

# *The Kenora Police Service*



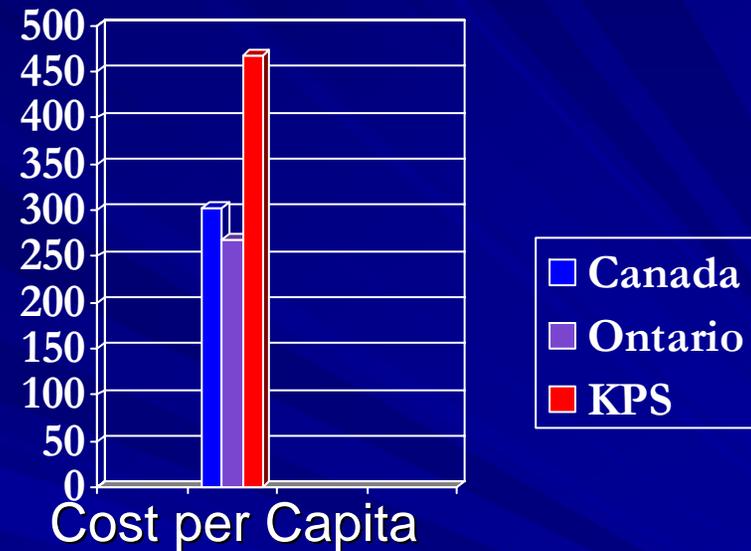
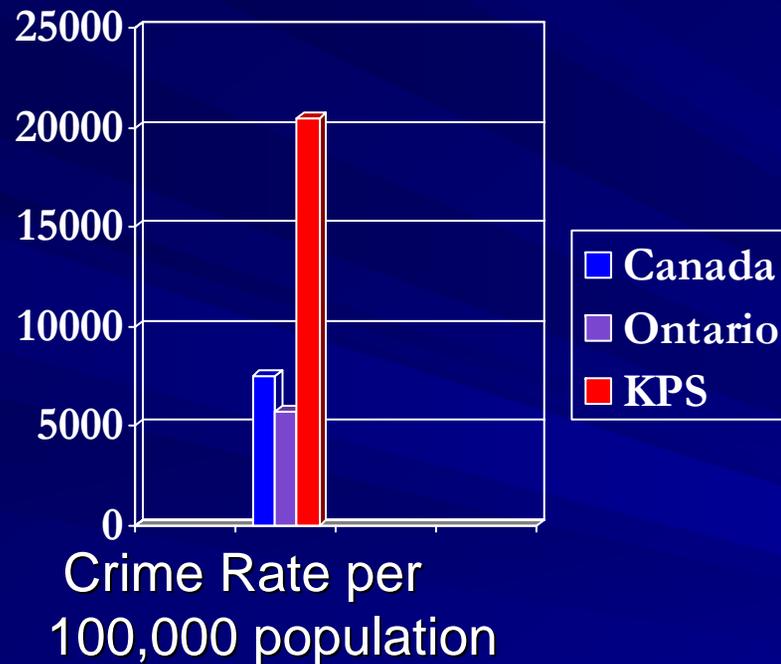
*Policing Proposal for the City of Kenora*  
*“One Service – One Mission”*

# The Cost Of Policing

# Officer Availability

- Increased time to complete crown brief
  - Break & Enter 58%
  - Impaired Driving 250%
  - Domestic Violence 964%
  
- Increased training requirements
  - Increasingly complex job
  - Adequacy Standards 2000
  - Major Case Management 2005
  
- Court Security
  
- Multiple databases to populate

# Crime Rate



KPS crime rate: 359% higher than the provincial average in 2006

KPS: 186% more police per capita than the provincial average in 2006

KPS cost per capita: 175% higher than the provincial average in 2006

# What is Driving Costs

- High demand for reactive policing
- Reduced officer availability hours
- Compensate by hiring more staff
- Plus wage increases & equipment costs

# Reactive Policing

- Primarily engaged in reactive cycle
- Limited resources to apply proactively
- Drawbacks
  - React after victimization has occurred
  - Little impact on crime rate

# Proactive Policing

- Resources freed from reactive cycle
- Proven to reduce crime if done right
- Reduce crime – offset other cost factors
- Control costs – improve quality of life

## *Our Mission Statement*

“The mission of the Kenora Police Service over the next three years is to reduce crime rates through proactive and effective intelligence led policing initiatives and active partnerships with the rest of the community that will address the social issues that drive crime rates and the cost of policing in the City of Kenora.”



# New York City

1993 to 1999

- 36% reduction in Aggravated Assaults
- 58% reduction in Robberies
- 59% reduction in Burglaries
- 65% reduction in Motor Vehicle Thefts

# New York City Today

- 457 homicides as of December 11, 2007
- 2,245 homicides in 1990
- Drop attributed to:
  - COMPSTAT (Daily Crime Analysis)
  - Putting more officers in high crime areas
  - Proactive policing and follow up
  - Attention to detail

Facilities, Staffing,

Operational Costs and

One Time Start Up Costs

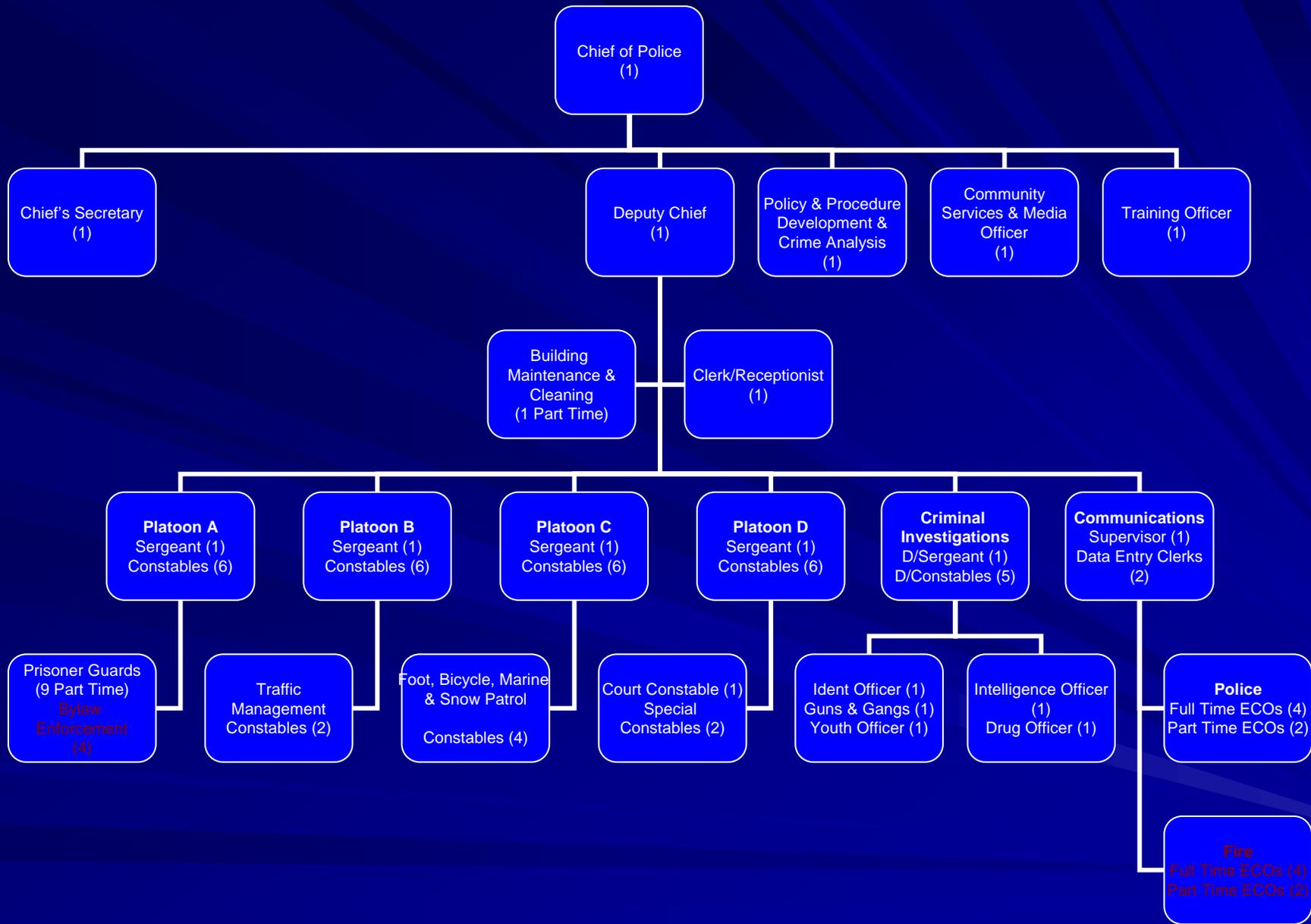
# Considerations in Preparation of this Proposal

- Requirements of the RFP
- Police Services Act & Regulation 3/99
- KPSB Business Plan 2008 – 2010

**Main Office**  
**1125 Highway 17 E.**  
Response to Calls for Service  
(24/7 Staffing)

**Downtown Office**  
**136 Main St. S.**  
Administrative & Community  
Service Office  
(Regular Business Hours)

**Keewatin Office**  
**1008 Ottawa St.**  
Community Service Office  
(Variable Schedule)



# Transition Phases\*

- January 2008 Council Decision
- May 2008 Experienced officers hired
- June 2008 KPS Responding to calls for service
- August 2008 Recruits hired
- June 2009 All recruits trained and transition completed

\*Proposed timeline based on readiness of Council to proceed on January 31st, 2008 and minimum of 8 experienced officers hired by May 30<sup>th</sup>, 2008

# Expanded KPS Operating Costs

**\$6,216,655**

(51 officers)

Versus

**\$5,889,598**

(46 officers)



# KPS One Time Start Up Costs

■ Equip 2 additional offices	\$40,548
■ Equip 16 additional officers	\$95,491
■ Purchase and equip 2 new marked cars and 1 new 4x4	\$191,976

**\$320,015**

# Radio Upgrade Options

- Upgrade Existing Analog System

**\$86,886**

- Replace Analog System with Digital System

**\$422,256**

# Civilian Data Entry Options

- Utilize portable digital recorders

**\$13,068**

- State of the art phone in system

**\$70,579**

# Total Start Up Cost Options\*

Range From

\$419,969

To

\$812,850

\* Differences attributable to radio and data entry equipment options. All options will ensure adequate and effective policing that meets the needs of the community.

Operational Advantages

of Expanding

the Kenora Police Service

# *One Service – One Mission*

- More resources @ competitive price
- Resources focused under one command
- One communications system
- Even distribution of workload

# 2006 Calls For Service

■ KPS calls per officer 405.8  
(14,202 calls / 35 officers)

■ Contract OPP calls per officer 226.7  
(2,494 calls / 11 officers)

■ An Expanded KPS 327.4  
(14,202 + 2,494 / 51 officers)

■ 20% reduction in KPS per officer workload

■ 144% increase for equivalent OPP staffing

# 2006 Criminal Caseload per Officer

■ KPS CC cases / officer = **58.2**  
(2,036 total CC / 35 officers)

■ National Average = **41.0**

■ Contract OPP CC cases/officer = **21.5**  
(237 total CC / 11 officers)

■ Expanded KPS = **44.6**  
(2,036 KPS + 237 OPP / 51 officers)

■ 25% reduction in KPS officer criminal caseload

■ 207% increase for equivalent OPP staffing



# What a 20% - 25% Reduction Means

- Resources freed from reactive cycle
- Applied to proactive policing initiatives
- Improved response to community needs
- Improved quality of life in community
- Control of crime = control of costs

# Proactive Policing Elements

- Full time Crime Analyst
- Full time Youth Officer
- Full time In Service Trainer

# Proactive Policing Elements

- Full time Guns & Gangs Officer
- Full time Intelligence Officer
- Full time Community Services Officer

# Proactive Policing Elements

## ■ 6 Officers Dedicated to:

- Traffic Management
- Foot Patrol
- Bicycle Patrol
- Marine and Snowmobile Enforcement

# Proactive Policing Elements

- Increased Civilian Data Entry Means:
  - More Officer Availability in the Community

# Front Line Training

## ■ Police Supervision

- All supervisors including Acting Sergeants

## ■ General Investigative Techniques

- 19 out of 33 front line officers

## ■ Continuous Learning

- Expanded KPS – Full Time Trainer

# Specialized Training

■ Major Case Management	5 officers
■ Homicide Investigation	7 officers
■ Sexual Assault	6 officers
■ Sex Offences (Children)	6 officers
■ Forensic Identification	1 officer
■ Scenes of Crime	2 officers
■ Training Officer	1 officer

# Emergency Response

- Containment Team 12 officers
- Incident Commanders 3 officers
- Crisis Negotiators 5 officers
- Counter Snipers 2 officers



# Communications

- Local Dispatch
- Local 911 Operators
- CPIC maintenance
- Data entry duties

# OPP Assistance

- Equal Access to OPP Resources
- Section 19 PSA – OPP Assistance
- One reason we pay provincial taxes

Governance Advantages  
of Expanding  
the Kenora Police Service

# Local Control - Budgets

## ■ Section 39 Police Services Act

- Chief prepares budgets
- Board approval
- Council approval - not bound to accept
- Hearing provision if disagreement (OCCPS)

## ■ Section 19(5) Police Services Act

- The bill is determined by the province
- Mediation only option if disagreement
- Fail to pay, city can be taken to court

# Local Control – Cost Offsets

- Criminal Record Screening - ISB
- KPS averaging \$4,000/month and rising
- KPS = freedom to offset policing costs
- OPP = no freedom to offset costs

# Accountability - KPS

- Section 31(1) Police Services Act
  - Board recruits & appoints Chief & Deputy
  - Board “directs” the Chief of Police
  - Board sets policy – Chief establishes procedures
  
- Section 41(2) Police Services Act
  - Chief “shall obey...lawful orders” of the board
  - Chief answers directly to the board

# Accountability - KPS

- KPSB Business Plan is on the Portal
- Annual Reports will be on the Portal
- Goals & Objectives in full Public View
- Chief accountable for meeting them

# Accountability - OPP

## ■ Section 10 Police Services Act

- Board “participates” in selection of Detachment Commander
- Board cannot direct Detachment Commander
- Board cannot order Detachment Commander
- Board reduced to an advisory capacity

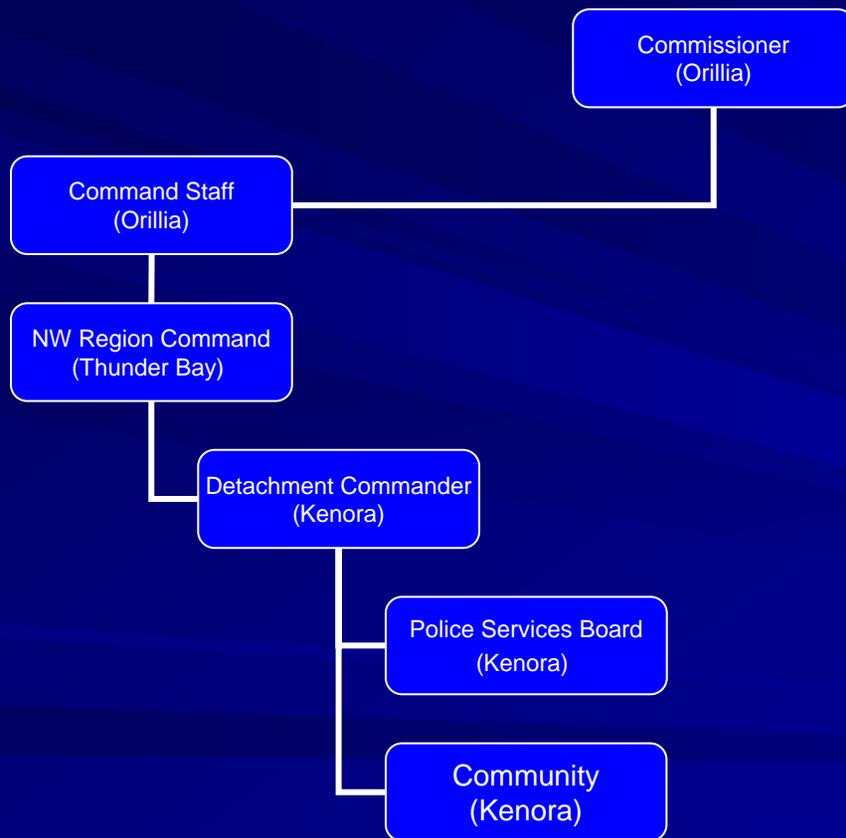


# Succession Planning

- Crucial to long term success
- Ability to develop leaders within KPS
- Flywheel Concept
- Difficult to achieve without KPS

# Organizational Structure

## OPP



## KPS



# Recent History in Kenora

## ■ Contract Policing Costs

- Have nearly tripled since 2000
- \$0.5 to \$1.4 million

## ■ Jobs

- Orillia just eliminated 28 jobs in Kenora
- KPS civilian jobs could be eliminated

# Corporate vs. Local Priorities

- Kenora had no input in elimination of jobs
- Kenora has no input in staffing levels
- Corporate decisions made in Southern Ontario
- No different than Abitibi
- Will do what is best for the corporation

# Conclusion

# Severance Costs

- Contractual obligation
- Subject to arbitration
- Cannot be ignored
- Loss of job = severance benefits
- Loss of rank or pay = severance benefits

# Comparing Costs

<u>Category</u>	<u>Kenora Police Service</u>	<u>OPP</u>
Operating Costs	\$6,216,655	b
Start Up Costs	\$419,969	y
KPS Severance Costs	z	
Retention Savings	$x - (z + y) = r$	

# KPS is Competitive

- Competitive Operating and Start Up Costs
- Local Control & Accountability
- Proactive Business Plan
- All we need is opportunity & resources



# One Service – One Mission

- We want to be your service of choice
- We will prove we can do the job
- Keeping the KPS keeps options open
- Disband the KPS & lose your options

# One Service – One Mission

Council has nothing to lose  
and everything to gain by  
expanding the Kenora Police  
Service.

It's the logical choice.