li> </ul>	<ul style="list-style-type: none"> <li>▪ assignments of officers to Situation Table duties</li> <li>▪ measure outcomes from referrals</li> </ul>
<ul style="list-style-type: none"> <li>▪ liaise with community partners involved with young people</li> <li>▪ delivery of social media awareness and security</li> </ul>	<ul style="list-style-type: none"> <li>▪ monitor the participation of Service members with our community partners to address youth crime</li> </ul>

## ROAD SAFETY STRATEGY

Road Safety is a primary concern of the Stratford Police Service. The Service will continue to participate in some long-standing and time-tested provincial and local initiatives aimed at improving road safety. The Service has realized a degree of traffic safety success over the past 11 years; a trend we would like to continue.

Of concern, not only here in Stratford but also provincially and nationally is a trend toward more instances of impaired driving. Impaired driving offences in Stratford reduced 22 % in 2015 from 2014. Our Police Service continues to engage in educational programs and R.I.D.E. programs to deter impaired driving.

A noticeable trend in personal injury accidents and fatalities have resulted from distracted driving occurrences throughout the Province. The Service has begun traffic initiatives to not only educate the public of the dangers of distracted driving but also to reduce the problem by targeted enforcement.

**GOAL: *Maintain our commitment to road safety through accountability, enforcement and public education.***

Objective	Measurements
<ul style="list-style-type: none"> <li>▪ increase traffic enforcement/collision data</li> <li>▪ distracted driving education and enforcement</li> <li>▪ awareness through social media</li> </ul>	<ul style="list-style-type: none"> <li>▪ acquisition and use of new data collection software</li> <li>▪ gather statistics to measure compliance</li> </ul>
<ul style="list-style-type: none"> <li>▪ seek to maintain, if not increase, RIDE program funding</li> <li>▪ training of additional Drug Recognition Expert officers</li> <li>▪ maintain involvement with Provincial and Regional Traffic Safety initiatives</li> </ul>	<ul style="list-style-type: none"> <li>▪ monitor participation of Stratford Police Service and its partner agencies in traffic safety programs</li> <li>▪ through effective reporting and tracking, request current funding levels be maintained or increased</li> </ul>
<ul style="list-style-type: none"> <li>▪ reinforce bicycle safety, motorcycle safety</li> </ul>	<ul style="list-style-type: none"> <li>▪ enforcement of city by-laws regarding bicycle usage</li> <li>▪ youth education</li> </ul>
<ul style="list-style-type: none"> <li>▪ training of officers for truck inspections</li> </ul>	<ul style="list-style-type: none"> <li>▪ tracking of safety lane initiatives and statistics</li> </ul>

# ASSISTANCE TO VICTIMS OF CRIME

One of the core police functions in the Province of Ontario is to provide assistance to victims of crime. The Stratford Police Service recognizes that fact and has embraced the concept as one of its priorities by offering avenues of support to both victims and witnesses alike. The Stratford Police Service is a partner with Victim Services of Perth County. Our use of Victim Services has increased steadily in recent years.

Victim Services of Perth County and Victim Services of Bruce Grey & Owen Sound programs have merged into one. The service continues to provide on-site office space for Victim Services to ensure our officers have immediate access to the services provided.

## VICTIM ASSISTANCE STRATEGY

Our strategy will be to work closely and to continue fostering an excellent relationship with our local Victim Services provider for the benefit of those who fall prey to the criminal actions of others or tragic and unforeseen circumstances.

**GOAL: *Provide adequate and effective assistance to victims of crime.***

Objective	Measurements
<ul style="list-style-type: none"><li>continue to have representation on the local Victim Services Board of Directors</li></ul>	<ul style="list-style-type: none"><li>representative on the Board</li></ul>
<ul style="list-style-type: none"><li>continue to promote and endorse the programs provided by Victim Services and other community partners to assist victims of crime</li></ul>	<ul style="list-style-type: none"><li>representation on the Board</li><li>input into development of Victim Services programs &amp; procedures</li><li>continued liaison with other community partners</li></ul>
<ul style="list-style-type: none"><li>promote and increase the number of referrals made to Victim Services by our members</li></ul>	<ul style="list-style-type: none"><li>in-service Victim Services training</li><li>monitor the number of referrals made to Victim Services</li></ul>
<ul style="list-style-type: none"><li>promote an ongoing working relationship between the Service's Domestic Violence Coordinator and Victim Services</li></ul>	<ul style="list-style-type: none"><li>monitor the interaction between the Domestic Violence Coordinator and Victim Services</li></ul>

# BUDGET FORECAST

<b>Operating Budget</b>	<b>2016 Submitted</b>	<b>2017 Forecast</b>	<b>2018 Forecast</b>
Revenue	353,000	353,000	353,000
Contribution from Reserves	110,000	118,000	118,000
Transfer to Reserves	314,000	414,000	417,500
Salaries and Wages	7,310,816	7,562,302	7,844,102
Benefits	1,938,000	1,982,236	2,025,845
Clothing and Uniforms	34,680	35,200	35,728
Telephone – Basic	38,000	39,000	39,000
Contracted Services	128,520	131,090	133,710
Vehicle & Facility Leases	126,500	128,000	129,500
Office Equipment /Furnishings	6,500	6,500	6,500
Training/Conferences	123,890	125,790	127,298
Vehicle Fuel	93,840	101,000	105,000
Vehicle Maintenance	35,700	36,057	36,417
Vehicle Purchases	20,000	117,000	120,000
Law Enforcement Equipment	23,400	24,107	24,470
Investigations	30,500	31,500	32,000
IT Operating & Capital	302,700	292,850	292,850
Communications	300,000	20,000	20,000
Other			
<b>Net Operating Budget (Including Capital Purchases)</b>	<b>10,311,851</b>	<b>10,675,805</b>	<b>10,934,051</b>

<b>Capital Budget</b>	<b>2016 Approved</b>	<b>2017 Submitted</b>	<b>2018 Forecast</b>
Vehicle Purchases	\$20,000	\$117,000	\$120,000

<b>Reserve Accounts Activity Summary</b>	<b>2016 Approved</b>	<b>2017 Submitted</b>	<b>2018 Forecast</b>
<b>Transfers to Reserves</b>			
Law Enforcement Equipment	5,000	10,000	10,000
Vehicle Purchases	20,000	117,000	120,000
Investigations	30,000	31,500	32,000
PSB (Bicycle Auction)	2,500	2,500	2,500
Communications Centre	100,000	88,000	88,000
IT Capital	50,000	50,000	50,000
<b>Transfers from Reserves</b>			
Law Enforcement Equipment	0	0	0
Vehicle Purchases	20,000	117,000	120,000
Communications	300,000	20,000	20,000
IT Capital	100,000	88,000	88,000

# RESOURCE PLANNING

---

## PERSONNEL

The Stratford Police Service consists of:

- Full-time sworn members 56
- Full-time civilian members 19
- Part-time civilian members 3

These members not only deliver 24/7 policing to the approximately 33,500 citizens of City of Stratford and its hundreds of thousand annual visitors but they also provide security at the city's court houses.

## PERSONNEL DEPLOYMENT

The deployment of the Service's members and any increase in staffing levels, both sworn and civilian, will be based upon a number of factors to be considered on an on-going basis. These include but will not be limited to:

- Crime Trends
- Crime Prevention Initiatives
- Legislative Requirements
- Social Pressures
- Public Opinion & Expectations
- Changing Demographics
- Technological Advancements

## TRAINING

While the Stratford Police Service has a long-standing commitment to the training and education of its members, the Service continues to provide in service training through the position of Training Sergeant.

While training is of vital importance to the policing community, police service boards are being challenged with budget restraints. The Service will continue to exploit distance or e-learning as a training alternative to institution based training. No matter the method, sworn and civilian employees of the Service will continue to be afforded the opportunity to participate in timely and relevant training that will facilitate both personal and professional development to the mutual benefit of the members, the Service and the community.

The Service will also seek to host training venues during the life of this document. By way of example, such opportunities may include front line Mental Health response, Crisis Negotiation, Technological crime investigation and Domestic Violence courses.

# INFORMATION TECHNOLOGY

---

## **P.R.I.D.E.**

The Stratford Police Service is a proud partner in a computer cooperative known as the Police Regional Information Data Entry (PRIDE). Our partner agencies in this endeavour, which began in 1979, are the Waterloo Regional Police Service, the Brantford Police Service and the Guelph Police Service. The mainframe of the PRIDE system is located at the Waterloo Regional Police Service. The Stratford Police Service, through its membership in PRIDE, is able to access and exploit the latest IT technology at a fraction of the cost of what we would realize if we were to have our own stand alone system. Another aspect of the PRIDE system is that it allows us to readily share investigative information with our partners.

## **HUMAN RESOURCE SOFTWARE**

The Service will research an investment into software that will facilitate the collection, documentation and organization of our human resource information. Each and every year additional responsibilities are placed upon police services to record and document human resource issues including, overtime, absenteeism, discipline, work performance, training, etc.

## **E-TICKETING**

The Stratford Police Service, along with its PRIDE partners has begun to use an e-ticketing solution. The benefits of e-ticketing include but are not limited to:

- enhanced efficiencies by having provincial offence notices automatically being updated in both our Niche<sup>®</sup> Record Management System (RMS) and the provincial court's RMS system
- cost savings related to data entry and the ticket books
- reduced errors and more legible provincial offence notices
- an overall expediting of the ticket writing process

## **IN-CAR ELECTRONIC COLLISION REPORTING**

The Stratford Police Service has adopted the use of in-car motor vehicle collision reporting software. As with the e-ticketing solution, the benefits of in-car electronic collision reporting include but are not limited to:

- enhanced efficiencies by having motor vehicle collision reports automatically being updated in both our Niche<sup>®</sup> Record Management System (RMS) and at the Ministry of Transportation
- built-in collision analysis tools
- cost savings related to data entry hard copy reports
- reduced errors and more legible collision reports
- an overall expediting of the report writing process

## **ELECTRONIC CROWN BRIEFS**

In cooperation with our local Crown Attorney, the Service has implemented electronic disclosure of Crown Briefs. The Service is anticipating that during the life of this document the Ministry of the Attorney General (MAG) will introduce the provincial S.C.O.P.E.IV disclosure solution to Stratford. The Service is ahead of the curve in electronic disclosure and will only be required to direct the current E-Briefing disclosure to a MAG server. The electronic disclosure is intended to:

- enhance the efficiency of our Service by exploiting additional utilities found in our Niche<sup>®</sup> Record Management System
- realize cost savings related to data entry, photocopying and duplication of materials
- reduce errors and produce more legible Crown Briefs
- expediting of the criminal prosecution process within the Service

## **INTEROPERABILITY**

During the life of this document the Stratford Police Service will install a new P25 interoperable voice radio system that increases coverage and penetration into building to ensure officer safety. The P25 voice radio system will be interoperable with our policing partners.

## **COMMUNITY OUTREACH**

During the life of this document the Stratford Police Service has engaged students at the University of Waterloo, Stratford Campus, to redesign our website to better serve and notify our community of police and public safety issues that may arise. The Service will begin a Facebook account and in addition to existing officers duties within the Service the Service will maintain the website and social media accounts to better serve the public.



In addition to keeping the Service's webpage - [www.stratfordpolice.com](http://www.stratfordpolice.com) - current we will also be utilizing Twitter:

@stratforpolic1 and @MikeBellai to keep the community informed about interesting developments and undertakings regarding the Service and our community.

## POLICE FACILITY

---

The Stratford Police Service headquarters is located at 17 George Street West in the City of Stratford. The building itself is shared with the Provincial Courts. This 1960's era building underwent a modest expansion and renovation in the late 1980's, however, the facility no longer meets the policing needs of the



Service or the community. Indeed, the potent combination of technological advancements, an increase of overall staff over the last 20 years and legislated policing requirements have literally pushed some of our specialized units out the door to a satellite location.

During this current business plan cycle, because there is virtually no room for upgrades to the facility, the Stratford Police Service plans to move another investigative unit to a leased and off-site location.

The Stratford Police Services Board, along with city officials and the community, realizes that it is vital for its police service be headquartered in a modern facility that not only meets current needs, but one that will provide a flexible and adaptable platform from which to operate for years to come. As such, during the life of this plan the Board will, through consultation and the investigation of viable partnerships, pursue the securing of a modern police headquarters that will facilitate the delivery of community based policing which will address our core policing functions.