



The Strathroy-Caradoc Police Service

Business Plan

2018-2020



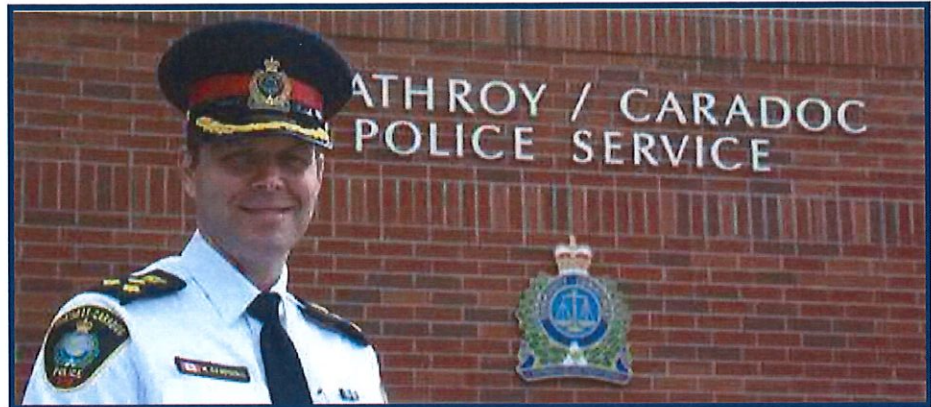
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Message from the Chief



In 2017, our Service adapted to many changes internally as we transitioned with both a new Chief and Deputy Chief along with seeing a dynamic year of growth and expansion to our local Municipality. As this growth continues, we look forward to the new challenges to meet the changing demands while remaining fiscally efficient and responsible.

Our Service is staffed by very dedicated and professional civilian and uniform members, who provide excellent community oriented service to both local residents and visitors alike. The heart of our organization is our members; their commitment is exceptional and our strength is built on our partnerships with our community.

I am a strong proponent of community engagement and ensuring our residents are kept apprised of what is occurring in their local community. It is to our advantage to keep the public informed through ongoing, open and transparent communication. Our staff, including myself, will continue to remain visible and available through social media, mobile and foot patrols and attending community events. Policing is everyone's responsibility and we can build strong trusting partnerships that can benefit everyone.

I would like to thank the citizens of Strathroy-Caradoc for their continued support and trust in the Strathroy-Caradoc Police Service. I would also like to thank the Police Services Board for putting their faith and trust in me by appointing me as the Chief of Police, it truly is a calling! Thanks to our many partners for their valued collaboration and leadership, we are all working together to build stronger communities.

It is with great pride and honour that we are entrusted to provide policing services to the people of Strathroy-Caradoc. On behalf of the members of the Service, I am confident that we will work towards meeting the goals and objectives of the Business Plan 2018-2020.

Mark Campbell
Chief of Police



The Strathroy-Caradoc Police Services Board and the Strathroy-Caradoc Police Service are dedicated to our motto:

“COMMUNITY COMMITMENT”

VISION

We are a progressive public service that strives to create and maintain strong relationships with our community members and partners. We are committed to working together to ensure the security and well-being of everyone within our community.

We are committed to continually evolving and growing as a Police Service to meet all of the needs of the community.

OUR MISSION

Our mission is not to stand above but to stand within our community and to work hand in hand with our community partners with our focus on helping to lead our community to be a happy and safe place to be.

OUR CORE VALUES

Integrity in Our Actions: We are loyal and trustworthy and always do what we feel is right on behalf of the community.



Service to the Community: We embrace a three tiered (Police, Fire, Ambulance) emergency response system which assists us in better serving our community. We have dedicated Community Service Officers to act as a medium between our service and the community to ensure we are meeting their needs.



Ethical Conduct and Decision Making: We value all members of our community and treat everyone fairly, impartially and sensitively.



Respect for Human Dignity: We value our community members, partners and each other and treat everyone with the highest utmost regard possible.



The Corporation of the Municipality of Strathroy-Caradoc

Name: Strathroy-Caradoc

County: Middlesex

Population (2016): 20,867

Area: 271 km²

Strathroy-Caradoc is located approximately 40 kilometres west of London, Ontario, and is the largest Municipality in Middlesex County. Amalgamated in 2001 from the Town of Strathroy, the Township of Caradoc, and smaller communities including Campbellvale, Christina, Delaware West, Falconbridge, Glen Oak, Longwoods, and part of Melbourne, the Municipality offers an exceptional combination of rural hospitality and urban opportunity to residents and visitors alike.

The Municipality of Strathroy-Caradoc is a modern residential community with a rich cultural heritage mirroring the settlement and growth of the Canadian nation with growth fuelled by construction of the Great Western Railway through Strathroy in the 1800's, post war immigration predominately by immigrants from Portugal, the Netherlands and Hungary, and with the construction of the 402 in the late 1980's. Heavily influenced by an agriculture base and the strength of the Ontario Auto sector Strathroy-Caradoc has developed a local economy with a healthy manufacturing base and a service economy based on the needs of residents from Western Middlesex and Eastern Lambton Counties. Growth in the last 20 years has been measured as many people who choose to live in Strathroy-Caradoc work outside of the municipality or have decided to retire in a small rural community with a hospital, yet close to a city with the type of services that a city like London has to offer.

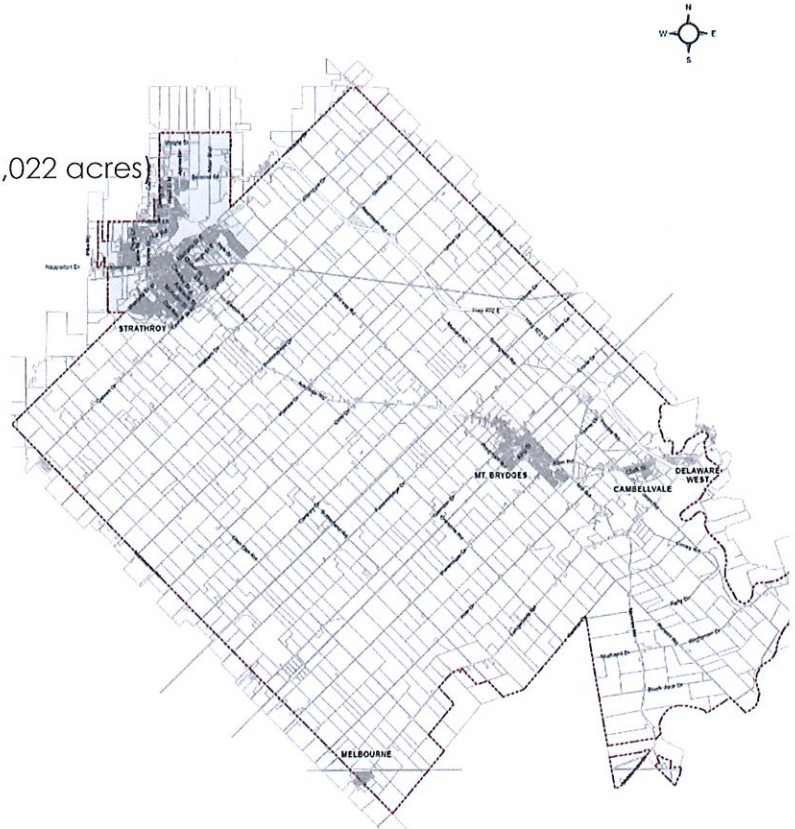
Today, Strathroy-Caradoc can boast of a vibrant community centre with museums, libraries, sporting venues, unique shops and restaurants, while minutes away are acres of rolling farmland and parkland, kilometers of trails and year-round opportunities for outdoor recreation. The Municipality's proximity to the City of London, the U.S. border, and major transportation corridors continue to affect who lives, conducts business or travels to or through Strathroy-Caradoc providing for both opportunities and challenges that will shape the community's future.



2017 Service Delivery Overview

The Community

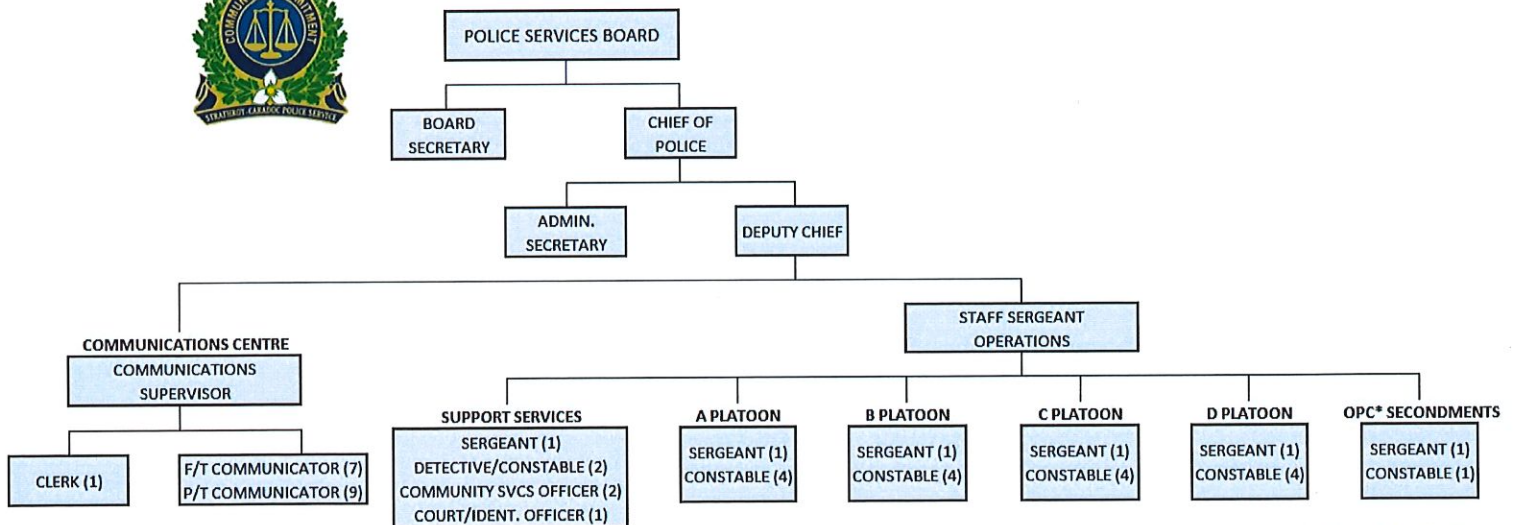
Population:	20,870
Area:	271.228 km ² (67,022 acres)
# of Households:	8,295
# of Businesses:	1,890



Organizational Chart



Strathroy-Caradoc Police Service



*OPC - ONTARIO POLICE COLLEGE



2017 Service Levels

Staffing

Approved strength	50
Uniform	31
Civilian	19

Policing Costs

Net Operating Expenditures	\$ 5,796,554
Net Capital Expenses	\$ 143,602
Total Net Expenditures	\$ 5,940,156

	Sworn Officers per 100,000 population	Civilian Staff per 100,000 population	Total Staff per 100,000 population
Strathroy-Caradoc	148	91	240
Provincial Average	183	76	259
Owen Sound	202	164	366
Orangeville	156	131	287
Sarnia	153	91	240
London	158	56	214

Community Impact Measures

	Policing cost per household	Policing cost per capita
Strathroy-Caradoc	\$755.96	\$300.47
Provincial Average	n/a	\$315.00
Owen Sound	\$716.32	\$320.87
Orangeville	\$863.22	\$315.57
Sarnia	\$671.90	\$312.74
London	\$625.01	\$265.65





Community Safety

	<u>Strathroy-Caradoc</u>	<u>Ontario</u>	<u>Canada</u>
Overall Crime Severity Index	44.64	55.40	72.87
Violent Crime Index	36.42	68.69	80.26
Non-violent Crime Index	47.50	50.49	70.04
Violent Crime Clearance Rate	91.61	62.64	62.86
Non-violent Crime Clearance Rate	37.59	32.42	29.87

Service Demand

Calls for Police	11,069	Calls for Fire	1,304
Emergency calls (911)	5,523	(Strathroy-Caradoc	282)
		(Middlesex County (contract)	1,022)

Fleet



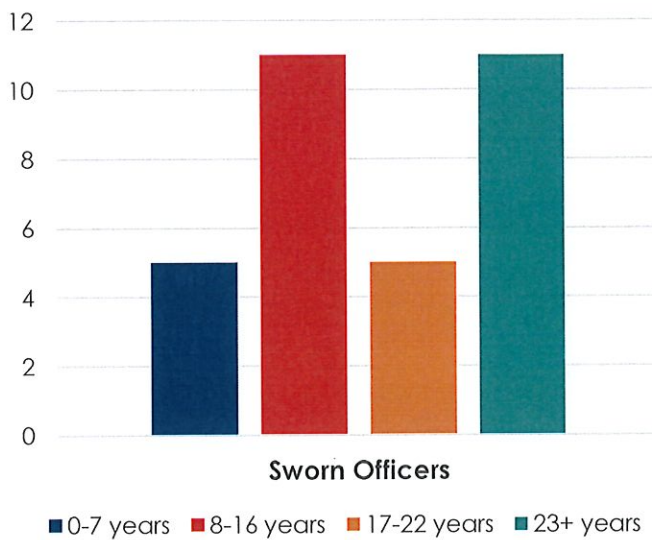
Marked/Subdued Cruisers	7	Emergency Response Trailer	1
Unmarked Cars	4	Radar Trailers	2



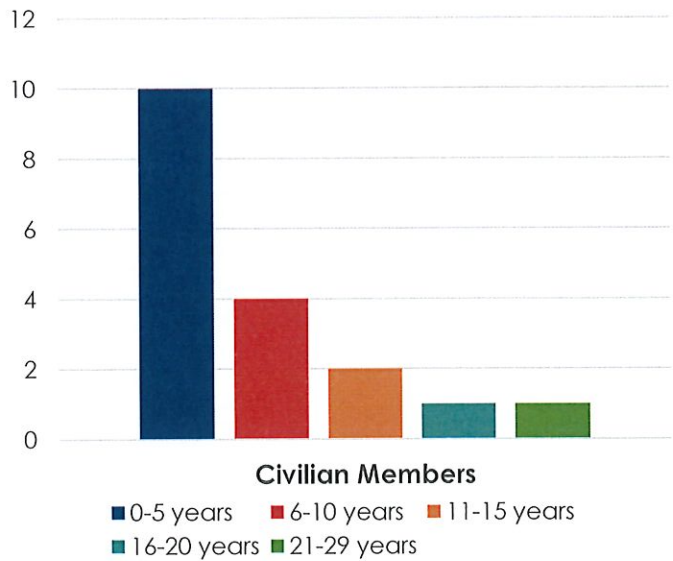


Personnel

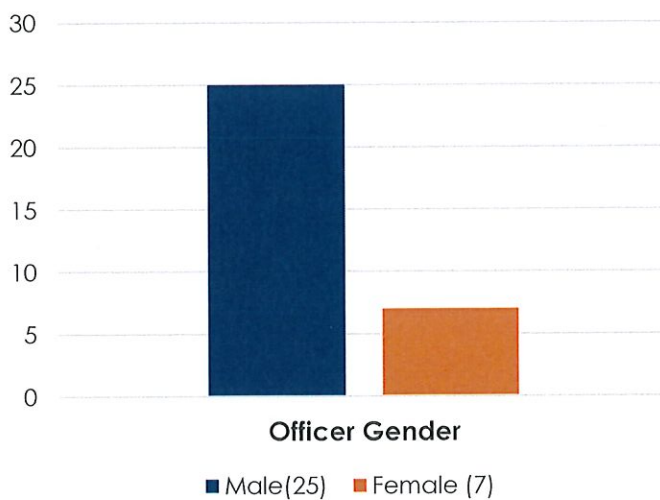
Sworn Officers Years of Service with SCPS



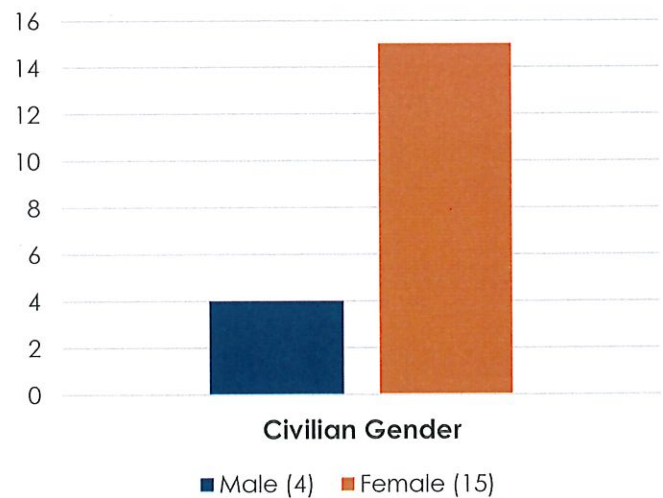
Civilian Years of Service with SCPS



Sworn Officer Gender

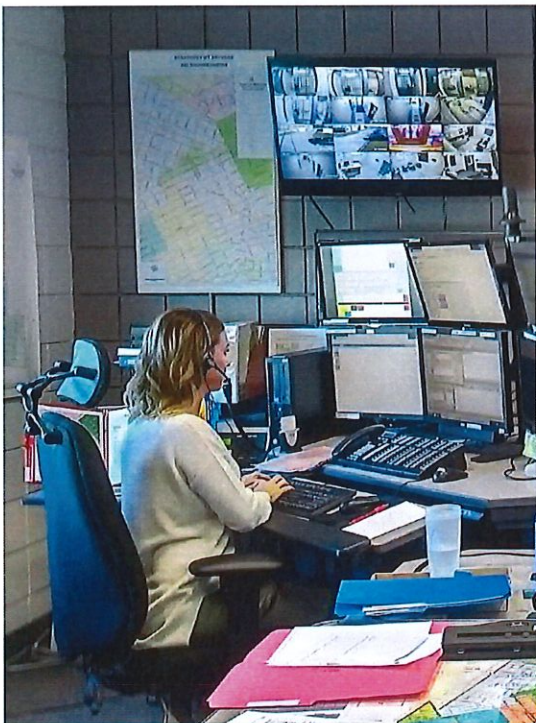
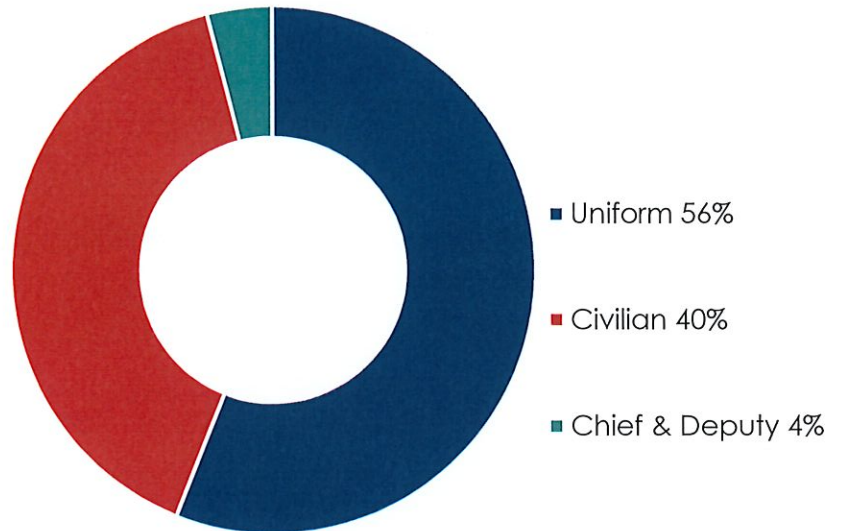


Civilian Gender





Distribution of Personnel

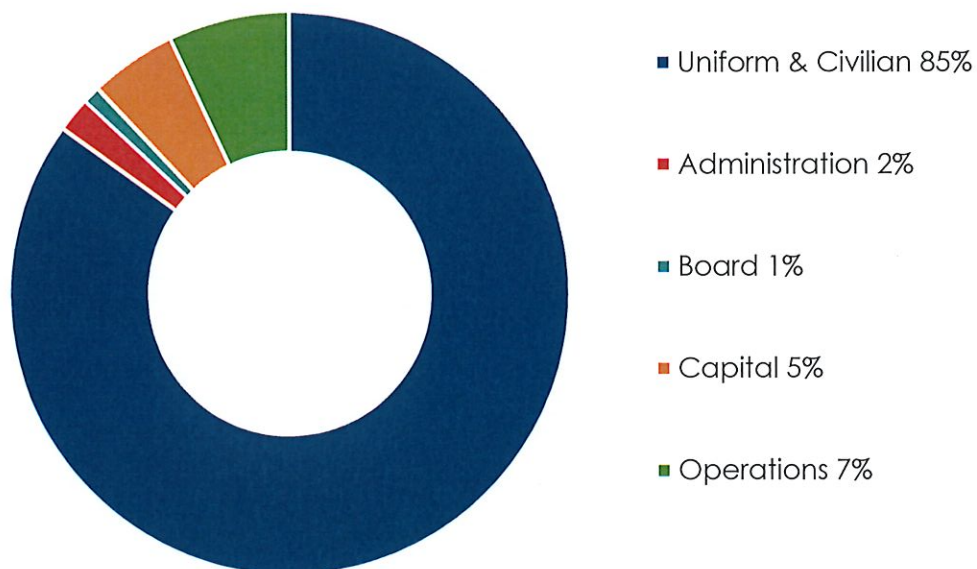




Year-to-Year Budget Comparison

Year	Annual Operating Cost	Annual Operating Budget	Annual Operating Budget % Change	Average Ontario Municipal Police Budget % Change
2006	3,812,050	4,075,614	--	--
2007	4,188,613	4,300,373	5.51	8.32
2008	4,459,966	4,447,058	3.41	1.73
2009	4,748,928	4,575,492	2.89	2.07
2010	4,801,047	4,844,557	5.89	6.88
2011	5,061,954	5,022,975	3.68	3.68
2012	5,243,941	5,444,895	8.40	1.97
2013	5,497,626	5,558,961	2.09	3.18
2014	5,544,623	5,754,515	3.52	3.97
2015	5,808,113	5,830,836	1.33	3.31
2016	5,867,259	5,741,920	-1.53	1.99
2017	5,779,578	6,042,106	5.23	n/a

2017 Budget Distribution





2016 vs. 2017 Summary of Policing Costs

2016 Year End		2017 Year End
Operating		Operating
\$5,867,259	Police – Revenue	\$6,106,843
	Police Expense	
\$429,672	Police – General Costs**	\$485,453
\$72,793	Police Services Board Costs	\$69,658
\$427,863	Police – Administration Costs	\$344,691
\$3,884,606	Police – Uniform Officer Costs	\$3,730,059
\$1,091,013	Police – Civilian Costs	\$1,149,717
\$5,905,947	Total Annual Expense	\$5,779,578
\$(38,688)	Net Operating Surplus or (Deficit)	\$327,265
Capital		Capital
\$242,100	Capital Revenue	\$150,000
\$	Capital Expenses	\$143,602
\$242,100	Net Capital Surplus or (Deficit)	\$6,398
\$203,412	Overall Surplus or (Deficit)	\$333,663

**Note General Expenses do not include Amortization Expense which is non cash
(2016-153,908, and 2017-165,458)

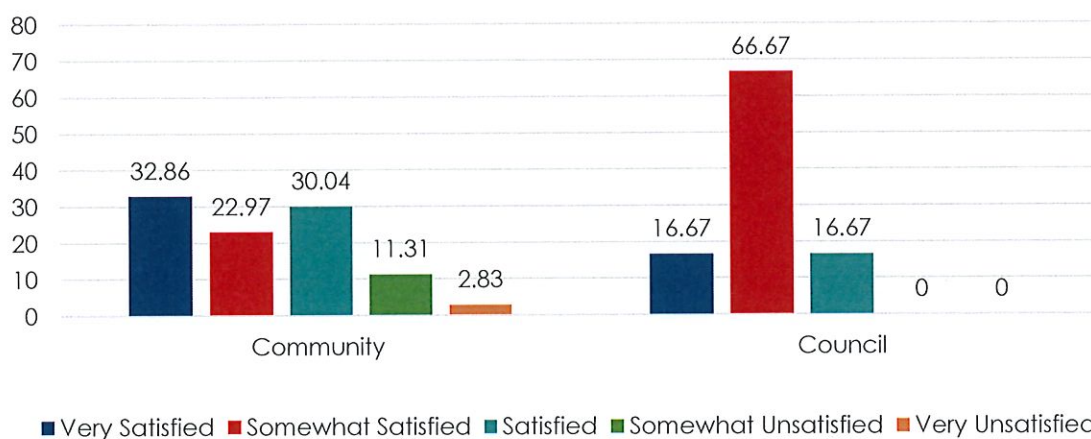


Public Consultation

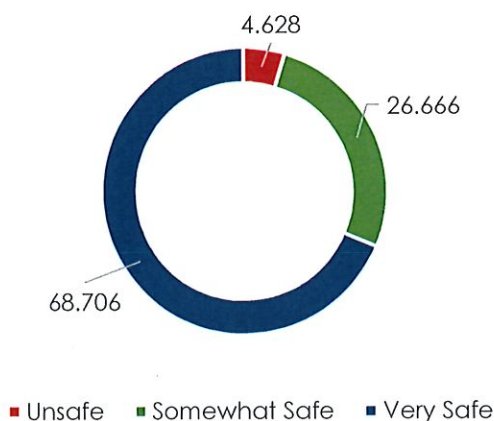
In the Fall of 2016, the Strathroy-Caradoc Police Services Board designed and published online surveys for the Strathroy-Caradoc community, Municipal Council members, and employees of the Service. To those who completed a survey, your participation has helped provide the substance and breadth of our Business Plan 2018-2020 which charts our direction for the immediate and foreseeable future. Your responses with a wide range of comments were extremely helpful.

The combined findings of these surveys are as follows:

Overall Satisfaction with the performance of SCPS (% of respondents)



Feeling of Safety in Residents' Neighbourhoods (% of respondents)





Business Plan 2018-2020

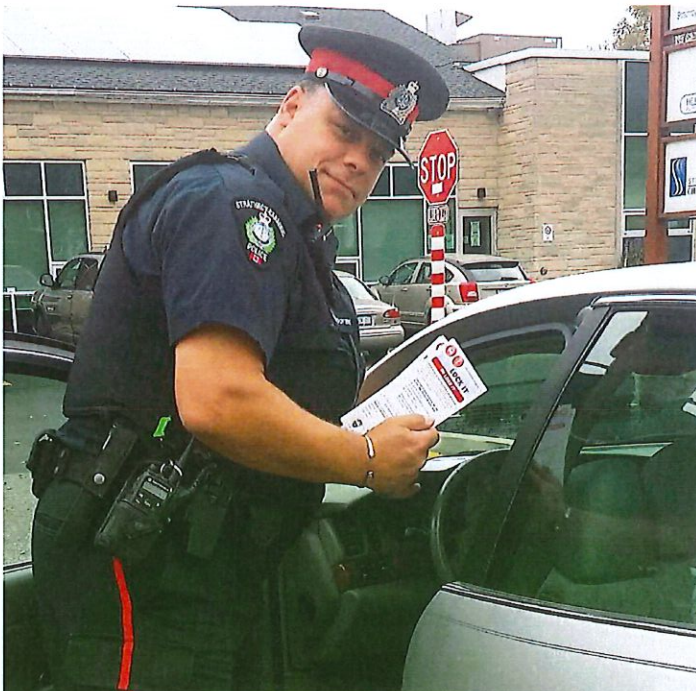
Core Business and Functions

The Strathroy-Caradoc Police Service is a 50-member organization that operates twenty-four hours a day, seven days a week including the operation of a Communications and Dispatch Centre staffed by Police Service civilian members. The Police Service consists of the Chief of Police, Deputy Chief of Police, a Staff Sergeant, Sergeants, Constables, a Civilian Communications Supervisor and 16 civilian staff members.

Administration: The Chief of Police, Deputy Chief of Police and the Staff Sergeant guide the Administration of the Police Service overseeing the administrative affairs of the service, as well as the day-to-day operations of the entire police service.

Uniform Branch: The uniform branch utilizes a platoon system. The platoons work 24 hours per day 7 days per week. A Sergeant supervises each platoon and a supervisor is always deployed. Each platoon is complemented with members with a variety of skills and training including Intoxilyzer technicians, scenes of crime or forensic identification capabilities, motor vehicle accident reconstruction, training in criminal investigations and other specialized areas. The platoons provide general patrol, directed patrol, crime prevention, crime detection, traffic management, traffic law enforcement, road safety, as well as other proactive activities. The platoons prevent, identify and respond operationally to problems in the Municipality. The platoons are the first line responders for most incidents and also participate in beat patrol, bicycle patrol, plain clothes activities, traffic projects, school and other special activities.

Support Services: The Police Service has a Support Services Division consisting of a Police Supervisor in charge of several Support Units including the Court Bureau, Criminal Investigations and Community Services.



The Court Bureau is staffed by a uniform Constable who supports the Courts by providing Court Case Management and prisoner escorts.

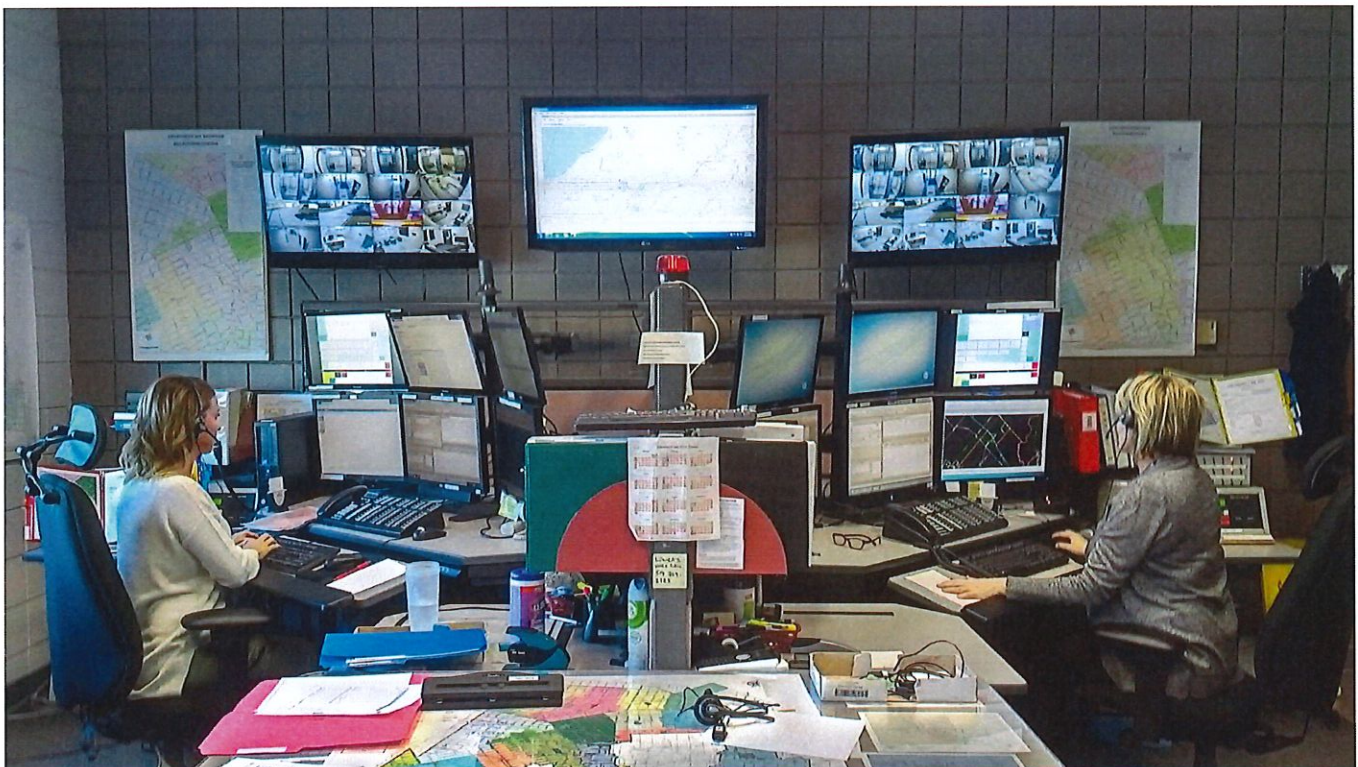
Support Services also has 2 full time Constables assigned as Crime Prevention/Media Relations/Community Resource Officers. The Crime Prevention Officers deal with local crime prevention initiatives and programs within the community. The role of the Community Resource Officer requires spending time in the local schools dealing with issues relating to youth in the Community. Education, deterrence and enforcement are several of the key roles of the Community Resource Officer position. They also spend a great deal of time with children in the primary school system teaching safety to our young



persons, as well as participating in many other proactive duties within the Community. Both members are actively engaged with our media partners providing news feeds and interviews to inform our community members. Many platforms are utilized including traditional media and social media. In media relations, these members often become the face and voice for the Service in providing accurate and transparent reporting of events occurring in our communities.

The Criminal Investigations Division is staffed by two specially trained Detective Constables who undertake serious or specialized criminal cases including offences against children, sexual assaults and other major cases including drug investigations. They undertake the role of the Intelligence officer as a full time participating member of the Criminal Intelligence Service of Ontario (C.I.S.O.) as well as the Domestic Violence Coordinator for the Police Service. They are committed to ongoing training and excellence in the area of Criminal Investigations while also working in cooperation with other Municipal, Provincial, and Federal Police Agencies on any number of investigations or projects.

Communications Bureau: The 911 centre is staffed by civilian members including a Supervisor who manages the daily operations. The centre dispatches police calls for service within Strathroy-Caradoc along with providing fire dispatch services for Municipalities within Middlesex County and the Oneida First Nation. They represent the first line of communication between the Police Service and the public during both emergency and routine calls for service. They are often unseen but provide both initial and ongoing guidance to both community members and first responders attending to a scene.





1. Meet the Changing Needs of the People & Communities We Serve

Priorities/Objectives:

- Improve the effectiveness of SCPS services & supports for citizens served
- Pursue the development of new services that meet the changing needs for citizens served

Actions			Accountability		Measurement
1.1	Understand/analyse online criminal activity, trends and targeted victims	1.1	Chief of Police via Sergeant (Support Services)	1.1	Use of analytical tools with Police RMS system(s)
1.2	Review our community make-up, aging population base, influx of new residents from outside of southwestern Ontario and demands of young residents	1.2	Deputy Chief of Police	1.2	Analyze call types and volume for trends to effectively staff and provide proactive engagement
1.3	Development of on-line reporting access for community members including self reporting and on-line services	1.3	Chief of Police via Deputy Chief of Police	1.3	Monitor overall crime trends, staffing levels and work loads
1.4	Collaboration with OPP policing partners to develop an accident reporting centre at HQ to provide efficient service to customers and insurance providers	1.4	Chief of Police via Deputy Chief of Police	1.4	Accident reporting centre opens and functioning efficiently
1.5	Implement electronic measurements to support traffic safety including use of radar signs, traffic intersection countdowns and photo radar technology to enhance overall community safety	1.5	Deputy Chief of Police via Staff Sergeant	1.5	Monitor/use analytical tools within police RMS system
1.6	Enhance our presence through technical platforms improving on internal & external communications	1.6	Deputy Chief of Police	1.6	Monitor our media/social media accounts to review our effectiveness



2. Strengthen Our Valued Relationships:

Priorities/Objectives:

- Pursue more innovative and comprehensive partnerships and collaborative initiatives, engage in more extensive collective outcomes and benefits for citizens served
- Actively pursue provincial and local advocacy roles and leadership within the policing sector

Actions			Accountability		Measurement
1.7	Continue to enhance our leadership role with the Situational Table, providing valuable input and advocacy for persons involved in the criminal justice system, victims of crime, and persons in crisis.	1.7	Deputy Chief of Police via Sergeant (Support Services)	1.7	Review/enhance protocols and MOU's with external agencies
1.8	Work in concert with the local LHIN to provide support for local incidents, developing a long term solution for an internal security presence at SMGH	1.8	Deputy Chief of Police	1.8	Develop protocols and MOU's with local LHIN
1.9	Develop efficiencies with the Municipal Bylaw enforcement officer by gaining access to SCPS records system to enhance and coordinate investigations, reducing duplication of services	1.9	Staff Sergeant	1.9	Audit of incidents related to Bylaw enforcement, review for efficiency
1.10	Enhance bylaw enforcement actions by supporting and training charge applications and processes	1.10	Sergeant – Support Services	1.10	Develop internal training modules to assist in Bylaw enforcement efficiencies
1.11	Continue to occupy Board positions both inside and externally to policing, fostering the development of SCPS members in developing and mastering their leadership skills	1.11	Chief of Police	1.11	Develop a succession monitor tool to track involvement/participation of members with external agencies
1.12	Support our Municipal staff by continuing to share information and resources to effectively deliver services to our community members	1.12	Chief of Police	1.12	Remain active and engaged across all levels within the Municipal structure



3. Pursue Organizational Excellence:

Priorities/Objectives:

- Develop annual performance Management outcomes that identifies key performance indicators, measure their achievement and report to the Board
- Intensify the application of technology within SCPS as a strategic driver for multiple applications in order to enhance
- Foster an organizational culture of innovation, best practices, continuous learning and improvement engaging all staff and volunteers to optimize performance management
- Develop effective strategies that enhance SCPS ability to recruit and retain qualified and committed staff to serve community members

Actions		Accountability		Measurement
1.13	Develop matrix to record goals/objectives for all members across the organization	1.13	Deputy Chief of Police	Review of matrix annually
1.14	Utilize organizational expertise to identify and prioritize technical exploration, finding the right tools at the right time	1.14	Deputy Chief of Police	Research and review available technologies, finding efficiencies/economies of scale and reliable technologies
1.15	Organize and arm members to capture "ideal organizational culture"	1.15	Chief of Police	Annual 360 employee review, develop internal communication strategy to capture "organizational culture"
1.16	Engage all members to contribute to our hiring/retention program	1.16	Chief of Police	Update Managers during monthly team reviews



Strathroy-Caradoc Police Services Board

Message from the Chair

During my tenure on the Strathroy-Caradoc Police Services Board there have been many changes both in the world of Policing and in the structure and make-up of our service. Through concerted effort and investment in the training of our officers I believe that we have developed a strong service with some core elements as to how the SCPSB functions within the municipality and in providing adequate and effective policing in our community.

Those core elements include having a solid understanding of what our officers are facing daily on the streets and what is required to provide proactive community policing. We continue to have strong relationships with other first responder organizations in our community as well as service providers to help those who have become victims of crime.

Working in a small service such as the SCPS can be rewarding in terms of a much more personal work experience than perhaps policing in a city environment. It can also be challenging in that opportunities for career growth are often limited. The Board has steadfastly been supportive of an environment where we can provide opportunity for personal growth. This has served the SCPS well as our members have a broad depth of experience and skill sets. We will continue to invest in our officers and civilians to make the SCPS a rewarding place to work.

It has been a privilege to be a member of the Police Services Board and to serve as its Chair. Policing is the tip of our Justice System. The stability of our community in terms of crime and crime prevention may not always be at the forefront of people's thoughts but strongly shapes how people feel about the community in which they live. Today's society is changing at a much more rapid pace than in the past and I look forward to working with the SCPS to implement this plan for the betterment of our Service and the community which we serve.



Steve Pelkman, Chair
Strathroy-Caradoc Police Services Board