

Midland Police Service

COMMUNITY-BASED STRATEGIC PLAN REPORT – 2010 TO 2012



Members of the Police Services Board, Mayor Jim Downer, Vice-Chair Judy Contin, and Chair Rob McKenzie hoist the Midland Police Flag with Chief Mike Osborne.

FROM THE CHAIR:

On behalf of the board of directors I am pleased to present our Strategic Business Plan developed by the community and members of the Midland Police Service. I wish also to recognize the input and expertise provided by Chief Osborne.

This plan establishes a framework outlining key objectives to provide for a safer community, and sets the future direction of our Service. It will ensure that our citizens receive efficient and effective police services, delivered to the highest professional standards.

We look forward to the implementation of our new Strategic Plan as we continue to meet the needs of our citizens.

Regards, Rob McKenzie

Community PARTNERS

...IN PLANNING,
...IN COMMUNICATION,
...IN EDUCATION,
...IN PREVENTION, AND
...IN A BRIGHT FUTURE

Inside

Remembering our past planning our future.



- ✓ The Business planning process
- ✓ Overview of themes
- ✓ Suggested strategies
- ✓ Strategies for the future

Planning

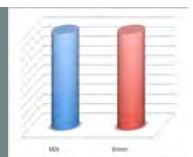
The Police Services Board strategy



The Midland Police Services Board set out to develop a strategic plan based on the needs of the Community. They accomplished this through a survey, town-hall style meetings, and direct communication with residents and visitors to our beautiful community.

Participants

Who did we hear from?



The Board received input from more than 500 respondents including equal representation from male and female respondents. Persons from all age groups and categories of residential and employment status participated in the process.

COMMUNITY
FIRST



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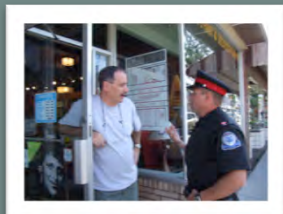
CONSTABLE DAVE YOUNG AND GRADUATES OF THE VALUES, INFLUENCES AND PEERS PROGRAM AT BAYVIEW SCHOOL.

COMMUNITY SERVICE

In September 2010 the Midland Police Service will have established a full-time Community Service Officer (CSO). Although the Service believes that every officer is a CSO, establishing a dedicated position will lead to an increased presence in our schools and expanded programs for all citizens.

SCHOOL PROGRAMS:

Will include, Personal Safety, Internet Safety, Bullying, Relationships, Peer Pressure, Values-Influences and Peers, Substance Use and Abuse, Bicycle Safety, Halloween Safety, and discussions regarding policing as a career, criminal harassment, calling 911, and others.



ADULT PROGRAMS:

Will include, Understanding Drugs, Elder Abuse, Fraud, Internet Safety, Identity Theft, Crime Prevention and Traffic Safety, including a driving refresher program produced by the Midland Police Service and Askennonnia, instructed by retired Chief, Paul Hamelin.

Overview of Themes

COMMUNITY CONCERNS:

Although hundreds of submissions were received, there was a great deal of commonality among the responses. Almost every respondent focused on the need for increases in:

- **Police Visibility** (in high crime and residential locations),
- **Traffic Initiatives** (enforcement of speeding, disobeying traffic signals, RIDE, distracted driving, and pedestrian crossing infractions),
- **Drug Enforcement**, and
- **Community Partnerships.**

IDENTIFIED TARGET AREAS:

The community felt that police could best address these concerns by focusing their attention in the following areas;

- Walking areas such as parks, the Rotary Trail, the Town Dock, and Midland's downtown where police presence can increase the feeling of safety, prevent vandalism and public consumption of alcohol or drugs, and address the use of off road vehicles where prohibited,
- School zones and heavy traffic areas where offences are most frequent and children are most at risk, and
- Drinking establishments, marinas, sport and social venues where alcohol may be consumed in excess.

CITIZEN PROPOSED STRATEGIES

- Hiring additional officers and creating a dedicated unit to respond to break, enter and theft complaints,
- Increased education programs for children,
- Developing partnerships with the community including Neighbourhood Watch, Block Parents, and greater interaction with senior residences, victim support groups, social service agencies, the Business Improvement Association, and pre-charge diversion programs, and
- Improved sharing of information.



Inspector Ron Wheeldon (center) accepts an award from MADD for his work to eliminate impaired driving. He is accompanied by Chief Mike Osborne and retired Chief Paul Hamelin.

Midland Police Response

The Police Services Board carefully considered input from the community and policing experts to prepare a response that would address both crime, and the perceptions of crime, with a goal to creating a true sense of safety.

Although the Service could not follow all suggestions, such as hiring additional officers, the approach does include: improved communication, community awareness, enhanced education, an effective traffic management plan, a dedicated focus to drug enforcement and impaired driving, support for disadvantaged persons, and partnerships with community groups.

RESPONSE STRATEGY HIGHLIGHTS

DRUG INVESTIGATION:

By January 2011, the Service will have reallocated resources to ensure a more significant response capability to serious crime including the investigation of drug offences and related incidents such as break, enter and theft.



Two supervisors and four constables will be assigned to proactively approach those offences that impact our citizens the most, augmenting the work already done by the dedicated Members providing emergency response and directed patrol.

STRATEGIES (Continued)

IMPROVED COMMUNICATION

In December of 2010, details of crime trends and police response will be readily available to the public through the posting of Police Board minutes on our website, monthly reports to Midland Council, and frequent press releases. The posting of previous year crime trends will allow citizens to assess whether crime is more or less prevalent than before.

PROMOTING COMMUNITY SERVICE (see Community Service – Page 2)

In September 2010, school administrators will be notified of available programs and police will advise community groups of our offerings through website notices, at speaking engagements and by advertising upcoming events.

TRAFFIC MANAGEMENT

Police supervisors will analyze accident statistics, complaints from the public, and officer observations to ensure traffic safety, including RIDE, is a daily focus. The response to impaired driving includes strategic RIDE and working collaboratively with the Alcohol and Gaming Commission to educate licenced establishments and enforcement of Liquor Licence Act violations.

In the summer of 2011, the Service plans to dedicate two officers to enforcement that includes traffic safety.

Helping Hands

The Midland Police Service is dedicated to working with agencies and individuals that support people in need. The Service offers 24-hour assistance to those in crisis, including the homeless, and citizens suffering with mental health issues.

The Midland Police Service provides support to street outreach programs, works with volunteers helping the homeless, assists the Victim Crisis Assistance Referral System team, and meets regularly with mental health professionals to develop better strategies and approaches.

However, there is always room for improvement. The Service is currently building on established relationships by partnering to create educational and collaborative work opportunities.

Our organization is also reaching out to volunteers, a highly valued asset, to provide even greater support.

- Community champions have established the Neighbourhood Watch Program in specific areas. Our Officers support these endeavours by providing information and offering to speak at their meetings.
- The Midland Auxiliary Police Unit will be established to give volunteers the opportunity to help their community. Some may consider a career in policing.
- The Service will take advantage of its long-standing partnership with agencies providing alternative measure programs. One officer will be assigned to review criminal cases to ensure we are utilizing this program to its potential, especially for the youth of the community.



MEASURING SUCCESS

Monthly and Annual Police reports will be provided to the Police Service Board regarding Police activity addressed in this plan. This information will then be provided to the public at the regular meeting of Town Council. These reports will be available on the Police website and will include details concerning:

- Police patrol activity in complaint areas,
- Calls for service received by police, including criminal activity and clearance rates for violent crime, property crime and crimes involving youth,
- Enforcement of Criminal Code, Highway Traffic Act, Liquor Licence Act and other offences,
- Community Service Activity, including school presentations, and
- Cooperative exercises with support agencies, volunteer groups and other members of the community.

The Police Service will also make frequent releases of information to our local media to provide weekly updates on topics of interest to Midland residents. Using this information, the Police Services Board, and all Members of our community, will be able to measure the Police Services ability to meet the goals set out in this plan that include; community partnerships, support for disadvantaged persons, improved communication and community awareness, enhanced educational programs, effective traffic management, and a dedicated focus on drug enforcement, burglary, and community partnerships.

Investigative Support Units

Forensic Identification



This highly technical discipline requires months of specialized training followed by several more years of mentoring before assuming an un-supervised role as a Forensic Identifications Officer.

This unit uses scientific measurement, precision photography, chemical analysis and visual identification techniques to provide investigative support to both Criminal Investigations Branch and Uniform Patrol units. One of the more grisly tasks appointed to an Identification Officer is attending at all death scenes and the resulting post mortems.

Accident Investigation



Members of this unit are comprised of uniform patrol officers. They receive specialized training in the scientific tools and practices required in properly investigating any serious collision where major damage, severe injury or loss of life is involved. They are responsible for the detailed investigation, measurement and documentation of these scenes and often are called as expert witnesses in both criminal and civil court proceedings.

The roadways affected are usually closed to vehicular traffic when these investigators are on site, to preserve and document physical evidence such as skid marks, fluid stains and other observations. The concentration required would make them easy targets for inattentive and curious drivers should we open a portion of the roadway while they are on scene.

Drug Recognition



Drug Recognition Experts are trained to detect a driver's impairment by substances other than alcohol. This training allows us to determine if the level of impairment meets the threshold for a criminal charge of impaired operation of a motor vehicle, whether the driver has been using prescription medication or abusing narcotics and other chemicals.

We utilize the Standardized Field Sobriety tests in conjunction with a step-by-step procedure to enable us to determine drug influence. When a person is suspected of drug use, they are evaluated based on seven drug categories (central nervous system (CNS) depressants, inhalants, dissociative anesthetics, cannabis, CNS stimulants, hallucinogens and narcotic analgesics) or are ruled out due to a medical condition (illness, mental condition, etc).

Technical Surveillance



This specialized unit uses a combination of classic and cutting edge technology to assist in criminal investigations.

A blend of techniques, tools and technology assist our investigators in documenting elusive evidence, ensuring officer safety and monitoring criminal activities on the telephone, internet, in homes and businesses and public spaces.

The specialized techniques, methods and technologies are trade secrets but play a vital role in the successful prosecution of area criminal activity.

Investigative Support Units

Forensic Video Analysis



This specialized unit uses an industry-standard Avid Pro HD non-linear video suite along with a host of hardware and software including the court-proven dTective toolset from Ocean Systems.

Our video analysts work with analog and digital video evidence from crime scenes and optimize them for investigative and court purposes. Optimization can also include audio, still images and digital media device data from a variety of sources.

In addition to our own workload, and in the spirit of inter-departmental cooperation, our analysts assist neighbouring police services by processing digital evidence, and have played significant roles in both local and regional major crime investigations.

Information Technology

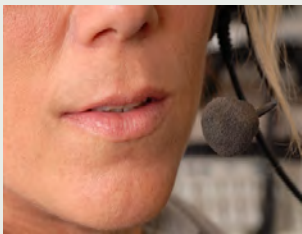


Information Technology is a broad term applied to all our digital and analog communications and data systems.

This unit supports our internal data systems, network, data security, software, hardware and telecommunications as well as providing support to all general and specialized units within our service.

The wide variety of technical services this unit performs in-house is exhaustive and enables IT assets to be built, maintained and integrated into all aspects of our mission by members who understand the business needs as they relate to our law enforcement & public safety goals.

Communications



Staffed by civilians, this unit is the hub of most police activities. These professionals answer 95% of all calls to our Police Service. Emergency communications training is employed daily as this unit answers all operational phone lines, 911 lines and field general inquires and walk-in complaints at the front counter in our lobby.

Our communicators answer emergency calls and radio dispatch for the Midland Police Service, Midland Fire Department, Midland Public Utilities, Midland Water, and Public Works departments.

In addition, our communicators manage the Intergraph Dispatch System, Niche Records Management System and queries and maintenance of the Canadian Police Information Centre (CPIC) system, Police Information Portal, MTO, Firearms, Sex Offenders etc...

Records Management



Records management is a vital unit where data is collected, sorted, classified, stored, purged, guarded and released according to a wide variety of rules, regulations, policies and laws.

A wide variety of records check services are performed including those for employment, including more exhaustive checks for those applicants who will be working with persons who fall within the definition of a vulnerable sector. In addition, records are checked for Pardon applicants, freedom of information requests, police reports and other disclosure to authorized persons and organizations.

The integrity of the vast amounts of data we collect rests in the hands of these competent professionals.

Meet The Board

Speaking with one voice while never squelching dissent, the Board is not responsible for the day-to-day management of the Police Service, but is responsible for its governance as described in Bill 107 of the Police Act; which describes the rationale behind its creation, its membership requirements and its mandate.



Rob McKenzie, Chair
Community Appointee



Judy Contin, Vice-Chair
Municipal Appointee



James Downer, Mayor
Municipal Appointee



George MacDonald
Provincial Appointee



Jim Attwood
Provincial Appointee

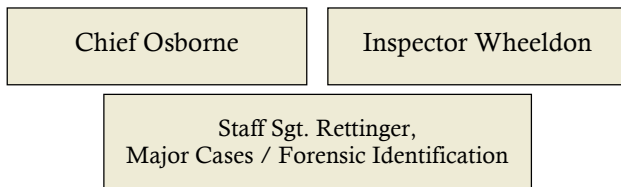
Chief Osborne’s Comments

On behalf of the women and men of the Midland Police Service I would like to thank the Board and Community for providing the Strategic Plan that will assist us for the next three years. We look forward to meeting and exceeding your expectations.

We will maintain those practices that have been successful and make the changes necessary to work with you to meet the objectives set out in the Strategic Plan, as well as our Mission Statement and Commitment to Excellence.

Your community is well served by a vibrant team of professionals who continue to inspire me with their dedication and capabilities. It will be my pleasure to present our successes to you in our 2010 Annual Report.

The following chart depicts the proposed uniform deployment for our Service’s 27 Police officers. This model will be fully implemented in the summer of 2011 and will provide the flexibility necessary to effectively respond to the evolving needs of the community.



Criminal Investigations Branch (CIB)
- (8 Officers)

- Acting Staff Sgt. Decourcy,
- 1 Criminal Investigator
- 1 Community Service /Investigator
- 2 Drug Investigators
- 3 Enforcement / CIB and Uniform support officers

Uniformed Patrol – 24 hr call response
- (16 Officers)

- Sgt. Geffros, 3 uniformed Cst’s
- Sgt. Fortin, 3 uniformed Cst’s
- Sgt. Patton, 3 uniformed Cst’s
- Acting Sgt. Disano, 3 uniformed Cst’s



MISSION STATEMENT

Working in partnership with our community, the Midland Police Service is dedicated to the protection of life and property, the preservation of peace and improving the quality of life for all.

COMMITMENT TO EXCELLENCE

WE WILL (summarized):

1. Strive to be the best,
2. Help our community succeed by listening, understanding, and satisfying their needs,
3. Be ethical and improve the quality of life within our community,
4. Build long-term relationships and treat citizens of Midland and our employees, fairly and with respect,
5. Empower employees to make decisions that improve our performance,
6. Provide our Members with the tools and training needed,
7. Recognize and reward superior performance, encourage innovation and learn from our mistakes.

Contact Information:
 Midland Police Services Board
 250 Second Street, P.O. Box 86
 Midland, ON, L4R 4K6
 Phone: (705) 526-5766
www.police.midland.on.ca