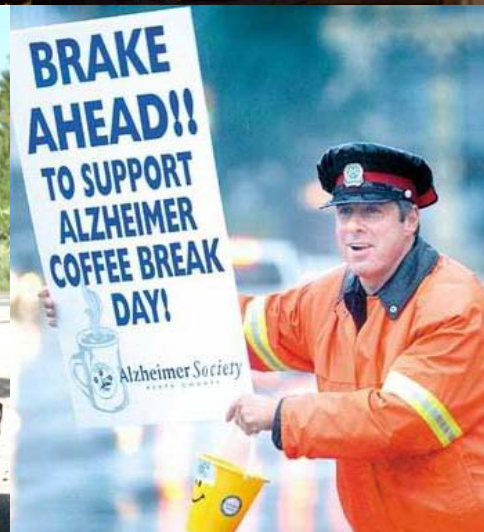
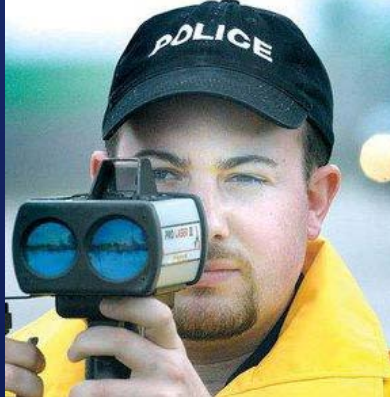


STRATFORD POLICE



2010-2011-2012

ANNUAL REPORT





STRATFORD POLICE SERVICES BOARD

2011 & 2012

(front row left to right)

Vice-Chair..... Ms. Elizabeth Gaffney
 Chair & Provincial Appointee ... Mr. Gerry Reynolds
 Executive Assistant Ms. Linda Edwards

(back row left to right)

Chief of Police Gerald McEwin
 Mayor..... Dan Mathieson
 Community Member Mr. Peter Hyde
 Councillor Mr. George Brown
 Deputy Chief John Bates



2010

(front row left to right)

Vice-Chair..... Ms. Elizabeth Gaffney
 Councillor Mrs. Karen Smythe
 Chair & Community Member ... Mr. Gerry Reynolds
 Executive Assistant Ms. Linda Edwards

(back row left to right)

Provincial Appointee Mr. Roger Black
 Chief of Police Gerald McEwin
 Deputy Chief John Bates
 Councillor Mr. Dave Hunt

The Stratford Police Service would like to thank Graphic Design by Xenium Information and Technology Corporation.

JOHN BATES

Chief of Police

Chair and Members of the Stratford Police Services Board:

It is my pleasure to report to the Board on some of the recent undertakings, challenges and successes enjoyed by the men and women of the Stratford Police Service. The Service continues to pride itself on being open, transparent and accountable to the community it serves. By means of this Annual Report, our community is able to gain a perspective into the many ways in which we serve the public each and every day. One of the cornerstones of our police service was, and continues to be, the forging of our strong relationships with our community members and various partner organizations. This report highlights the manner and degree to which our members engage with the community so as to maintain and enhance public safety through professional and compassionate service delivery.

From a financial point of view, we have been successful in living within our means; however, our challenge will continue to be balancing responsible fiscal management with the varying and diverse demands for service our community has come to expect, enjoy and afford.

It is with particular pleasure that I am pleased to report that our annual statistics related to violent crimes, such as assaults and robberies, continue to reside below the national and provincial averages. This past year our non-violent property crimes also trended below the provincial and national numbers. This speaks well not only to the levels of protection provided by our Service but also to the degree in which our citizens and visitors adopt personal and practical crime prevention measures.

Our police service continues to make strong advances in the exploitation of new and emerging information technologies. As our community continues to grow and embraces the latest I.T. and digital media advances, so shall we.

The Stratford Police Service continually looks to improve upon its service delivery mechanisms and build upon the very positive relationships it enjoys with the community. Our police service, as do many others across the country, faces some very interesting and potentially complex issues. Currently, one of our most daunting challenges is the increasing necessity, because of our unique role in society, to engage with individuals who are struggling with mental illness. Unfortunately, and in ever-increasing frequency, this complex public health issue becomes a public safety matter requiring police intervention and resources. We as a Service continue to look for adoptable strategies to resolve such matters as effectively and peaceably as possible.

I would like to take this opportunity to publicly acknowledge my sincere appreciation to the Stratford Police Services Board for its continued support and guidance during our recent leadership transition and reorganization process. My sincerest gratitude



also goes out to the members of Stratford City Council for their unwavering support and expressions of confidence in the members of our police service. I am also grateful for the ongoing support and dedication demonstrated this past year by Deputy Chief Michael Bellai, Inspector Sam Theocharis, our Resource Coordinator, Sandra Hutchison and of course our Administrative Assistant, June Wilson-Junner.

Finally, as the Chief of Police, I remain exceptionally proud of all the members of the Stratford Police Service. Our members continue to be our Service's greatest asset and I look forward to seeking opportunities to facilitate their growth and development through the adaptation of new and varied training opportunities and venues. It is indeed a privilege and an honour for me to lead a team that, each and every day, exemplifies professionalism and delivers excellent policing to our community. Through both their internal and external community collaborations, our members help to ensure that Stratford remains "the safest place to be!"

John Bates
Chief of Police

JUNE WILSON-JUNNER
Administrative Assistant

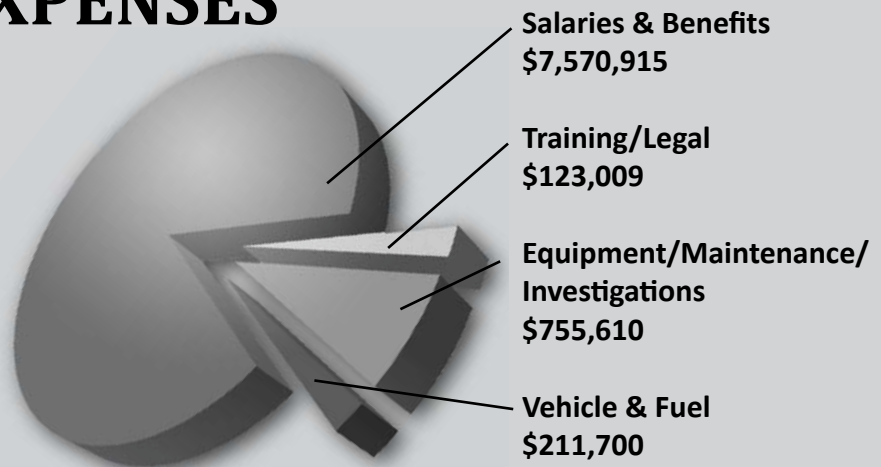


2010 FINAL EXPENSES

Actual Expenses
\$8,661,234

Revenue
\$562,302
(Includes Contributions from Reserves)

Net Expenses
\$8,098,932

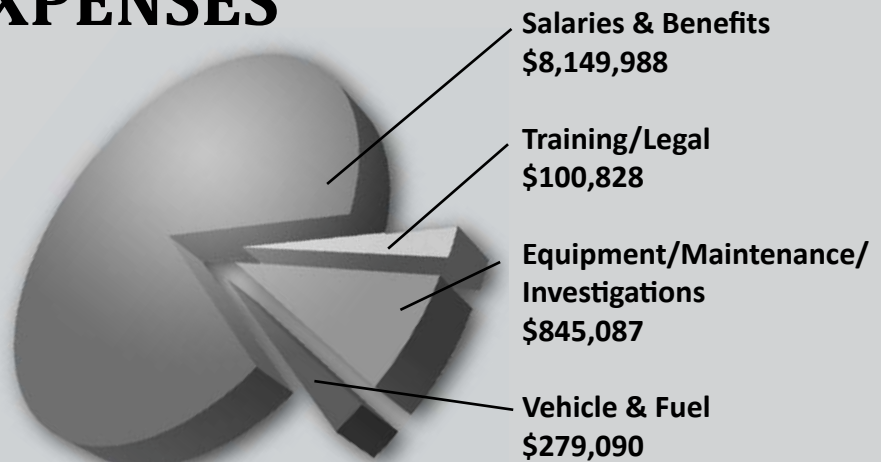


2011 FINAL EXPENSES

Actual Expenses
\$9,374,993

Revenue
\$569,949
(Includes Contributions from Reserves)

Net Expenses
\$8,805,043

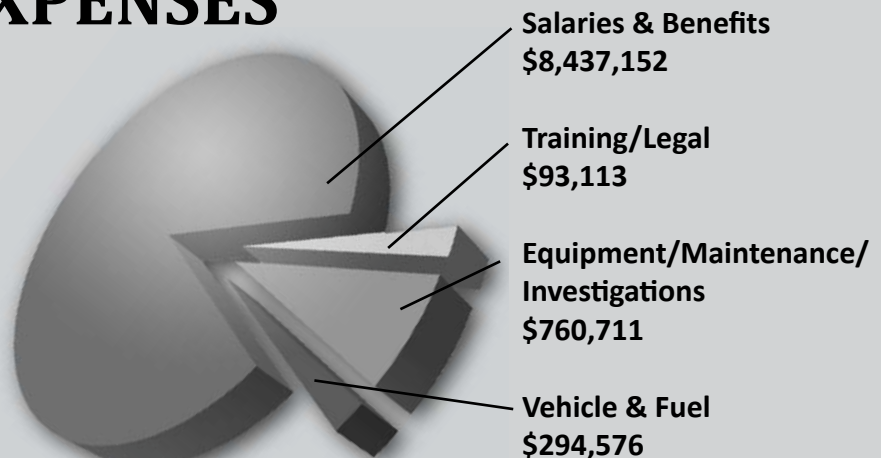


2012 FINAL EXPENSES

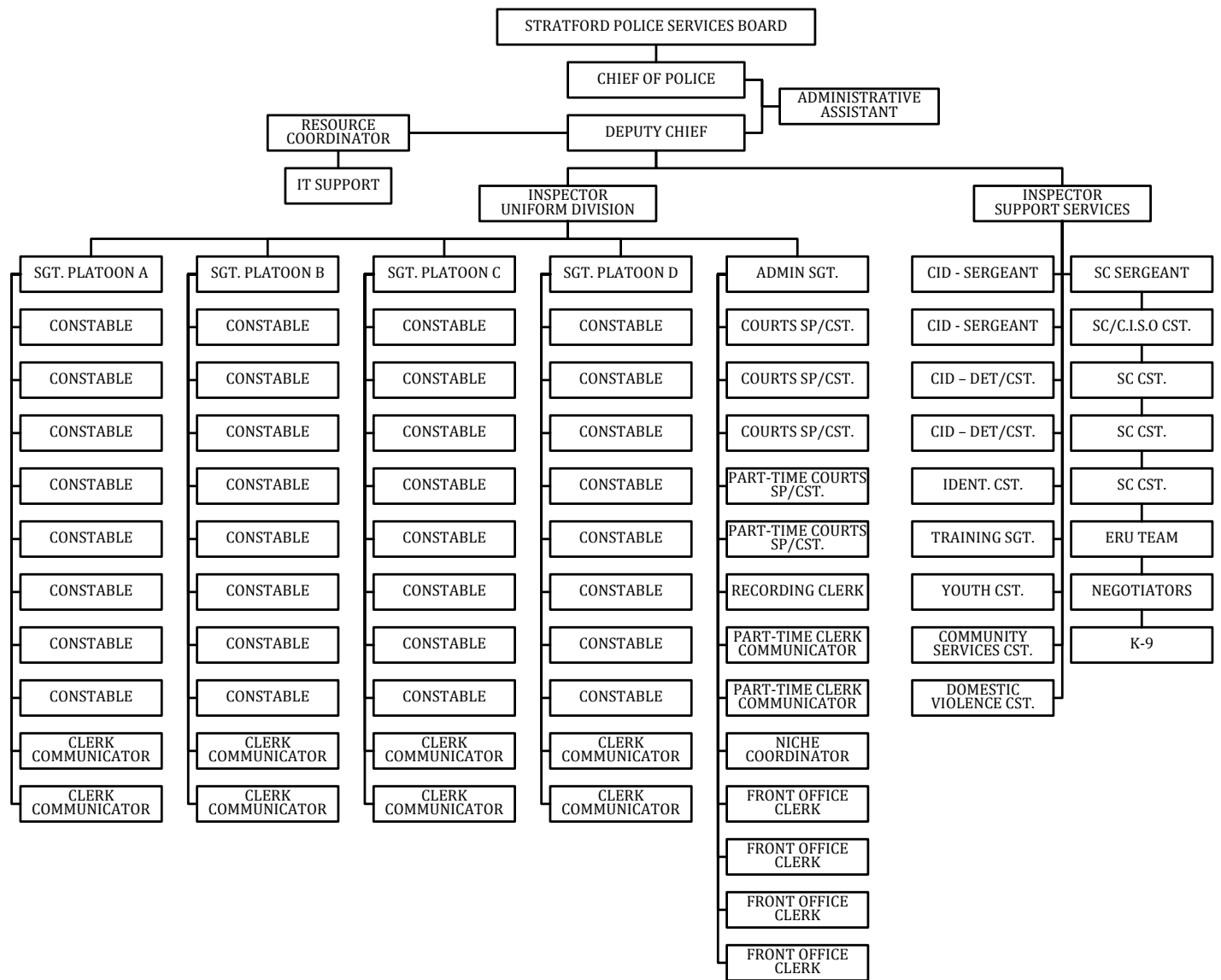
Actual Expenses
\$9,585,552

Revenue
\$632,417
(Includes Contributions from Reserves)

Net Expenses
\$8,953,135



STRATFORD POLICE ORGANIZATIONAL CHART



STRATFORD POLICE WELCOMES OUR 16TH CHIEF OF POLICE

JOHN T.W. BATES

On March 1, 2012, John T.W. Bates became the 16th Chief of the Stratford Police Service. Chief Bates began his policing career with the Brantford Police Service in 1985 where he ascended to the rank of Inspector. In 2006, the Stratford Police Services Board appointed then Inspector Bates as Stratford's Deputy Chief.

A Change of Command Ceremony was held on April 3, 2012 at the Stratford City Hall Auditorium. Inspector Michael Bellai was the Master of Ceremonies for the event which included an Honour Guard, Police Piper and remarks from guests and dignitaries. Hamilton Police Superintendent Dan Kinsella delivered greetings on behalf the New York & Eastern Canada Chapter of the FBI National Academy Associates; an organization of which Chief Bates is a proud member. The 'Administration of Oath' was officiated by Her Honour Justice Katie McKerlie and Stratford Mayor Dan Mathieson. A highlight of the ceremony was the symbolic exchange of command by means of the 'Ceremonial Sword.' Outgoing Chief Gerald McEwin relinquished command of the Service by passing the ceremonial sword to the Board Chair, Mayor Mathieson – representing the civilian governing authority over the police service – who then transferred command of the Stratford Police Service to Chief Bates.

During his remarks to those in attendance, which included family, friends, co-workers and former colleagues, Chief Bates acknowledged and thanked the many individuals who had offered him guidance, afforded him exceptional opportunities



for professional development and supported him during his career.

Chief Bates, long a proponent of continuing education, expressed his earnest desire, through an open door policy, to work collaboratively with the community, policing partners and Service members to “deliver an even more robust police service” in Stratford.



Chief John Bates with retired Chief Gerald McEwin



Chief John Bates, his wife Sandy and their children

PERSONNEL ANNOUNCEMENTS

INTERNAL PROMOTIONS

September 1, 2010	Michael Bellai Inspector of Support Services
October 1, 2010	Todd Ferguson Sergeant of Drugs/Intelligence
March 1, 2012	John Bates Chief of Police
May 14, 2012	Kelly Hammond Court Recording Clerk



Sergeant Todd Ferguson and Chief McEwin



Inspector Bellai

INTERNAL APPOINTMENTS

January 1, 2010	Todd Ferguson Criminal Investigations Constable
January 1, 2010	Jason Clarke Drugs/Intelligence Unit
January 1, 2010	Tony Burrows Drugs/Intelligence Unit
January 1, 2010	Steve Shaw General Patrol Constable
January 1, 2010	Mark Taylor C.I.S.O. Liaison Officer and Acting Sergeant of Drugs/Intelligence Unit
January 1, 2010	Jamie Hood General Patrol Constable
January 5, 2010	Scott Campbell Criminal Investigations Constable
November 1, 2010	Peter Kolkman Criminal Investigations Constable
January 1, 2011	Brendan McDonald Administration Sergeant
January 1, 2011	D. James Wilson Platoon Sergeant
January 1, 2011	Paul Pitblado Acting Sergeant
January 1, 2011	William Huivenaar Acting Sergeant
January 1, 2011	Jamie Hood Acting Sergeant
January 1, 2011	Jamie Taylor Acting Sergeant
June 13, 2011	Matt Peck Constable Drugs/Intelligence Unit
September 1, 2011	Rebecca Morissette Domestic Violence Constable
September 1, 2011	David Stewart Community Service Constable
September 1, 2011	Robert Viani General Patrol Constable
January 1, 2012	Jamie Taylor Street Crime Unit
January 1, 2012	Tony Burrows Youth Constable
May 7, 2012	Carl Weller Constable of Identification Section

EXEMPLARY LONG SERVICE AWARDS

30 Year Bar

- February 17, 2010 Philip Psutka
Identification Officer
- September 3, 2010 William (Bill) Taylor
Constable
- October 4, 2011 Douglas Glennie
Platoon Sergeant
- February 9, 2012 John Hackett
Constable



PC Phil Psutka and Chief McEwin

20 Year Medal

- January 2, 2010 Gerry Foster
Sergeant/Training
- February 5, 2010 Deborah Jackson
Constable



Deputy John Bates, PC William Taylor and Chief Gerald McEwin

20 Years Service Recognition

- May 7, 2010 Leslie Lennon
Clerk Communicator

25 Years Service Recognition

- August 30, 2011 Tony Burrows
Constable Drugs/Intelligence Unit
- November 13, 2011 Robert Byatt
Detective Sergeant
- November 24, 2011 Barb Conrad
Recording Clerk
- January 12, 2012 Kristine Bryn
Clerk Communicator
- November 30, 2012 Paul Pitblado
Acting Sergeant



Chief Gerald McEwin, Sergeant Douglas Glennie and Deputy John Bates



Sergeant Gerry Foster and Chief McEwin



Chief John Bates, Sergeant Rob Byatt and Inspector Mike Bellai



Deputy Bates, PC Deb Jackson and Chief McEwin

HIRED

April 29, 2010	Laura Brown Constable
September 3, 2010	Joshua Nahrgang Constable
September 3, 2010	Michael Weyers Constable
March 14, 2011	Patrick Kelly Special Constable
August 29, 2011	Jeff Serf Constable
May 7, 2012	Darren Fischer Constable
May 14, 2012	Kelly Hammond Court Recording Clerk
June 4, 2012	Jeffrey McGregor Constable



*PC Laura Brown Graduation
Valedictorian*

GRADUATION

July 29, 2010	Laura Brown Constable
December 2, 2010	Joshua Nahrgang Constable
December 2, 2010	Michael Weyers Constable
December 1, 2011	Jeff Serf Constable



Inspector Bellai, PC Mike Weyers, Chief McEwin, PC Joshua Nahrgang and Deputy Bates



PC Dave Stewart, Deputy Bates, PC Jeff Serf, Chief McEwin and Inspector Bellai

RETIRED

April 17, 1973 - Dennis Jackson
August 31, 2010 Inspector of Support Services

September 3, 1980 - William Taylor
September 30, 2010 Constable

December 10, 1979 - David Ashkanase
January 31, 2012 Youth Constable

January 1, 1968 - Gerald McEwin
February 29, 2012 Chief of Police

August 1, 1976 - Robert Ash
March 31, 2012 Platoon Sergeant

October 15, 1990 - John Hackett
March 31, 2012 Constable
(Started Feb. 9, 1982 with Toronto PS)

February 17, 1980 - Philip Psutka
May 31, 2012 Identification Constable

November 24, 1986 - Barb Conrad
July 31, 2012 Recording Clerk



Deputy Bates, Police Service Board's Chair Gerry Reynolds, PC Bill Taylor & Chief McEwin



PC David Ashkanase



Chief John Bates & PC Phil Psutka



Sergeant Robert Ash & Chief John Bates



Mayor Dan Mathieson, Court Recording Clerk Barb Conrad & Chief John Bates



PC John Hackett

RETIREMENT – INSPECTOR DENNIS JACKSON

APRIL 17, 1973 – AUGUST 31, 2010

Inspector Dennis Jackson served the citizens of Stratford as one of its police officers for over 37 dedicated years.

Inspector Jackson joined the Stratford Police Service on April 17, 1973. In May 1, 1988 he was promoted to the rank of Sergeant presiding over a platoon and in 1992 working in the Criminal Investigations Branch. On April 1, 1993 he was again promoted, this time to the rank of Inspector. During Inspector Jackson's 37 year career with the Stratford Police Service, he fulfilled the roles of;

- Traffic Officer
- Training Officer
- Breathalyzer Technician
- "Special Weapons Unit" Officer
- Acting Sergeant
- Sergeant
- Inspector
- President of the Senior Officer's Association

Inspector Jackson successfully completed a multitude of training courses over his career. Some of which are noted below;

- Recruit training at the Ontario Police College
- The Breathalyzer Course
- Advanced Training
- Several Management Training Courses including the Senior Police Administration Course and Executive Development course at the Canadian Police College
- Incident Commanders Course

Inspector Jackson was a well-respected member of our Service



and throughout his career he achieved the confidence of both the Administration and his peers. Shortly after becoming an Inspector in 1993 he was responsible for overseeing two murder investigations within one month. In 1994 his division investigated a massive sexual offences case spanning over many years and affected so many youth and their families in our community. He was an extremely dedicated police officer and worked very hard in the furtherance of the service as a whole.

Inspector Jackson's personnel file is chalked full of many letters of thanks and commendations that were penned by both supervisors and citizens alike. A common theme of those letters speaks highly of his professionalism and his integrity.

Inspector Jackson's departure from the Service left one of those 'hard to fill' voids in our organization. It was, however, a retirement that was both well-deserved and well earned. We wish Dennis, his wife Jean and their family all the best for a long and prosperous future.



Inspector Dennis Jackson pictured in front of satellite police station during the weekend long Ovation Concert in 2005

RETIREMENT – CHIEF GERALD W. MCEWIN

JANUARY 1, 1968 – FEBRUARY 29, 2012

A lifelong resident of Stratford Gerald McEwin began his career with the Stratford Police Service as a constable on January 1, 1968. He was promoted to a Platoon Sergeant on October 1, 1986 and then to the rank of Inspector on January 20, 1990. On June 1, 1992 he was promoted to Deputy Chief and after the retirement of Chief Lewis Lawson, Gerald McEwin was promoted, becoming our 15th Chief of Police, on October 1, 1996. After an incredible 44 years of policing with Stratford he retired on February 29, 2012.

Chief Gerald McEwin was the first member of the Stratford Police Service to be invested as a member of the “Order of Merit of the Police Forces” He attended a ceremony presided over by Governor General Michaëlle Jean at Rideau Hall in Ottawa. The Order was created in October of 2000 to recognize “conspicuous merit and exceptional service” by members and employees of Canadian Police Forces.

Throughout Chief McEwin’s career he sat on a variety of committees, including the Perth County Task Force on Crystal Methamphetamine and the City’s Sub-Committee for the Protection of People and property. He was an active member of the Ontario Association of Chiefs of Police including being a former director of Zone 5. He started our Bicycle Patrol unit



Deputy Bates and Chief McEwin

in the late 1990’s as part of the Community Policing initiative which has been very successful to this day!

Chief McEwin had an open door policy and would always make time to listen to anyone with an idea or complaint. He was very proud of his police service consisting of 57 Sworn Officers and 21 Civilians including two part-time Communicators. He was not only respected by his staff but also by the relationships he had developed over time with other police departments. One such example of this was when he asked for back-up in 2006 at the opening day of the Festival Theatre which was threatened by possible violent protesters. Police teams responded from Toronto, Hamilton, London and Waterloo Regional. A close bond has been maintained with the police services we share computer systems with, and they are Waterloo Regional, Guelph and Brantford. Without this close working relationship we would not be able to keep up with the technology of today financially. Chief McEwin has witnessed policing going from daily pen and paper reports to full computerization.

Community involvement has also been large part of Chief McEwin’s personal life. He has been a Rotarian for over 17 years and sat on the local Boards for St. John Ambulance and the Stratford Cullitons Junior B Hockey Team.

We wish Chief Gerald McEwin along with his wife Carol and family all the best in his retirement. He loves the East Coast and travelling almost as much as being involved with his family and four grandchildren.

A commemorative poster for Chief Gerald McEwin. At the top, it reads "POLICE LEADERSHIP CHIEFS OF POLICE IN ONTARIO". Below this is a circular logo for "Ontario Police College Recruit Class RB-47" featuring a portrait of a young man in a police uniform. To the right is a larger portrait of Chief Gerald McEwin in a dark blue uniform with a red band on his cap. Below the portraits is a quote: "Ability is what you are capable of doing. Motivation determines what you do. Attitude determines how well you do it." attributed to Lou Holtz. At the bottom, it says "Chief Gerald McEwin STRATFORD POLICE SERVICE". There are logos for the "ONTARIO ASSOCIATION OF CHIEFS OF POLICE OACP" and "ONTARIO POLICE COLLEGE". The text "Partners in leadership training and development" is written in a cursive font. At the very bottom, it says "Prepared by York Regional Police".

MIKE BELLAI

Deputy Chief

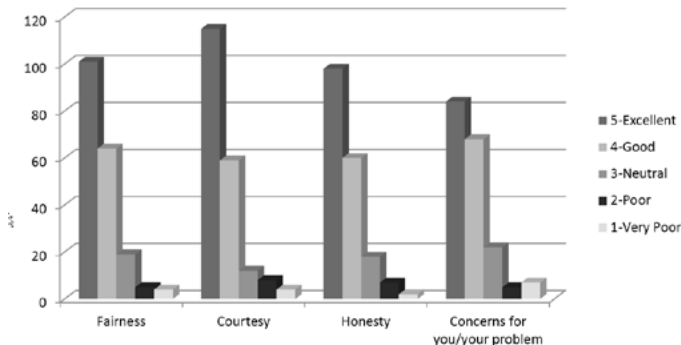
During the 2010-12 time periods the Stratford Police Service has continued to provide the community of Stratford with a high quality police service. The men and women of Stratford Police Service are dedicated to their community and abide by our mission statement "To Serve and Protect in Partnership with our Community". In doing so while performing their daily duties The Stratford Police Service's vision to continually make the City of Stratford "The Safest Place to be" is ensured.

Training

The men and women of the Stratford Police Service continually attend and receive the most up to date training internally through annual use of force training and through the Ontario and Canadian Police Colleges. The Stratford Police Service is committed to providing the most current available training to our officers to ensure they are providing the best service to the citizens of Stratford. The Service introduced our first Canine Unit in 2012 and welcomed our first Police Service Dog "Baron" who is assigned to Canine Handler Constable Matt Peck.

Satisfaction

In keeping with dedicated service to our community the Stratford Police Service conducted a community input survey in 2012. The results of the survey and the overall perception of the Stratford Police Service were excellent in the categories of fairness, courtesy, honesty and concerns for you/your problem.



The overall satisfaction with The Stratford Police Service was 46% very satisfied, 44% satisfied, 8% somewhat satisfied and 2% unsatisfied.

Technology

The Stratford Police service continues to make strides towards increasing our effectiveness through new technological initiatives. Our relationship with the Police Regionalized Information and Data Entry (P.R.I.D.E.) shared with Waterloo Regional Police, Guelph Police and Brantford Police Services allows us to stay current with our NICHE and Records Management Systems. In the future the Stratford Police Service will be implementing

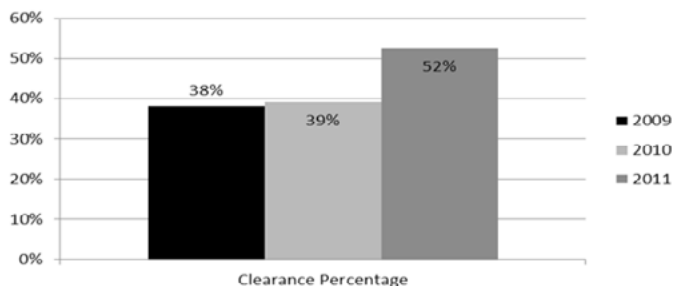


Electronic Crown Briefs, Electronic Ticketing and Electronic MVC reports.

Crime Clearance

The men and women of the Stratford Police Service in Uniform Patrol and Investigation Units work diligently to ensure crimes are solved and victims of crime are satisfied with the services response to criminal matters. The Stratford Police Service has continued to dedicate themselves to solving criminal matters, the rate of crime clearance has continued to climb over the past years.

Overall Crime Clearance Rates



Future

The Stratford Police Service continues to strive towards providing the citizens of Stratford a high quality police service by enhancing officer training and internal efficiencies through technology to allow service members to provide essential core police services to the community.

I am proud to be a part of the administrative team of the Stratford Police Service and privileged to lead the fine, dedicated men and women of the Stratford Police Service who selflessly serve the community of Stratford bravely with honesty, integrity and courtesy.

SANDRA HUTCHISON

Resource Coordinator

RECORDS MANAGEMENT

In November of 2010 our Xerox machines were connected to our internal network for scanning documents to our employee's e-mail accounts. In November 2011, we began scanning documents such as statements and motor vehicle accident reports directly to our records management system, soon followed by officers' notebook entries. This process keeps documents filed under the occurrence report, and is also the first step in creating e-brief's for the Crown's Office.

Our legacy (PRC) Records Management System was terminated on February 4th, 2010 after the required files were transferred into our current (Niche) RMS. Now, we can query new and old records through one RMS program, saving time and making it easier to train new employees.

RECORDS CHECKS

Over the past three years the records check process has increased in complexity. We now offer three types of records checks;

1. Criminal Record Check (criminal convictions only)
2. Police Records Check (negative contacts and criminal convictions)
3. Police Records Check plus a Vulnerable Sector Check (for Stratford Residents who want to volunteer or be employed by agencies responsible for the well-being of vulnerable persons)

The Vulnerable Sector Check is an exclusive search into the database of Pardoned Persons. If a person in the database matches the sex and date of birth of the applicant, they must submit fingerprints to positively identify themselves. In 2011, training on processing records checks was provided province-wide to maintain consistency amongst Police Services. In the last quarter of 2011 an electronic fingerprint process was introduced; cutting the response time by the R.C.M.P. to hours rather than months. In 2012, all civilian fingerprints were processed electronically for employment, adoption and immigration purposes. Also in 2012, a representative from the Perth County OPP and I were invited by the Volunteers in Perth organization to speak about the new records check process.

N.E.N.A. (National Emergency Number Association 9-1-1)

The 9-1-1 infrastructure is changing in Canada to an I.P. network. The I.P. network will be the base for NG9-1-1 (Next Generation 9-1-1). Part of the first phase is T9-1-1 (Text with 9-1-1) for registered users who are hearing/speech impaired. The second part is "In Call Location Update", our communicators will be able to retrieve an updated location of a cellular



caller by the push of a button.

Our communicators in the past three years have answered over 4,500 non-emergent "9-1-1" calls. The majority of these non-emergent calls are from cellular phones with unlocked keypads. This number is disconcerting because it wastes time and resources trying to locate the caller.

TECHNOLOGY

Our technology section is continuously changing, only a few of the projects are outlined in this section.

In order to give our Communicators, sergeants and front line officers access to the internet and not compromise their computers we installed a server with the program Citrix which shows up as a link on their desktops in 2011.

As of 2012 all of our staff use dual authentication to access the sensitive information on our computers by using smart cards and passwords. We installed temperature probes in both of our server rooms which will alarm in dispatch when the temperature rises above 24 degrees Celsius. To help alleviate the heat in our server rooms we have purchased virtual servers that can house up to eight servers. As of November in 2012 we installed a B.E.S. (Blackberry Enterprise Server) on one of our virtual servers to accommodate officers issued Blackberry phones. Our lines between us and Waterloo Regional Police were upgraded to fibre and we moved from a private data network for our mobile workstations in the cruisers to Bell's 3G network. The 3G network will allow us to update our mobile workstations automatically.

I would like to thank Jeremy, the extra support from Xenium and the I.T. section at Waterloo Regional Police Service.

I would also like to thank all of our staff for their patience and understanding when it comes to complicated technical issues where nothing is as easy as it seems.

ONTARIO POLICE COLLEGE / CANADIAN POLICE COLLEGE

2010 Training Schedule

Date	Officer	Course
Jan 4 & 5/10	Foster	Use of Force Trainer Skills Development Course Level 1
Jan 21/10	Insp Theocharis, Foster	CPKN Seminar
Jan 20/10	Foster, Pitblado, Whomersley, Robinson, Menzies, Peck, Ferguson, Campbell, Pender, J. Taylor, K. Clark, Steeves, Bellai, Burrows, Hartleib, M. Taylor, J. Clarke, John Wilson, Jim Wilson, Stewart, Ashkanase, Viani, Schuurman, Kolkman, Tracey, Insp Theocharis	Provincial Weapons Enforcement Unit Presentation
Feb 8-9/10	Stewart	Reducing the Risk of Lethal Violence
Feb 16-18/10	Stewart	Principles of Threat Assessment Training
Feb 16/10	John Wilson	Fraud Education Seminar
Feb 22-March 5/10	Ferguson	Major Case Management Software Course
Feb 25-26/10	Viani, Ashkanase	Youth & Crime Conference
March 14-19/10	M Taylor	Covert Handler Course
March 22-26/10	Hartleib, Burrows	Expert Witness OACO Toronto PS
Mar01-12/10	J. Clarke	Drug Investigation Course-OPC
March 22/10	Ashkanase	Engagement Workshop on Youth and Gangs
Mar 29-April 1/10	Gray, Peck	Coach Officer Course - London PS
Mar 29-April 30/10	Johnson	Basic Tactical Officer Course
April 6-16/10	Hammond	CPIC Terminal Operator
April 26-29/10	M. Taylor, Hartleib	Dynamic Entry/High Risk Vehicle Stop Course
April 12-23/10	Van Gestel, Willows	Intoxilyzer 5000 Training Windsor
April 19-30/10	Campbell	Fraud Investigation Course
April 22/10	Byatt, Ferguson	WRPS 2010 Fraud Conference
May 2-5/10	Sproat	Canadian NICHE User Conference
May 3-5/10	Bellai	Leadership Potential FBINAA
May 5-July29/10	L. Brown	Basic Constable Training Program
May 6&7/10	J. Clarke, Burrows	C24 training WRPS
May 10-14/10	Steeves, K. Clark, Pender, Robinson, Johnson	Crisis Negotiation Course
May 12-14/10	Pitblado, Hackett, Peck, Coghlin, Stewart, J. Clarke	Crisis Negotiation Re-Certification Course
May 14/10	D/C Bates, Insp Jackson, Insp Theocharis	Incident Commander - Training
May 10-21/10	J. Taylor, Jardine	Drug Recognition Expert Training Kingston
May 25-28/10	Viani	Introduction to CPTED
May 26-28/10	Insp Bellai	Leadership Potential FBINAA
May 26-28/10	Burrows	CALEO - Guns&Gangs
June 2/10	Foster	Conducted Energy Weapon Session
June 7-9/10	Bryn, Monden, Lennon	Clerk Communicators Conference
June 9-10/10	Glennie, Jordan	Team Building Course - Waterloo
June 13-17/10	J. Taylor, Jardine	Drug Recognition Expert Training Arizona
June 14-25/10	Ferguson	Fraud Course
June 15/10	John Wilson, Viani	Elder Abuse Seminar
Aug 23-25/10	Foster	Police Response to Active Shooter Instructor Cert.

Sept 1-2/10	Foster	Team Building Course
Sept. 13-24/10	Byatt	Investigating Offences Against Children
Sept 13-16/10	Foster	Suspect Apprehension Pursuit Train the Trainer
Sept 20-Oct 8/10	Jardine	Technical Collision Investigation – Level III
Sept 28-30/10	Campbell	Reid Investigative Interviewing - Child Abuse Investigator
Sept 28/10	D/C Bates, Insp Bellai, Insp Theocharis	Diversity and Professional Practice
Oct 4-8/10	Campbell	Homicide Investigation
Oct 6/10	Foster	MNR- Human-Wildlife Conflicts
Oct 8/10	Foster	West Nickel Mine School Shooting Presentation
Oct 13&14/10	Insp Bellai, D/C Bates	FBINAA
Oct 18-21/10	M. Taylor	2010 CISO Fall Conference
Oct 18-22/10	Viani	PSA, Police Complaints Resolution
Oct 17-22/10	Byatt	Statement Admissibility
Oct 17-22/10	J.Clarke	Introduction to Undercover Operators Course
Oct 18-29/10	Pitblado	Front Line Supervisor Course
Oct 26 & 27/10	Stewart	Reducing the Risk of Lethal Domestic Violence
Nov 1-3/10	Insp Theocharis, Foster, Pitblado	CCII Fall Annual Conference
Nov 15-19/10	Insp Bellai	Critical Incident Response Course
Nov 16-18/10	Burrows	ONGIA Gang Conference
Nov 21-26/10	Hartleib	Covert Operation Handler
Nov 29-Dec 10/10	Hartleib	Intelligence Officer Course
Nov 30/10	Stewart	SWRCC - London
Nov 30 & Dec 1/10	John Wilson, Byatt	Child Interviewing Course Halton Reg. PS
Dec 9/10	Campbell, Ashkanase	Interviewing Children Seminar
Dec 6/10	Insp Theocharis, Foster	OSOR E-Learning Course
Dec 17/10	Shaw	Use of Force Trainer Certificate



*Two officers from the Netherlands attended our Police Service as part of their training in 2011.
From left to right: PC Rob McMillan, Konstable Nicole Hendricks, Inspector Mike Bellai, Inspector Sam Theocharis, Konstable Hotger Kleefstra and PC Dave Frei*

ONTARIO POLICE COLLEGE / CANADIAN POLICE COLLEGE

2011 Training Schedule

Date	Officer	Course
Jan 10-14/11	Campbell	Investigative Interviewing Techniques
Jan 10-14/11	J. Clarke	Search Warrant Course
Jan 12&13/11	Pitblado, M. Taylor, Hood	Team Building - Waterloo
Jan 12 - 14/11	J.Taylor, Peck, Coghlin	Human Source Development - CISO
Jan 17 - 28/11	Tracey, Willows	Scenes of Crime
Jan 19-21/11	Insp Theocharis	Incident Command Refresher
Jan 24 - Feb 2/11	Kolkman	Ontario Major Case Management
Jan 31 - Feb 11/11	Ferguson, Foster	LEADER Course
Feb 1-3/11	Insp Bellai, Insp Theocharis	Police Leadership Development and Management
Feb 7-16/11	McDonald, Campbell	Ontario Major Case Management
Feb23-25/11	Viani, Ashkanase	Youth & Crime Conference
Feb 28-Mar 1/11	Insp Theocharis	PAO - Labour Conference
Feb 28-Mar 4/11	Insp Bellai	PSA, Police Complaints Resolution
March 3/11	Viani	HSJCC Conference
March 7&8/11	Stewart	Family Violence in Culturally Diverse Communities
April 4/11	MacDonald, Bryn, Innes	Ultimate 911 Training
April 4-7/11	M.Taylor, Kolkman	MAGLOCLN Conference - Cyber Crime
April 4-8/11	Byatt	Internet Investigation
April 4-8/11	Morissette	General Investigation Techniques
April 11-15/11	Burrows	Online Internet Tech - OPC / CISO
April 11-15/11	Bentley	Advanced Patrol Training
April 11-21/11	Kolkman	Sexual Assault Course
April 21/11	John Wilson	Fraud Seminar - WRPS
April 27/11	Stewart	High Risk Violence Conference
April 27-28/11	Ferguson	Team Building
May 10/11	Huivenaar	Master RADAR/LIDAR Instructor Requal Course
May 9-20/11	Kolkman	Managing Investigation Using Power Case
May 24-27/11	Pitblado	Carbine Instructor Course
May 24-25/11	Peck, Robinson	Ontario Drug Endangered Children (DEC) Conference
May 25-26/11	Huivenaar	2011 OACP Traffic Seminar OPC
May 31-June 2/11	Viani	Elder Abuse Conference
May 29-June 1/11	Smidts, Reid	Police Communicators Conference 2011
May 31-June 10/11	Jardine	Standardized Field Sobriety Course
June 1-3/2011	Peck, Coghlin	Human Source Development - CISO
June 14/15/2011	Lennon	Core Competencies Review - OPC
June 20-30/2011	J. Taylor	Front Line Supervisor Course
Aug 29-Sept 2/11	Peck	Investigative Interviewing Techniques
Aug 22 - Sept 02/11	Schuurman	Scenes of Crime
Sept 7/11	Morissette	Interview & Interrogation - Russell Williams
Sept 7 - Dec 1/11	Serf	Basic Constable Training Course
Sept. 12-23/11	Jordan	L.E.A.D.E.R Course
Sept 19-30/11	Frei	Level II Collision Investigation Course - London
Sept. 21/11	K. Clark, J. Taylor, Gray, Coghlin	Fraud Seminar-Stratford
Sept 27/11	Sproat, Hutchison, Hammond	Uniform Crime Reporting (UCR) Seminar
Sept 20/11	Insp Theocharis	OIPRD Information Session
Sept 22/11	Insp Theocharis	Bill C-24 Training OPC OPP GHQ

Sept 27/11	Insp Theocharis, Insp Bellai	C-24 Lawful Justification Senior Officer Seminar
Oct 5-7/11	Jardine, Keating, McMillan, L. Brown	SFST - WRPS
Oct 17-27/11	Morissette	Domestic Violence Course
Oct 24-28/11	Peck	Surveillance Course WRPS
Oct 26/11	Insp Bellai, Insp Theocharis	Human Rights and Policing
Oct 31/11	D/C Bates, Insp Bellai	FBINAA Chapter Training Conference
Nove 3/11	Insp Theocharis	OACP Diversity Committee Symposium
Nov 20-24/11	J. Clarke	Covert Operation Handler Course
Nov 21&22/11	McMillan, Schuurman	Pipeline Convoy Jetway Course 2011
Nov 24/11	Kelly, Schuurman, Tracey	DNA Data Warrant Collection
Nov 28-Dec 2/11	Kolkman	Search Warrant Course
Dec 5-16/11	J. Taylor	General Investigation Techniques
Dec 5-9/11	J. Clarke, M. Taylor	Expert Witness Course
Dec 8/11	Smith	ACIIS Training WRPS




ONTARIO POLICE COLLEGE / CANADIAN POLICE COLLEGE

2012 Training Schedule

Date	Officer	Course
Jan 11-12/12	Reid	Advanced Communication Techniques
Jan 16-20/12	J. Taylor	Search Warrant Course
Jan 16-27/12	Otten	Scenes of Crime Course
Jan 17-18/12	Hartleib, Schuurman	Hate Crime Conference - HCEIT
Jan 24 - 26/12	Monden	Advanced CPIC Course
Jan 30/12	Morissette	Violence and Risk Management - DVC
Jan 30 - Feb 2/12	Weyers, Frei, Otten	SFST Course WRPS
Jan 30 - Feb 2/12	Jardine	SFST Course WRPS Trainer
Feb 6-17/12	J. Taylor	Drug Investigation Course
Feb 7 & 8/12	Pitblado, Robinson	Team Building
Feb 13-17/12	Gray, VanGestel, McMillan	Accident Investigation Level II OPP
Feb 14/12	Kolkman, Campbell	Leadership Seminar Toronto PS
Feb 15 & 16/12	Insp Theocharis	OPC - Promotional Exam Review
Feb 15&16/12	Jardine	Drug Impaired Driving Seminar
Feb 22-24/12	Stewart, Burrows	COYO Youth Officers Conference
Feb 22/12	M. Taylor	Business Writing
Feb 20-24/12	Byatt	Investigative Interviewing Course WRPS
Feb 27 & 28/12	Insp Theocharis	Labour Conference
March 19 - 21/12	Huivenaar	Traffic Officer Course
March 20/12	Ferguson, Campbell, J. Clarke	Human Trafficking Training
April 3/12	Reid, Lennon, Monden	Ultimate 911 Training
April 10 - 18/12	Campbell	Investigating Offences Against Children
April 16-20/12	Morissette	DVC Investigation - Train the Trainer
April 16 - 20/12	Harris	C.P.I.C. Terminal Operators Course
April 16 - 27/12	Kolkman	Fraud Investigation Course
April 19/12	M. Taylor, Insp Bellai	Leadership & Teamwork SymposiumTPS
April 23 - 27/12	Weller, Viani	Advanced Patrol Training
April 30 - May 4/12	Kolkman	2012 Homicide Workshop
May 9/12	Chief Bates, Insp Theocharis	Incident Command Refresher Training
May 14-18/12	J. Clarke	Introduction to Intelligence
May 9/12	Insp Bellai	Incident Command Refresher Training
May 16-17/12	Robinson, K. Clark	OTAB Canadian Tactical Conference
May 28 - June 1/12	Morissette	Investigative Interviewing Course
May 28-June 8/12	Ferguson	Witness Protection
June 11 - 29/12	J. Taylor	Mobile Surveillance
June 13-14/12	M. Taylor	Influential Police Leadership
June 26-27/12	Campbell, Gray, Hood	Team Building
Aug 20-31/12	Van Gestel	Scenes of Crime Course
Aug 20-24/12	Burrows	Youth Officer Course
Sept 24-Oct 12/12	Van Gestel	Technical Collision Investigation Level III
Sept 25-27/12	Campbell	Sexual Assault Investigators Conference
Oct 1-12/12	Nahrgang	Level II Accident Investigation
Oct 15-19/12	Kolkman	Homicide Course
Oct 23-25/12	Reid	Advanced CPIC Query Course
Nov 4-9/12	J. Taylor	Human Source Development

Nov 6-9/12	Pender, Fischer, McGregor, Johnson, Tracey, Jardine	SFST Course WRPS Trainer
Nov 12-22/12	Foster	Forensic Interviewing & Interrogation WRPS
Nov 19-22/12	McDonald, Gray, Jordan, Pitblado, Jim Wilson	CMHA Training SGH
Nov 19-22/12	Monden	Police Fitness Appraisers Course
Dec 3-7/12	M.Taylor, Huivenaar	Advanced Patrol Training



The crest of the Stratford Police Service is centered in the background. It features a crown at the top, a shield with a swan and a beehive, and a banner at the bottom that reads "STRATFORD POLICE SERVICE".

2010 2011 2012 STRATFORD POLICE STATISTICS

Enforcement - Charges Laid	2010	2011	2012
CRIMINAL CODE	1,324	1,114	1,223
CONTROLLED DRUGS & SUBSTANCES ACT (CDSA)	349	263	297
HIGHWAY TRAFFIC ACT & CANADIAN AUTOMOBILE INSURANCE ACT	3,290	3,582	3,287
LIQUOR LICENCE ACT	209	208	167
OTHER PROVINCIAL STATUTE	52	30	59
CITY BYLAW – MISCELLANEOUS	71	71	7
PARKING TICKETS	1,025	997	857



Traffic Enforcement Statistics	2010	2011	2012
Impaired Operation/Over 80 Charges	48	51	65
Breathalyzer Tests	64	52	55
Drug Influence Evaluations (New in 2012)	N/A	N/A	6
Fail to Provide Breath/Blood Samples	1	3	4
Blood Alcohol Concentration - 3, 7 & 30 Day Suspension (Partial, May-Dec)	22	35	30
90 Day Automatic Drivers Licence Suspensions Issued	44	32	46
Roadside Breath Tests - R.I.D.E.	9	18	21
Vehicles Checked - R.I.D.E.	5,310	5,880	7,530
Drivers Prohibited/Suspended	93	87	87
Vehicles Impounded	5	4	1
7 Day Suspension plus Vehicle Impoundment	3	5	9
Dangerous/Careless Driving CCC/PROV	58	77	60
Highway Traffic Act Warnings Issued	1,176	1,384	825



TRAFFIC STATISTICS

MOTOR VEHICLE COLLISIONS	2010	2011	2012
Fatal Motor Vehicle Collisions	0	1	0
Persons Killed	0	1	0
Personal Injury Accidents	103	99	78
Hit and Run Motor Vehicle Collisions	87	105	89
Motor Vehicle Collisions Investigated	573	632	565
Motor Vehicle Collisions Non-Reportable	83	78	78
Total Motor Vehicle Collisions Reported	656	710	643

Criminal Offence Summary

OFFENCE	2010 ACTUAL	2010 CLEARED	2011 ACTUAL	2011 CLEARED	2012 ACTUAL	2012 CLEARED
HOMICIDE (TOTAL)	0	0	0	0	0	0
ATTEMPT MURDER – TOTAL	0	0	1	1	0	0
ASSAULTS (TOTAL)	190	169	157	135	181	169
Sexual Assault	12	11	31	27	15	12
Assault, Level 1	143	123	103	90	136	127
Assault with Weapon/Cause Bodily Harm	24	24	11	9	15	15
Aggravated Assault Level 3	0	0	2	2	2	2
Unlawfully Cause Bodily Harm	1	1	0	0	0	0
Criminal Negligence Causing Bodily Harm	1	1	0	0	0	0
Assault Police/Other Peace Officer	4	4	5	2	7	7
Other Assaults	5	5	5	5	6	6
OTHER SEXUAL OFFENCES	18	18	19	18	5	6
ABDUCTION/KIDNAPPING (TOTAL)	0	0	2	2	3	3
ROBBERY (TOTAL)	8	3	6	6	10	7
With Firearm	1	1	0	0	3	3
With Knife	0	0	0	0	1	1
Other Offensive Weapons	2	1	0	0	0	0
Purse Snatch	1	0	0	0	0	0
Other Robberies	4	1	6	6	6	3
OFFENSIVE WEAPONS (TOTAL)	30	27	33	30	29	27
Possession of Weapon/Imitation	17	16	18	18	13	11
Discharging Firearm with Intent-Domestic	0	0	0	0	1	1
Carry Concealed Weapon	4	4	4	4	4	4
Use Firearm/Imitation commission of offence	4	2	7	5	2	2
Point Firearm/Dangerous Use	1	1	3	2	1	1
Weapons – Trafficking	0	0	0	0	1	1
Possession Contrary to Order	3	3	1	1	4	4
Unsafe Storage	1	1	0	0	3	3

Criminal Offence Summary

OFFENCE	2010 ACTUAL	2010 CLEARED	2011 ACTUAL	2011 CLEARED	2012 ACTUAL	2012 CLEARED
FRAUD (TOTAL)	88	40	83	24	99	46
Cheques						
False Pretences	38	10	29	6	45	14
Forgery and Uttering	15	11	19	6	13	12
Other Frauds						
Credit Card Frauds	14	8	11	3	8	1
A.T.M. Frauds	5	1	2	2	5	3
Debit Card Frauds	3	2	0	1	1	0
Food or Lodging	5	4	3	2	2	3
Transportation	4	4	0	0	2	1
Identity Fraud	1	0	2	1	7	3
Identity Theft	0	0	1	0	1	1
Other Frauds	3	0	16	3	15	8
BREAKING AND ENTERING (TOTAL)	308	24	105	20	115	23
BUSINESSES	47	3	16	6	20	2
RESIDENCES	237	20	80	12	89	19
OTHER BREAKING & ENTERING	24	1	9	2	6	2
THEFT OF MOTOR VEHICLES (TOTAL)	32	7	19	5	18	6
AUTOMOBILES	10	4	9	1	8	5
TRUCKS	16	3	7	3	5	0
Motorcycles	1	0	1	1	1	0
Mopeds	0	0	1	0	0	0
All Terrain Vehicles	1	0	1	0	0	0
Other Motor Vehicles	4	0	0	0	4	1
HAVE STOLEN GOODS (TOTAL)	98	98	85	85	62	63
THEFT OVER \$5000 (TOTAL)	6	0	12	2	8	1
Residences	1	0	6	0	1	1
Stores	0	0	2	1	0	0
Gas Stations	0	0	1	1	1	0
Offices	1	0	0	0	0	0
Schools	1	0	0	0	0	0
Trailers	0	0	1	0	1	0
Bicycles	2	0	1	0	0	0
From Motor Vehicles	1	0	1	0	1	0
Other	0	0	0	0	4	0
THEFT UNDER \$5000 (TOTAL)	1,051	169	635	174	549	126
Bicycles	201	9	92	5	64	0
From Motor Vehicles	289	12	142	16	179	11
Shoplifters	108	76	109	88	97	73
Residences	236	25	131	14	106	11

Criminal Offence Summary

OFFENCE	2010 ACTUAL	2010 CLEARED	2011 ACTUAL	2011 CLEARED	2012 ACTUAL	2012 CLEARED
Stores	127	30	94	34	41	14
Gas Stations	11	5	14	6	4	3
Offices	6	1	2	1	3	0
Churches	4	0	3	1	0	0
Persons	27	2	23	5	29	8
Schools	12	4	7	3	4	2
Construction Sites	3	0	0	0	2	0
Trailers	2	0	1	0	1	0
ATM Theft	3	2	1	0	0	0
Other	22	3	16	1	19	4
OTHER CRIMINAL CODE (TOTAL)	838	588	869	563	812	523
Arson/Arson disregard for human life	9	4	8	3	12	4
Bail Violations	113	113	134	132	148	147
Breach Probation	160	156	149	151	149	143
Fail to Appear (Identification/Court)	30	30	32	32	25	25
Counterfeit Currency	10	0	11	0	4	0
Disturbing the Peace	68	61	123	79	26	23
Escape Custody	2	2	1	1	2	2
Indecent Acts	8	5	3	4	1	0
Intimidation/Threats	82	64	52	50	47	44
Distribution/Access Child Pornography	0	0	1	1	1	0
Prostitution	2	2	0	0	0	0
Obstruct Peace Officer	23	23	13	13	15	15
Prisoner Unlawfully at Large	6	6	0	0	5	5
Trespass at Night	5	5	3	3	7	6
Proceeds Of Crime	16	16	10	10	5	5
Offences Against the Administration of Laws and Justice/Public Mischief	6	5	5	4	2	2
Offences Against Public Order	4	4	1	1	0	0
Offences Against Right of Property/ Wilful and Forbidden Acts in Respect of Property	6	6	8	8	2	2
Bomb Threats	0	0	2	1	1	0
Utter Threats against Property or Animals	5	5	3	3	4	4
Firearms and other Offensive Weapons Part III	1	1	1	1	0	0
Fail to Comply with National Sex Offender Reg	1	1	0	0	0	0
Criminal Harassment/Stalking	15	15	11	11	20	17
Perjury	0	0	1	1	1	1
Indecent/Harassing Telephone Calls	8	4	14	8	8	7
Mischief	258	60	283	44	326	70
Attempts, Conspiracies, Accessories to Crime	0	0	2	2	1	1



In July 2011 PC Craig Wesson spotted a red, white and blue Lear jet from Texas matching our cruiser at the Stratford Flying Club sponsored "Fly in breakfast" event with proceeds going to the Stratford General Hospital Foundation.

General Statistics

	2010	2011	2012
Calls for Service (Incidents including Traffic/Persons stops)	19,848	19,553	17,545
Requests for Assistance/Administrative/Routine Detail	3,029	2,746	2,486
Escorts - Prisoner/Bank/Funeral	653	548	726
Noise Complaints/Parking By-Law/Other By-Laws	844	899	828
Alarms - Hold-up/Intrusion	880	847	771
Suspicious Person/Vehicle/Prowler	754	689	643
Fires/Fire Alarms	37	54	41
Abandoned Vehicles/Traffic/Driving Complaints	490	468	438
Domestic Disputes-Intimate/Domestic-Family	687	614	597
Animal Complaints	123	119	128
Unwanted Persons/Intoxicated Persons	543	566	464
Missing Persons/Compassionate Locate	688	600	729
Disputes/Disturbances	563	556	454
Check/Premises Found Insecure	183	124	133
Mentally Ill Person	74	83	58
Attempt Suicide	40	44	36
Lost/Found Property	600	553	510
Recovered Vehicle for Outside Agency	11	8	10
Summons/Subpoenas/Notices/Certificates Served	509	444	N/A
Arrests/Warrants/Search Executed	177	107	104
Vehicle/Person Stops	4,718	5,598	4,750
Non-Emergency 9-1-1 Calls Received	1,332	1,758	1,359

IDENTIFICATION SECTION STATISTICS

Processed	2010	2011	2012
Fingerprints Processed	418	384	450
Fingerprints - Personal Request (Non-Criminal) *New in 2011 –Vulnerable Sector	98	*176	193
Property Exhibits Processed (Excluding Bikes) **New in 2011 – Photographs processed	645	**1,222	972
Drug Exhibits Processed	137	136	150
Persons Charged with Failing to Appear for Fingerprints	29	22	27
Firearms Interest Investigations ***Long Gun Registry Eliminated in 2012	23	28	***1
DNA Collections	23	38	59



Disposals	2010	2011	2012
Handguns	4	2	12
Rifles	15	13	11
Shotguns	11	10	8
Knives	43	19	22
Air Guns	9	4	8
Prohibited Items (switchblades, Nanchaku Sticks, Tasers etc.)	8	14	7
Other Weapons (Meat cleavers, baseball bats etc.)	21	7	18
Explosive Items (require Military Involvement)	1	0	0
Counterfeit Money	17	30	8
Found Items (not including keys & glasses)	127	208	249



STRATFORD POLICE SERVICES BOARD 2010 – 2012 BUSINESS PLAN

In 2010, the Stratford Police Services Board published its current and provincially legislated Business Plan. As we close the 2010-2012 business cycle, here is a brief summary of the efforts of both the Board and the Police Service toward meeting the goals and objectives outlined in the 2010 – 2012 Business Plan.

COMMUNITY SATISFACTION

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	Performed/ Completed	Incomplete	Ongoing
ongoing participation and interaction with community organization and stakeholders	synthesizing of the community and the Service goals & objectives	✓		✓
information sharing with Stratford City Council	semi-annual Board/Service presentations to City Council		✓	
	sharing of annual reports and business plan	✓		✓
survey internal and external stakeholders during the life of this document	accomplishment of conducting surveys	✓		✓

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

Objectives	Measurements	Performed/ Completed	Incomplete	Ongoing
monitor the complaints against police	monthly updates received from Senior Staff on complaints	✓		✓
maintain consistent and open communication with our community in an effort to enhance public understanding of the challenges and performance of the Service	publication of upcoming Stratford Police Services Board meetings in the Civic News columns of local newspapers	✓		✓
	semi-annual Board/Service presentations to City Council		✓	
continue to develop and maintain positive reporting relationships with all local media outlets	regular communication with local media outlets to seek their input regarding the Services policy development	✓		✓

COMMUNITY BASED CRIME PREVENTION

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

Objectives	Measurements	Performed/ Completed	Incomplete	Ongoing
continued Stratford Police Service interaction with the community	record the number of events/hours committed to community interaction	✓		✓
problem-solve issues through continued partnerships with social agencies and the community following the new Community Policing Model	record the number of meetings/hours committed to multi-group partnerships	✓		✓
	liaise with local media	✓		✓
community notification of specific crime issues and preventative measures	record the number of community notifications regarding specific crime issues and deterrence methods	✓		✓

EMERGENCY CALLS FOR SERVICE

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

Objectives	Measurements	Performed/ Completed	Incomplete	Ongoing
maintain a highly skilled and well-equipped Emergency Response Unit	new members of the unit receive provincially mandated training	✓		✓
ensure the Service has an adequate number of trained crisis negotiators	monthly training regime is followed and monitor the number of training hours utilized	✓		✓
ensure the Service has trained personnel to support the activities of emergency responders and negotiators	all members of the unit have state-of-the-art personal equipment	✓		✓
	participation in inter-agency training	✓		✓
ensure that members performing the dispatch/communicator function possess the core competencies	providing any necessary training for communicators to ensure they have the necessary knowledge, skills, and abilities	✓		✓
	increase in the number of staff members as required	✓		
participate in multi-agency training exercises with other Stratford and area emergency service providers	track the number of multi-agency training exercises in which service members participate	✓		✓
on-going development of an anti-terrorism policy and protocol that is reflective of the Service's needs and responsibilities	the development of a General Order and a conjunctive protocol to deal with anti-terrorism			✓

COMMUNITY PATROL STRATEGY

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	Performed/ Completed	Incomplete	Ongoing
review and if necessary adjust our deployment strategy to provide a more visible and responsive police service while maintaining officer safety	continue to monitor the growth of the city and identify potential pressure points determination of adjustments that are required	✓		✓
	conduct a review of current uniform deployment	✓		✓
	determination of adjustments that are required	✓		✓
ensure that general and directed patrols are reflective of community input and identified issues	ongoing communication to general patrols of pertinent community concerns	✓		✓
develop directed patrol initiatives that are responsive to community needs while falling within our core policing obligations	monitor responses to specific community concerns that were addressed via directed patrol	✓		✓
	monitor the levels of impaired driving and drug enforcement conducted by uniform patrol members	✓		✓
	monitor enforcement statistics	✓		✓

CRIMINAL INVESTIGATION SERVICES

Goal: Continually promote and ensure excellence in criminal investigation services.

Objectives	Measurements	Performed/ Completed	Incomplete	Ongoing
consistently strive to produce the highest quality cases for presentation in court	all investigations are reviewed by qualified supervisors for quality control	✓		✓
	feedback for improvement sought by the Crown Attorney	✓		✓
ensure a high standard of criminal investigations by accessing quality training	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	✓		✓
	members of investigative units are afforded relevant professional development training opportunities	✓		✓
ensure that human resources within CID and its related units are adequate and optimally deployed	case loads of members within investigative units are monitored and assessed	✓		✓
	vacancies within CID and related units are filled as soon as practicable	✓		✓

ILLICIT DRUG INVESTIGATIONS

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.

Objectives	Measurements	Performed/ Completed	Incomplete	Ongoing
proactively undertake illicit drug investigations	monitor the number of unilateral and multi-agency drug investigations	✓		✓
	keep and assess drug enforcement statistics	✓		✓
	participation in marijuana eradication projects	✓		✓
participate in community task forces and educational programs	continued participation in the "Methamphetamine Task Force"	✓		✓
	continued communication and partnerships with other community agencies	✓		✓
focus on youth deterrence	continue to offer drug education programs at our local schools	✓		✓
	monitor activities of Community Services Officer and Youth Officer via monthly reports	✓		✓

VIOLENT CRIME

Goal: To continue working toward our Vision of Success – To make Stratford the "Safest Place to Be."

Objectives	Measurements	Performed/ Completed	Incomplete	Ongoing
work to ensure that Stratford's violent crime statistics are below the provincial and national averages	monitor violent crime statistics on a monthly basis	✓		✓
	respond to any negative trends that the Service can influence			✓

Objectives	Measurements	Performed/ Completed	Incomplete	Ongoing
participate in community task forces and educational programs	continued liaison with Children's Aid Society	✓		✓
	continued liaison between Domestic Violence Coordinator and community partners	✓		✓
	continued liaison with courts	✓		✓
	continue with School Resource Officer program	✓		✓
ongoing training for members regarding violent crime investigation and deterrence	service members who investigate violent crime occurrences have the necessary knowledge, skills and abilities	✓		✓
	ongoing Domestic Violence Training	✓		✓
	continued interaction with Victim Services of Perth County	✓		✓
	continued liaison with the Victim/Witness Assistance Program	✓		✓
	on-going communication with community partners and service providers	✓		✓

PROPERTY CRIME

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

Objective	Measurements	Performed/ Completed	Incomplete	Ongoing
collaboratively facilitate a decrease in property crime rates	comparison of local property crime rates to those of provincial and national statistics	✓		✓
increase clearance rates of property crime	review statistical information regarding crimes and clearance rates	✓		✓
provide the community with Crime Prevention tips through the media and public to reduce property crime	monitor the number of public information notices issued along with public meeting attended by the Community Relations officer and Media Relations officer	✓		✓

ROAD SAFETY

Goal: Maintain a commitment to road safety through enforcement and education.

Objective	Measurements	Performed/ Completed	Incomplete	Ongoing
increase traffic enforcement/collision data	acquisition and use of new data collection software	✓		✓
seek to maintain, if not increase, RIDE program funding	through effective reporting and tracking, request current funding levels be maintained or increased	✓		✓
	RIDE funding	✓		✓
maintain involvement with Provincial and Regional Traffic Safety initiatives	monitor participation of Stratford Police Service and its partner agencies in traffic safety programs	✓		✓

Objective	Measurements	Performed/Completed	Incomplete	Ongoing
reinforce bicycle safety	enforcement of city by-laws regarding bicycle usage	✓		✓
	youth education	✓		✓

YOUTH CRIME

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

Objective	Measurements	Performed/Completed	Incomplete	Ongoing
deliver and participate in educational programs targeting young people	continue to offer drug awareness programs at our local schools			
	monitor activities of Community Services Officer and Youth Officer via monthly reports	✓		✓
ongoing training for members regarding youth crime investigation and deterrence	monitor investigations and reports of members investigating youth related crimes	✓		✓
liaise with community partners involved with young people	monitor the participation of Service members with our community partners to address youth crime	✓		✓
engage in directed patrol activities related to crime involving youth	monitoring responses to crimes and related issues involving young people	✓		✓

ASSISTANCE TO VICTIMS OF CRIME

Goal: Provide adequate and effective assistance to victims of crime.

Objective	Measurements	Performed/Completed	Incomplete	Ongoing
continue to have representation on the Victim Services of Perth County Board of Directors	representative on the Board	✓		✓
continue to promote and endorse the programs provided by Victim Services and other community partners to assist victims of crime	representation on the Board & input into development of Victim Services programs & procedures	✓		✓
promote and increase the number of referrals made to Victim Services by our members	monitor the number of referrals made to Victim Services	✓		✓
promote an ongoing working relationship between the Service's Domestic Violence Coordinator and Victim Services	monitor the interaction between the Domestic Violence Coordinator and Victim Services	✓		✓



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