



Town of Stratford
Policing Needs Study

October – 2007

Kenneth F. DesRoches – Consultant

In association with

**Ronald W.J. Smith
Ian Drummond
MacPherson Roche Smith & Associates**

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1.0 Introduction

While not a report that deals specifically with the history of Stratford there is wisdom in the imperative of considering the past as one plans for the future. The earliest settlement in the Town of Stratford dates back to the 1750's when several Acadian families located in the Bunbury area. In 1767 P.E.I. was divided into lots and “balloted away” to those having claims upon the British Crown. Lot 48, which includes Stratford, was given to Samuel Touchet (Touchel, Fouchet, Fouchette), Esq. (M.P.) and James Cunningham, Esq. Lieutenant-Colonel. “Settlement of this fine Lot began in 1784. It had 12 families in 1798. ... The soil of this Lot is first class, and with its nearness to the best market, has drawn many settlers to it.”¹ Its population in 1838 was 515 and this had grown to 1690 by 1861.

Stratford's constituent communities of Southport, Bunbury, Keppoch, Rosebank, Kinlock and Cross Roads each have had slightly different development patterns. The shoreline of the Hillsborough River in Southport was historically a cottage area for city residents, with cottage development extending to Keppoch following the Second World War. Cross Roads, Bunbury, Rosebank and Kinlock were historically agricultural communities. These communities were hampered in their development by geography until relatively recently.

The first bridge spanning the Hillsborough River, connecting what is now Stratford to the City of Charlottetown, was built in 1905 by the Prince Edward Island Railway, allowing for train travel to the eastern side of the river. Horse-drawn carriages and sleighs (and later automobiles) were also permitted on the span when trains were not operating.

The railway bridge was replaced with a 2-lane highway bridge in 1962. The need for municipal organization was largely a result of rapidly growing suburban development which started shortly after the construction of the new bridge.

¹ Page 11, Illustrated Historical Atlas of the Province of Prince Edward Island. J. H. Meacham and Co., 1880.

Municipal incorporation started in the early 1960's with the formation of the Bunbury Community Improvement Committee. Bunbury assumed village status in 1969, followed by Southport and Cross Roads in 1972 and Keppoch-Kinlock in 1985.

Co-operation and joint initiatives between the four former communities laid a strong foundation for eventual amalgamation as did prominent regional institutions such as the Glen Stewart School, constructed in 1975. The first co-operative municipal venture was the Bunbury-Southport Joint Planning Board. This was followed by the Cross Roads Rural Fire Company in 1979 and the establishment of the Waterview Recreation Association.

In June of 1993, largely as a follow-up to recommendations made by the Royal Commission on the Land in 1990, the Provincial Government issued a White Paper on Municipal Reform in the greater Charlottetown and Summerside areas. The White Paper led to the appointment of the Commission on Municipal Reform (Moase Commission).

The reform model favored by the Royal Commission and the White Paper called for the creation of one large municipality in the Charlottetown area. Given the long standing history of co-operation between the four municipalities on the Stratford peninsula and the natural geographic boundaries of this area, these four communities felt a more logical approach would see three municipalities formed. This would include an expanded City of Charlottetown, taking in the entire Charlottetown peninsula, a southern municipality south of the Hillsborough River and a western municipality to the west of the North River causeway.

With this goal in mind, the four communities of Southport, Bunbury, Cross Roads and Keppoch-Kinlock formed the "Waterview Municipal Co-operation Committee" and made a joint submission to Commissioner Moase. The technical arguments and the level of co-operation displayed by the Committee were sufficient to convince Mr. Moase of the merits of this proposal and it was adopted in the Commission's final Report tabled in December, 1993.

The Commission's recommendations were accepted by the Provincial Government and the new Charlottetown Area Municipalities Act came into effect on April 1, 1995, creating the enlarged City of Charlottetown, the Town of Cornwall and the Town of Stratford. The name Stratford was not determined by the Province but was selected by area residents shortly after the new incorporation was announced. The new Town also included the previously unincorporated area of Battery Point which was located between Southport and Keppoch-Kinlock. A more complete historical description is attached as Appendix “A”

The newly elected Town Council for Stratford decided at the time that the most prudent approach to policing was to enter into a contract with the Royal Canadian Mounted Police (RCMP). This was accomplished in 1995, and the RCMP has provided policing in the community since that time.

Since its incorporation, as the report will show, the town has grown dramatically. In its community plan the Town anticipates continuing residential, commercial and industrial development. The anticipation of continuing growth requires that the Town reflect on changing service demands in all areas including policing. In order to understand better the potential requirements for policing service, the Town, in May of 2007 issued a request for proposals labeled “Policing - Needs Study” for the Town of Stratford, Prince Edward Island. The request for proposals is attached as Appendix “B”. A consulting team led by Kenneth F. DesRoches – Consultant submitted the successful proposal. This document is their report from the consulting process.

2.0 The Assignment

In the consultant's response to the Terms of Reference the following were noted as the main drivers for the initiative:

- The extent to which the community is developing and growing. As noted in the Terms of Reference the 2006 census population of Stratford was 7083, an increase of 12.2% increase over the 2001 census population of 6314. This makes Stratford, by far, the fastest growing municipality in the Province of Prince Edward Island.
- Stratford is nearing the completion of a comprehensive plan for the core area which is largely undeveloped and mainly zoned for commercial and high density residential development. The plan calls for a well planned, mixed use, truly livable and pedestrian friendly "downtown". Planners and town officials anticipate that the new plan will position Stratford to take advantage of the lack of commercial and high density residential space available in or near downtown Charlottetown. As a result it is reasonable to expect a significant increase in commercial activity in Stratford's core area. (Source: Terms of Reference).
- Currently, police service in the Town is supplied by the RCMP. Anticipated residential and commercial development, as noted above, will change both the extent of coverage required and also the nature of the required policing.
- Stratford needs to understand what is likely to occur with respect to demand so that it can plan for the best way to provide police service to the community. It seems that the two most likely options are the renewal of a services arrangement with the RCMP and the establishment of a new Town of Stratford Police Force.

In responding to these drivers the Terms of Reference required that the consultant include the following tasks in the work plan:

- Examine the current situation including the current level of policing and the hours of coverage.
- Interview town and RCMP officials.
- Compile Town demographic information and forecast growth for 5 and 10 years out.
- Compare the level and cost of policing in Stratford to a reasonable number of other similar jurisdictions including both those with municipal forces and RCMP contracts.
- Assess the level of satisfaction of residents and businesses with the current level of policing in the Town.
- Assess the current demand for police services in 5 and 10 years time.
- Assess the feasibility, cost, pros and cons of a continued contract with the RCMP to provide police services to the Town for the next ten years.
- Assess the impact of changing from an RCMP contract to a Town police force on the current organization including start up costs, effect on organizational structure and management, facilities, etc.
- Present draft findings to the Town Council and then conduct a public meeting/open house to present the draft findings to the public for feedback; and
- Present a final report to Council with recommendations.

In the conduct of this work the consultant was also asked to identify the cost implications of the various service options considered in the study.

3.0 The Methodology

The assignment handed to the consultant necessitated gaining an understanding of the following situations and context:

- Developing an understanding of the demographics of Stratford including the factors driving growth and the potential for future growth,
- Developing an understanding of the policing service in Stratford including the contract for service, the services offered, comparisons with other jurisdictions and the type and amount of criminal activities reported in Stratford,
- Developing an understanding of the planned growth in Stratford and the assumed effect on policing needs, and
- Developing an understanding of the perception of the policing service held by various constituents of Stratford.

To accomplish this, the consultant constructed a process that would collect secondary data from appropriate secondary data sources and qualitative and quantitative primary data from the Town of Stratford, constituents of Stratford and representatives of the policing service now in place. Four types of primary information gathering techniques have been used in this study. They are as follows:

- Research using secondary sources such as town documents and Statistics Canada reports
- Focus Groups involving various constituents of the Town of Stratford
- Interviews with selected key informants representing Stratford and services that are provided in Stratford
- A public consultation process based on household questionnaires

A representative of the town of Stratford was appointed to be a resource and act as a guide to the consultative process.

3.1 The Focus Groups

A total of six focus groups were held during the period of September 11th through September 20th. They were composed of representatives of the various community sectors including youth, seniors, community leaders, businesses, Town staff and the Town Council. The list of focus groups and participants were created with the help of Town staff. A total of approximately 94 persons participated in the focus groups.

Due to the variety and special interests represented by each focus group, the format of the sessions varied to accommodate the various levels of understanding and interests. The format of the focus groups generally focused on the following topics (A copy of the general focus group design is attached as Appendix “C”):

- Informing the group about the study, the need for the study, the process of the study, the progress to date, and the purpose of the focus groups.
- Developing an understanding of what the various groups know about the policing service now in place.
- Developing an understanding of the perceptions that the various groups hold about the policing service now in place, the level of satisfaction/dissatisfaction, gaps in service, and the crime and risk to safety that people now experience and feel.
- Developing an understanding of the perspectives of the various groups about what will be needed in future policing given the growth of Stratford and the planned development.

The results of the focus groups were recorded and are included in the consultant’s analysis and report.

3.2 Key Informant Interviews

Key informant interviews were held with 18 selected individuals during the period of September 7th through September 19th. The list of key informants was created with the help of Town staff.

The interviews were guided with an interview schedule a copy of which is attached as Appendix “D”. The interviews focused on the following topics and issues:

- Informing the individual about the study, the need for the study, the process of the study, the progress to date, and the purpose of the interviews.
- Developing an understanding of what the various individuals know about the policing service now in place.
- Gathering information of complaints about the policing service and the perceptions of safety, types of crime occurring, and the levels of satisfaction with selected qualities of the policing service.
- Gathering information on perceived gaps in the service and how the service will have to change to meet these needs and the needs emerging from future Town growth.

These results of the key informant interviews were recorded and are included in the consultant’s analysis and report.

3.3 Public Input Questionnaire

A public input process was designed to allow all adult residents (16 and over) of Stratford to make their views known about the policing service in the Town. This process was based on a household questionnaire. A copy of the questionnaire is attached as Appendix “E”.

Copies of the questionnaire were delivered to all 2,880 mail-delivery points in Stratford by Canada Post during the period of August 15th through August 18th. Respondents from each household were encouraged to complete the questionnaire and return it by mail or put it in questionnaire drop-off boxes placed at Stratford Town Hall, Sobey's and Southport Pharmacy.

An on-line version of the questionnaire was also made available as an alternate method of completing and returning the questionnaire. A link to the on-line questionnaire was posted on the Town's web site. Additional copies of the questionnaire were available at the Town Centre Office and could be down-loaded from the Town's web site. The Town promoted the participation in the questionnaire by putting it on the Town billboard. The due date of the questionnaire was September 14th. A total of 486 questionnaires were completed and returned by the due date. Of this total, 121 were completed on-line. Based on about 2,780 private households in Stratford, this results in a return rate of 17.5 percent. This result is very similar to a police survey done in Bridgewater, N.S. in January 2007, which generated an 18 percent response rate.²

The Public Input Questionnaire was not designed as a sample survey. Respondents self-selected their participation. An analysis of selected characteristics of the respondents reveals that the group of respondents are quite similar to the population of Stratford. The characteristics of the responding group are shown in the Findings section.

The female proportion of the "age 16 and over population" of Stratford is 53%, however, slightly more women (59.9%) than men (40.1%) responded to the survey. Looking at age, the median age of the responding group is 50.7 and the median age of the 16 and over age group of Stratford is 46.1. The respondents to the public questionnaire are slightly older than the comparative segment of the general population. Looking at property ownership, 85.5 percent of the responding group owns their dwelling.

² Crime and Public Safety Survey Report. Bridgewater Police Department, February, 2007

This compares closely with Census figure of 79.4 percent of the dwellings being owner occupied (see Table 10). Given these similarities between the responding group and the population of Stratford, the consultant believes that the results of the questionnaire are a reasonably close representation of the views of the residents of Stratford. From a statistical point of view, a margin of error of plus or minus 4 percent may be expected.

4.0 Situational Analysis

4.1 Demographic Analysis of the Community

Stratford is composed of the old municipalities of Southport, Bunbury, Keppoch, Rosebank, Kinlock and Cross Roads which were amalgamated to form the Town of Stratford in 1995. The Town contains an area of approximately 22 square kilometers.

The current population of Stratford together with an indication of the growth that has occurred in the community is outlined in the following table:

**Table 1
Population of Stratford
1986 – 2006**

Census Years	2006	2001	1996	1991*	1986*
Total population	7,083	6,314	5,869	5,427*	4,593*
Population Change Census to Census	769	445	442	834	
Percent Change Census to Census	12.2	7.6	8.1	18.6	

* Constructed from the census tracts that compose Stratford

This rate of growth (18.6% from 1986 to 1991; 8.1% from 1991 to 1996; 7.6% between 1996 and 2001; and 12.2% between 2001 and 2006) easily makes Stratford the fastest growing municipality in the province. It is interesting to note that the Town, in the projections that form the basis of their 2003 official plan, anticipated that the population would reach 7,111 by 2007 while current Statistics Canada projections estimate the population of Stratford in June 2007 at 7,235 ³. The proportion that is female is growing slightly as the population ages.

³ Town of Stratford dwelling unit and population forecast; 2007.

The composition of the population by gender and age is reflected in the following table:

Table 2
Population and Dwelling Characteristics of Stratford
1996 – 2006

	2006		2001		1996	
	Number	%	Number	%	Number	%
POPULATION						
Total population	7,083	100.0	6,314	100.0	5,869	100.0
Males	3,440	48.6	3,080	48.8	2890	49.3
Females	3,645	51.4	3,235	51.2	2970	50.7
AGE STRUCTURE						
Infants 0 to 4 years	410	5.8	350	5.5	420	7.4
Children 5 to 19 years	1,455	20.5	1,445	22.9	1,485	26.3
Adults 20 to 64 years	4,390	61.9	3,880	61.4	3,490	61.8
Mature adults 65 to 84 years	760	10.7	585	9.3	230	4.1
Senior citizens 85 years plus	80	1.1	55	0.9	25	0.4

Almost 12 percent of the population is now over age 65 compared with 4.5 percent in 1996. By comparison, the percent of young people ages 5 to 19 has declined from 26.3 percent in 1996 to 20.5 percent in 2006. These changes are mirrored by an over 7 percent decline in the number of households that reported having children (see Table 3).

The population of Stratford is younger than that of the total province. The median age of Stratford is 39.4, which is 1.4 years younger than the Island as a whole. Stratford, however, should still be regarded as a family oriented town when compared with Charlottetown with only 21.6 percent of the households containing children.

TABLE 3
Dwelling Characteristics of Stratford
1996 – 2006

	2006		2001		1996	
	Number	%	Number	%	Number	%
DWELLINGS						
Total Occupied private dwellings	2,640	100.0	2215	100.0	1,905	100.0
Owned Dwellings	2095	79.4	1740	78.6	1520	79.8
Rented Dwellings	545	20.6	475	21.4	385	20.2
HOUSEHOLD CHARACTERISTICS						
Households With Children	935	35.3	930	42.1	--	--
Childless Couples	915	34.6	675	30.5	--	--
One Person Households	475	18.0	335	15.2	--	--
Other Types	320	12.1	270	12.2	--	--
Average household size	2.7	--	2.9	--	3.1	--

4.1.1 Population Growth

Stratford is in the top 20 percent of municipalities with a population of over 5,000 in Canada as ranked by population growth over the past five years. Stratford has grown 12.2 percent between 2001 and 2006 which is much higher than the Canadian average of 1 percent for small towns.⁴ This is striking when you consider that the population of Charlottetown has declined by 0.2 percent over the same period.

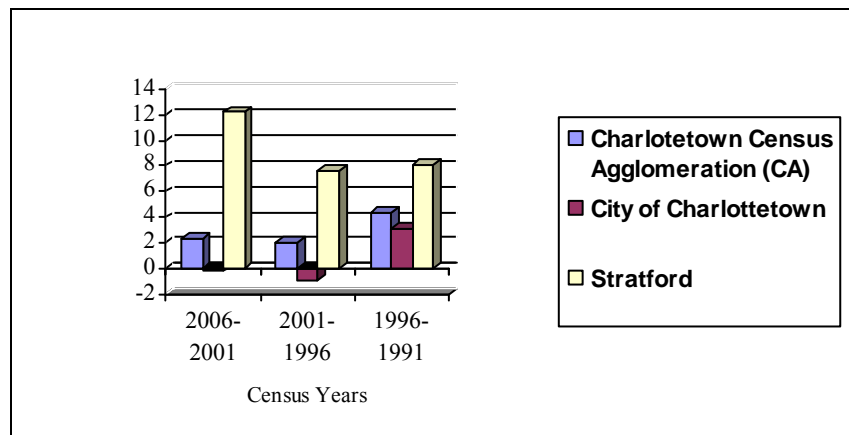
Figure 1 shows that the Charlottetown Census Agglomerate (CA), which includes Cornwall, Stratford, Charlottetown and the surrounding area, has shown modest growth over that past 15 years but Charlottetown has posted declines from 1996 to 2006.⁵ Stratford by comparison, has captured just over 55 percent of the growth for this area in the past 5 years.

⁴ Statistics Canada, Canadian Social Trends. Sept. 18, 2007.

⁵ Census Agglomerate is a Statistics Canada term used to group census units.

Improvements to the Hillsborough Bridge and available land have probably been a factor contributing to this growth. Over 33,000 vehicles per day cross the span.⁶

**FIGURE 1
POPULATION GROWTH COMPARISON**



4.1.2 Projected Population Growth

The population growth of Stratford has been remarkable when compared with surrounding areas, the City of Charlottetown and the Province as a whole. Between 2001 and 2006 Stratford has grown 12.2 percent. In comparison, the City of Charlottetown has declined by 0.2 percent, the Census Agglomerate surrounding and including Charlottetown has grown by 2.4 percent and the Province has grown by a modest 0.4 percent. The growth of Stratford is almost entirely due to intra-provincial migration made up of rural to urban and urban to suburban migration. This growth is likely due to:

- Close proximity to Charlottetown
- Improved road and bridge infrastructure
- Growth in employment opportunities in the area
- Availability of land for residential development
- Low interest rates
- Provision of improved services by the Town of Stratford

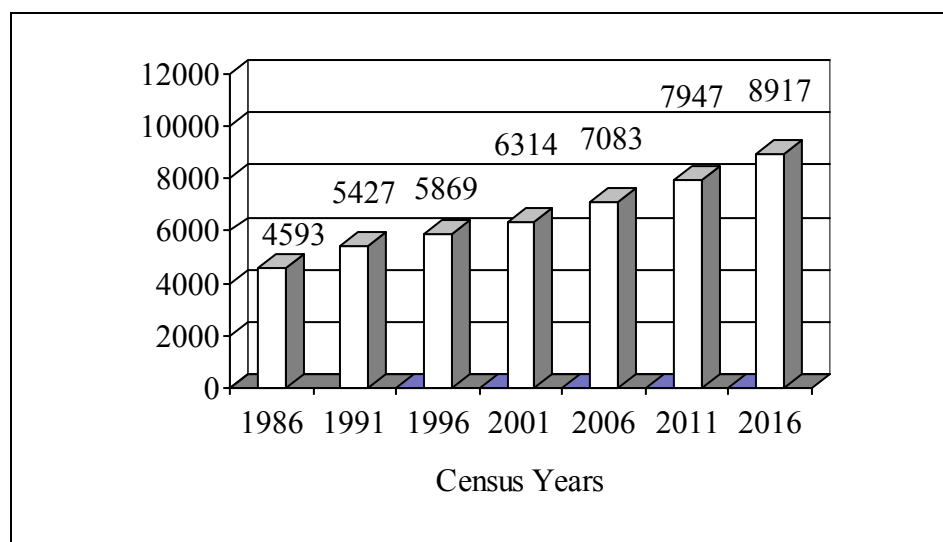
⁶ P.E.I. Dept of Transportation

The question is whether this growth will continue into the future and at what rate. The Town of Stratford has predicted that the growth will continue at least until 2016 based on the assumptions that dwelling units will increase at the rate of 3.5 percent per year and that the persons per dwelling will decline at a rate of 1 percent per year.

Using these assumptions they predict that the number of dwelling units will increase by 543 in 2011 and by 645 in 2016. Using an estimated number of persons per dwelling unit, they predict the population of Stratford will reach 7,976 in 2011 (an increase of 12.6 % over the 2006 census number of 7,083) and 9,008 by 2016 (an increase of 12.8%). This equates to an annual growth rate of about 2.2 percent while the annual Provincial rate of growth is projected to be about 3 tenths of a percent.⁷

Using simple linear projections based on recent Canadian Census data, Figure 2 was constructed. The population projection for 2011 and 2016 was calculated using the 12.2 percent growth that occurred from 2001 to 2006. In 2016 it is predicted that Stratford will achieve a population of 8,917. This is very close to the figure of 9008 calculated in the Town Office using the calculations mentioned above.

FIGURE 2
STRATFORD POPULATION AND POPULATION PROJECTION
1991-2016



⁷ Statistics Canada. Population Projections for Canada, Provinces and Territories. Dec. 2005

This rate of growth is based mainly on intra-provincial movement of people and as such it is very difficult to predict the continuance of this growth. However, given the advantages that Stratford has in proximity to Charlottetown and the availability of land for residential development it is the opinion of the consultant that this rate of growth will continue through the next 10 years provided:

- o The Town can continue to provide services to support this rate of growth, and
- o The Town can continue to offer property tax rates that will attract continued growth.

In considering whether or not these are reasonable projections a number of factors need to be taken into account. Through a technique known as force field analysis, the various factors are categorized as those you might reasonably expect would lead to growth, those which are uncertain and therefore could impact the community either way, and those factors which would have a constraining or negative effect. Potential factors are summarized in the following table 4:

Table 4
Factors Affecting Growth in Stratford

Factors leading to population growth	Uncertain factors which could have either impact	Factors constraining population growth
Close proximity to Charlottetown	Interest rates	An inability to maintain competitive tax rates
Growth in employment opportunities in the area	The overall performance of the provincial economy	Growth in industrial development in other areas of the region
The quality of renewed Municipal Plans and Development Strategies	The emergence of additional competitive residential development opportunities.	An inability to realize the commercial development objectives outlined in the planning process
Investment interest in Multi unit residential	The development of transit services for the community.	
Continuing investment in improved municipal services including policing		
Availability of land for residential development		
The likely creation of a new Junior High School		

Our conclusion is that the factors which support growth are sufficient as compared to those which do not to make this a reasonable projection.

4.2 The Current Policing Situation

4.2.1 The Policing Contract with the RCMP

Policing services in Stratford are provided pursuant to an agreement between the Government of Canada and the Municipality of Stratford over the signatures of the Solicitor General and the Mayor of Stratford, an agreement that has been in effect since October 1, 1995. The agreement is in accordance with Section 20 of the Royal Canadian Mounted Police Act which provides that “the Solicitor General of Canada, with the approval of the Governor in Council and the Lieutenant Governor in Council of any province, enter into an agreement with any municipality in the Province for the use or employment of the Royal Canadian Mounted Police ... in aiding the administration of justice in the municipality ...”

The sections of the agreement that are relevant to this study are summarized as follows:

- It is the responsibility of the municipality to provide at their expense all necessary support staff as required for the administration of justice in the municipality, except where that support is necessary for Provincial or Federal policing.
- The internal management of the Municipal Police Service remains under the control of Canada. At the same time the minimum standard is determined by the RCMP in consultation with the CEO of the municipality. The level of police service is defined by the CEO in consultation with the RCMP. The only caveat is that the level of police service cannot be less than the minimum standard as determined by the RCMP.
- The RCMP officer in charge of policing in the municipality, in enforcing the by laws of the municipality, acts under the lawful direction of the CEO.

- The RCMP officer in charge is required to report to the municipality regarding the performance of RCMP duties to the municipality as reasonably required.
- The RCMP are required to increase or decrease (as long as minimum standards are not compromised) the complement in the Municipal Police Service as soon as is practicable (and within one year) after the receipt of a request from the CEO of the municipality.
- It is the responsibility of the municipality to provide, at their expense, the appropriate accommodations as required for the municipal police operation.
- The municipality pays the cost of the police service in accordance with a standard formula across the country. In summary, where the municipality has a population of less than 15,000, Canada pays for 30% of the cost and the municipality pays the remaining 70%. When the municipality's population increases to more than 15,000 Canada's share is reduced to 10%.
- Cost is defined as including all direct costs such as operation and maintenance costs (salaries, wages, transportation, information, professional services, rentals, utilities supplies, etc.) and all costs of equipment, except that equipment purchases of over \$100,000 may be amortized. There are also indirect costs charged in accordance with detailed formulas set out in the contract. For this purpose costs related to members who are on leave for specified periods for sickness, parental responsibility, training, and pension retirement are exclusively the responsibility of the RCMP.
- The agreement provides for consultations related to planning and budgeting for the costs of police service.

- The agreement continues in force until March 31, 2012. On or after March 31, 2010 and prior to the expiry of this agreement, it may be renewed for an additional period upon terms that are agreed to by the parties.

Pursuant to the Terms of this agreement there are currently five RCMP officers assigned to the Town. The officers are part of the Queens detachment and supervised by the Queens District Commander. This is a growth in numbers from the three Police Officers who served the town after incorporation in 1995. The most recent addition was an officer dedicated to community policing work for about 60% of the time.

The concept of community policing has changed significantly in the last decade. It represents activities devoted to Crime Prevention based on good programs of social development. From a community policing perspective the most effective way to prevent crime is to ensure healthier children, stronger families, better schools and more cohesive communities. In Stratford, RCMP community policing activities are focused at the school and through the “Youth Can Do” program where early interaction, intervention and mentoring can have such a positive impact on youth. Community policing involvement also focuses on seniors and the business community. For example, an initiative which involved the community policing officer in Stratford and in Charlottetown resulted in a Business Crime Prevention publication designed to help the business community to deal with such issues as security, shoplifting, fraud, internal theft and robbery and violence prevention.

The complement basically provides for the “on duty presence” of an RCMP officer for 140 of 168 hours in a week. During the remaining 28 hours of the week there is no “on duty presence” although on call response is available in the event of immediate emergencies. There are 2 people on duty for two shifts each week.

4.2.2 The Cost of Policing

The Town of Stratford Financial Statements (Non Consolidated) for the Fiscal year ended December 31, 2006 report annual police costs as follows:

2005	\$ 360,902
2006	\$ 411,914
2007 (Budget)	\$ 438,100

Over the two year period from 2005 to 2006 costs increased by 14%. They are budgeted to increase by a further 6.4% in the current fiscal year. This increase is almost entirely explained by the costs involved in adding an additional RCMP officer who is primarily dedicated to community policing activities. The analysis section of the report compares these costs against those of comparatively sized municipalities in the region.

4.2.3 RCMP Activity in Stratford

Incidents involving the RCMP during the last three full calendar years and in the first half of the current calendar year are summarized first by the amount of criminal and other offense activity in each of 4 quarters of the calendar year and then by a number of classifications of crimes and offenses.

Table 5
Incidents by quarter during Years 2004, 2005 & 2006 and to date in 2007

	2004	2005	2006	2007
January 1 to March 31	678	371	430	570
April 1 to June 30	796	781	566	594
July 1 to September 30	640	640	820	Not available
October 1 to December 31	465	522	665	Not available
Totals	2,579	2,314	2,481	1164

The data shows that the call on the RCMP for services since January 1 of 2004 to June 30 of 2007 has remained reasonably consistent with no evidence of any real trending either upward or downward. There is also little evidence of real trending when the data is distributed by category of incident which involved the RCMP. That breakout is illustrated in Table 6:

Table 6
Incidents by Category during Years 2004, 2005 & 2006 and to date in 2007

Categories/Year	2004	2005	2006	2007
All Criminal Code	466	306	410	155
Crimes of Violence	40	47	53	31
Property Crimes	230	168	212	77
Criminal Driving Offenses	46	39	54	25
Drug Offenses	11	2	8	1
Other Criminal Code Offenses	139	50	83	21
Highway Accidents	54	39	40	31
Highway Offenses	1,479	1,340	1,324	657
Provincial Acts	121	143	165	90
Check Stops	25	50	60	24
Public Service	312	313	360	151
911 Calls	120	80	79	44
Municipal By Laws	2	43	43	12
Totals	2,579	2,314	2481	1,164

4.3 The Community Plan

Perhaps the biggest impact on demand for policing services relates to the extent and type of growth that one anticipates in the community. The current official plan, which is in the process of being updated, predicted that the Town was in a period of significant transformation from a time when the community was developed as a suburban “bedroom” community whose residents commuted to Charlottetown for their work, consumer needs, and entertainment.

In the last ten years, since 1997, the Town has realized the significant emergence of an economic base represented by development projects including:

- A significant cluster of light industrial and service activities along the Mason Road adjacent to the Trans Canada Highway, now substantively contained within a new industrial park,
- The continuing development of the Bunbury Shopping Center,
- The continuing development of retail and food/service facilities adjacent to the Stratford Road / Hopeton Road/ Trans Canada Highway intersection,
- A new commercial core area at the Trans Canada Highway and Kinlock Road intersection including Sobey's Supermarket, Home Hardware, Pizza Delight and Metro Credit Union,
- The development of the new CGI building and
- The development of the New Stratford Town Centre and the associated School Board facility.

Further plans that will impact on the demand for police services in the Town include plans for the further development of the core area, of the Town's open space and the development of a new Junior High School. The Core Area Plan notes an intended focus for this civic heart of the community to:

- Promote the establishment of a compact, pedestrian oriented Town Centre consisting of vibrant and dynamic mixed use areas and residential living environments that provide a broad range of housing types for an array of housing needs;
- Promote a diverse mix of residential, business, commercial, office, institutional, educational, and cultural and recreational activities for workers, visitors and residents;
- Promote the health and well being of residents by encouraging physical activity, alternative transportation and greater social interaction;

- Create a place that represents a unique, memorable and attractive destination for visitors and residents of Stratford; and
- Enhance the community's character through the promotion of high quality urban design.

One ought to anticipate that the base which has been created in the last decade and the plans that are laid for the future will see the ongoing growth and development of the community. The extent to which this will enhance demands for policing services will be more extensively considered in the analysis section of the report.

5.0 Findings

In this section of the report we provide the information that was gathered from the various focus groups, interviews and surveys conducted as a part of the study. There were many common themes which will be the basis of the analysis in section 6 of the report. As an initial comment the consulting team would like to make clear that, during the data gathering exercise, we had excellent cooperation and assistance from officials of the Town and from the RCMP. While respecting our mandate to provide an independent and professional review we received extensive background and data – all of our questions were answered in an open and forthright way.

5.1 Key Informant Interviews

The key informant interviews were with people identified for the consultant by the staff at Town Hall as people who might have a significant contribution to make to the study. They included the following groupings:

- RCMP officers involved in the administration and the delivery of the policing service in the community
- The Mayor
- The Chief Administrative Officer for the Community
- Church Representatives
- The Town Solicitor
- The Charlottetown Chief of Police
- Business persons who had expressed specific concerns to the Town administration
- Former Mayor Michael Farmer who had signed the original policing contract.
- School Staff
- Probation and Social Service staff who serve the community
- The Town Fire Chief
- The Deputy Minister of Transportation and Public Works

This grouping can be divided into two basic categories:

- The people who have a responsibility for the delivery of the service including the RCMP and the elected and appointed officials of the Town of Stratford; and

- Those who, as a part of their work in the community, have had experience calling on the RCMP or interacting with them.

The responses of each are summarized as follows:

5.1.1 Those Responsible for Service Delivery

The RCMP has a positive relationship with the municipality. They find the communication with the community and the cooperation received in the performance of their duties to be excellent. They are aware of the concerns which are expressed from time to time by the community and believe they are doing their best to deal with them within the limits imposed by the community's choices and the policing and administrative protocols which govern their decision making process.

Similarly town officials expressed clearly a significant measure of satisfaction with the way in which the RCMP do their work and meet the commitments of the contract they have with the municipality.

The public policy question for each group can be expressed in three parts:

- Are there ways to improve the service within the existing contract and the resources that have been allocated?
- Are current police priorities in the Town consistent with the needs of the community as felt by its residents and businesses and as expressed by the community through the provisions of the policing contract?
- Is there need for a further commitment of resources in order to expand the number of personnel associated with policing in the community, thereby increasing the level of police interaction with the community as a way to enhance the reality and the perception of Stratford as a safe place to live and work?

While there is a general consensus that the RCMP do a good job with what they have to work with, the issue is whether or not more is needed and what are the best ways to provide the additional resources if there is a decision that they are required.

5.1.2 Those Who Use or Interact with the RCMP

Those who have had experience using the RCMP to respond to incidents with which they were involved expressed concerns, again more with the level of the available service as opposed to the RCMP as the vehicle that provides the service. They express the view that the community is under policed. They offer anecdotal evidence related to what they consider to be inadequate response times, a lack of visibility in the community, the lack of 24 hour coverage in the community, and difficulties with RCMP officers who come and go not really becoming integrated with the community in a desirable way. These are common themes that are dealt with in the analysis section of the report.

Those who interact with the RCMP in the performance of their duties are very positive about the RCMP in terms of those interactions. They experience them as a professional group who do their job well. There were also very positive comments about the initiative of the community and the RCMP in creating a role in community policing to be implemented through the police contract. School officials and community leaders see this as a very positive and worthwhile endeavor.

In summary, key informants were especially helpful to the consulting team in helping them understand the nature and extent of the challenge in providing police service in a growing community which is in the process of transformation from a bedroom community to a fully integrated and independent municipality.

5.2 Focus Groups

In the focus groups there were several common themes that emerged, not dissimilar to those which were identified by other groups. The themes are summarized as follows:

5.2.1 Knowledge of the Existing Service/Visibility:

While people were generally aware that policing service was provided in the Town by way of contract with the RCMP, few were aware that there were 5 officers. Most thought that there were only 4, and some thought there were still just 3 officers. There is a general sense that the RCMP is not sufficiently visible in the community. In this regard there is little understanding that the police coverage is provided by the Charlottetown detachment and not by a “Stratford Police Detachment”. In addition there is not a clear sense that there are not always police officers present, and on duty, in the community. The costs to run the RCMP were not known, and were not of concern.

The business focus group was specific about their desire to see patrols of business areas during the nights times when police are not now on duty.

There was concern expressed in the area of police visibility and availability. Some people felt there should be increased visibility of uniformed officers on foot. But one person also expressed concern of increased gossip should there be the increased visibility (especially if they should arrive at your door on business). A point was made that police should be available and should address all phone complaints.

There was also a generally limited understanding of the 911 system, especially noted by senior citizens, and a request that there should be some public sessions on this topic. Questions were related to the following topics:

- How the calls are routed (where are calls from Stratford answered?); and
- Procedures when calling from a cell phone (There was some misunderstanding about using a cell phone to call 911 and those calls receiving less attention than calls from a house phone)

5.2.2 Safety

Participants in the focus groups, for the most part, experience Stratford as a safe place. People feel comfortable at home alone at night after dark, walking after dark in a public place, and leaving their property unattended while away on vacation or for a weekend. If there was any sense of not being safe it was reported mainly by seniors and referred to the “after dark” hours, with a specific mention of walking in the underpass.

Seniors especially noted that their sense of safety depended a lot on the person and their knowledge of events in the area, or past experiences. A number of the participants lived in seniors housing and this gave them an added sense of security.

Those who indicated a sense of not being safe refer to previous experiences in life (not generally in Stratford) where they had traumatic experiences which have left them feeling unsafe in these kinds of circumstances. As one person indicated “there could be a hundred police officers and I would still feel unsafe”.

There were reports of a neighborhood where there was a stalker incident after which some residents were uncomfortable for a time.

The exception to the view that people feel safe in the community relates to people who like to walk and bicycle in the community. There were several expressions of concern about a lack of sidewalks and safe shoulder areas on roads in the community. Specific concerns related to crossing at the crosswalk on the highway which was seen by some as VERY UNSAFE because of a lack of time given on crossing signals (about 7 seconds). In addition there was mention of speed on the Bunbury road and danger at the intersection of Rankin Drive and the Bunbury Road.

5.2.3 Speeding/ Traffic Concerns

Many believe that the most serious problem requiring the attention of the RCMP is that of speeding. Concern about speeding was expressed in relation to both the main roads which serve the community and the subdivision areas. There was a view that speeding in the subdivisions related to the subdivision design. Residents expressed a desire for more patrols in the residential areas and also for stricter enforcement on the main roads. There was specific mention of concern in connection with people making the left hand turn at the Kinlock road and cutting the corner too close resulting in many close calls. There was also mention of the speed of motorcycles, and the noise they make especially in residential areas.

5.2.4 Continuity

Concern was expressed that the members of the RCMP who are posted to the community are not left there for long enough periods of time. Many expressed the view that if the members were part of the community there would be a greater sense of presence and of community ownership of the service that they provide. This concern was expressed in part because the community policing officer, who had only come to the community in the past year, had already been reposted to a new assignment in Western Canada.

5.2.5 Noise/Beach Activity

There were several mentions in the focus groups about noise and nuisance problems, particularly in areas which abut on beach areas and on public parks. While for most, these activities were considered as simply nuisance, for some they were related to incidents of property damage and to a sense that personal privacy was being invaded. Specific mention was made about noise and parties in the Keppoch Beach area especially on holidays and weekends. There were reports of police being called and, in the view of observers, there was “nothing done”.

5.2.6 Youth

The young people who participated in the focus group made two particular and important contributions to the discussion. They were very positive about, and appreciative of, the support received from the RCMP in connection with the youth activities sponsored in the community by the “Youth Can Do” program. They referred specifically to the police participation in their advisory committees and to their attendance at dances and other youth events.

In addition they spoke with great concern and passion about the problem of bullying. Acknowledging fully that it was not a problem that was in any way specific to Stratford, they were clear in their view that it was a problem that existed in Stratford, and was something that the community needed to take into consideration in planning for police services in the community.

5.2.7 Response Time

In anecdotal reports about police involvement in a variety of incidents in the community, the general view was that response time was reasonable and appropriate. There were some, approximately 10% of the stories told, that suggested that response time was a problem. This often led to discussion of a perceived need by some for additional coverage in the community.

5.2.8 Current RCMP Priorities

Participants were made aware of the 4 priorities which RCMP express as their guide in the development and delivery of police services for Stratford. These priorities are drugs, speed and traffic offenses, nuisance and disturbances, and property damage. Most were in agreement that these were appropriate priorities with the caveat that speeding was the most important of the priorities.

5.2.9 The Effect of Growth/Taxes

There was general recognition in the focus groups that, with continuing growth in the community the community would experience increasing demand for police services. The concern expressed about that was two fold:

- That the crime prevention and response of the police would not be sufficient to maintain the essentially safe perception of the community as a place to live and work.
- That the costs of policing would escalate beyond the capacity increase in the tax base, thereby causing a further increase in the tax rate.

In this regard there was specific mention of the following:

- Increase in crime
- Effect of having a high school
- Increased traffic
- Gathering points for youth (i.e. Keppoch beach)
- Need more officers with increased visibility

5.2.10 Community Policing Efforts

Focus groups were very positive with respect to the community policing initiatives.

5.3 Community Survey

The response to the questionnaires was very high and gratifying. The following table outlines the venues at which questionnaires were collected and the timing with which they were received.

Table 7
Collection of Questionnaires by Venue and Time

Location	Week One	Week Two	Week Three	Week Four	Totals
Sobeys	26	33	24	11	94
Southport Pharmacy	39	34	21	15	109
Town Hall Office	8	25	9	23	65
Post Office Box	19	39	16	16	90
On-Line	60	25	22	14	121
Other	2	3	2	4	11
Totals	152	156	92	79	490

As Table 8 (A) shows, more women responded to the questionnaire than did men. In addition to the fact that there are more women than men, women are more likely to respond to surveys than are men. As a result, proportionately more women than men responded to the survey.

The distribution of the respondents by Gender and Age is presented in Table 8, (A) & (B).

TABLE 8 (A)
Gender Distribution of Survey Respondents

GENDER	Count	Percent
Female	284	59.9%
Male	190	40.1%
No Answer	9	
Total	483	100%

The percent of the population age 16 and over that is female, according to the 2006 Census, is 53 percent therefore the gender discrepancy is slight.

The information with respect to the age distribution of respondents is summarized in Table 8(B).

TABLE 8 (B)
Age Distribution of Survey Respondents

AGE GROUPS	COUNT	PERCENT
Under 16	1	0.2%
16 to 24	10	2.1%
25 to 34	44	9.0%
35 to 44	69	14.2%
45 to 54	98	20.1%
55 to 64	131	26.9%
65 to 74	72	14.8%
75 and over	62	12.7%
No Answer	3	
Total	490	100%

The median age of the respondents is 50.7 years. When compared to the median age of the 16 and over age group of Stratford, which is 46.1 years, one can see that the respondents to the public questionnaire are only slightly older than the comparative segment of the general population.

The respondents were asked to describe the type of housing they occupied. Their responses are summarized in Table 9.

TABLE 9
Distribution of Survey Respondents by Housing Type

HOUSING TYPE		
Owner Occupied	406	85.5%
Private Rental	60	12.6%
Rented from a Housing Association	8	1.7%
Other	1	0.2%
No Answer	8	
Total	483	100%

Most of the respondents (85.5%) reported that they own the housing in which they live. When compared with the population in general, the percent of respondents that own their home is only slightly higher than the population in general of which about 80% are owners of their dwelling.

The respondents were asked to describe their employment status. As is shown in Table 10 following 56 percent reported they are employed mainly in full or part time employment or are self employment.

Table 10
Distribution of Survey Respondents by Employment Status

Employment Status	Count	Percent
Full Time Employment	208	43.8%
Part Time Employment	33	6.9%
Retired	190	40.0%
Self Employed	24	5.1%
Student	11	2.3%
Unemployed	3	0.6%
Other	6	1.3%
No Answer	8	
Total	483	100%

Given that 27.5% are over age 65 is not surprising that 40% reported themselves as being retired. Only three respondents reported themselves as being unemployed.

Respondents were asked if they considered themselves disabled. As is shown in Table 11 most of the respondents report themselves as not being disabled.

Table 11
Distribution of Survey Respondents by Ability Status

Do you consider yourself disabled?	Count	Percent
No	435	92.9%
Yes	33	7.1%
No Answer	15	
Total	483	100%

To gain an understanding of the family and household composition, respondents were asked to describe their household. As is shown in Table 12, most of the respondents live in households not having children. By comparison, the 2006 Census reports that 35.3 percent of households in Stratford contain children. This indicates that households with children are under represented in the group that responded to the questionnaire.

Table 12
Distribution of Survey Respondents by Household Type

Household Composition	Count	Percent
All Adult Household	253	52.7%
Couple With Children	123	25.6%
Adult Living Alone	84	17.5%
Single With Children	12	2.5%
Extended Family	5	1.0%
Other	3	0.6%
No Answer	3	
TOTAL	483	100.0%

Some differences between the responding group and the general population of Stratford have been noted. The group tends to be slightly older, containing a slightly higher proportion of women and more representation of households without children. Since the respondents self selected themselves, some differences were expected. The consultant feels that the responding group is more like the population than unlike and the results should be a good indicator of the attitudes and opinions of the general population.

Having described the characteristics of the respondents, the report now turns to describing their response to the specific questions asked in the survey. Table 13 summarizes the respondent's feelings of personal safety when asked how safe they felt in specific situations.

Table 13
Respondents by Degree of Safety Felt in Specific Situations

How safe do you feel when...	Level of Safe Feeling				
	Very Safe	Somewhat Safe	Somewhat Unsafe	Very Unsafe	Totals
Walking alone in your local area during the day?	73.4%	25.3%	0.8%	0.4%	100.0%
Walking alone in the Central part of Stratford during the day?	69.7%	29.0%	1.1%	0.2%	100.0%
Walking alone in your local area after dark?	27.2%	47.7%	22.6%	2.5%	100.0%
Walking alone in the Central part of Stratford after dark?	21.4%	49.1%	25.6%	3.9%	100.0%
When you are alone in your own home at night?	39.4%	55.4%	4.4%	0.8%	100.0%
When you think about becoming a victim of crime in Stratford?	18.9%	51.8%	25.3%	4.1%	100.0%

The respondents have told us they generally feel safe in Stratford with 70% to 98% feeling safe under all the circumstances covered. As one would expect the sense of safety diminishes to some extent at night and being away from their home.

Respondents were then given two circumstances and asked to judge their level of satisfaction with policing in the Town as it relates to each of the situations. The responses are outlined in Table 14.

Table 14
Respondents by Level of Satisfaction with Selected Situations

How satisfied are you with...	Level of Satisfaction				
	Very Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Very Dissatisfied	Totals
Enforcement of the traffic rules?	17.0%	49.7%	23.4%	9.9%	100.0%
The visibility of the police in the community?	17.2%	49.0%	23.7%	10.0%	100.0%

These circumstances were picked because they were areas that interviews revealed were possible areas of discontent in Stratford. As expected, the satisfaction level of respondents with the enforcement of traffic rules and the visibility of police fell below the 70% level.

About 2/3rds of respondents express satisfaction with the police in these situations. Many of the comments offered by the respondents mentioned unmet expectations regarding the control of speeding traffic and other highway safety issues as well as police visibility in the community. Respondents were then asked to indicate the level of their concern with respect to a select group of situations or areas that they might encounter in the community. Their responses are summarized in Table 15.

Table 15
Respondents by Level of Concern with Specific Areas

Areas of Concern	Level of Concern				
	No Concern	Slight Concern	Moderate Concern	Serious Concern	Totals
Being a victim of assault	47.0%	41.1%	9.5%	2.3%	100.0%
Being a victim of burglary	16.5%	50.8%	25.9%	6.7%	100.0%
Being disturbed by loud nuisance type behavior	35.9%	34.8%	21.5%	7.8%	100.0%
Being insulted, pestered, or harassed	70.8%	18.5%	8.6%	2.1%	100.0%
Being mugged or robbed outside the home	52.5%	36.9%	8.3%	2.3%	100.0%
Being a victim of abusive behavior in the home	91.5%	6.1%	1.3%	1.1%	100.0%
Being the victim of credit/bank card fraud	23.3%	48.4%	19.9%	8.4%	100.0%
Having your home or property damaged	26.4%	49.1%	17.2%	7.2%	100.0%
Littering or dog fouling on your property	44.5%	30.2%	18.1%	7.2%	100.0%
Having your vehicle damaged or stolen	27.6%	46.7%	17.4%	8.3%	100.0%
Not feeling safe in the street	53.2%	38.0%	6.8%	2.1%	100.0%
Not feeling safe in your home	60.3%	31.8%	6.2%	1.7%	100.0%

The areas where there is more concern related primarily to the security of property and also to peace and quiet (possibly a reflection of the age of respondents and to the fact that a significant proportion are property owners). Also noted is the concern over littering and dog fouling. Respondents often added that cats roaming free are another source of fouling.

There is also concern regarding victimization with respect to credit/bank card fraud but this is not specific to Stratford. Respondents indicated the lowest levels of concern regarding circumstances of personal safety and security. Stratford residents indicate they feel safe in their community.

Respondents when asked if there were additional areas of concern. Their responses are summarized in Table 16.

Table 16
Additional Areas of Concern Listed by Respondents

Being hit by a car while walking (especially in 60 k zones). Keppoch Rd was specifically mentioned as a hazard to walkers and bicyclers! (3 mentions)
Cat fouling on property/Serious concern (3 mentions)
Children walking alone is a serious concern
Dangerous drivers/driving drunk driving and racing are a serious concern (5 mentions)
Drug/alcohol dealings/moderate concern
Lack of street lights, no paved shoulder, sidewalk or safe pathway make it unsafe to walk/bike in the streets (2 mentions)
Emergency planning for hurricanes and disease in all levels of government and our police #'s to deal with such/Serious concern
Everything with my children is a serious concern.
Excessive speed & passing-especially Bridge east & the other way/Serious (7 mentions)
Have been a victim of burglary (house and car) 3 mentions
Junk in neighbors yards.
Just do their Job
Kids having fires and drinking on beach at bottom of Aptos Rd. and leaving broken beer bottles/Serious – Similar mention with respect to Kinlock beach especially in June at graduation time. Bonfires, fireworks-rockets aimed in land. (4 mentions in total)
Littering in Community – trails and roadside – moderate concern (3 mentions)
Loud nuisance behavior in summer & noise" from motor bikes and cars!(2 mentions)
Not feeling safe on unlit streets at night/serious
Response time for Police calls
The police need to turn on their head lights when it's snowing and raining.
Unlawful vehicles/serious concern
Drug/alcohol use outside of homes (public areas)/Moderate concern
Misbehaving dogs and dog barking. (2 mentions)
Unfenced swimming pools/Serious. Littering by construction crews/moderate.
Youth "graffiti" on signs, buildings etc. etc.

These comments are reasonably reflective of the priority areas of concern from the data.

Respondents were then asked to select their priorities from among a list of possible policing priorities. The responses ranked by order of the frequency they were selected, from most important to least important, are summarized in Table 17.

Table 17
Respondents by Their Choice of Policing Priorities

Priority Areas	Percent of Respondents Selecting Priority
Speeding/Traffic Offences	70.4%
Drugs	66.0%
Police Presence	64.8%
Burglary	50.7%
Police Response	33.3%
Community Involvement	29.2%
Car Crime	28.2%
Antisocial Behaviour	20.1%
Robbery/Mugging	20.1%

The top priority is speeding and the enforcement of other highway safety regulations. The concern for youth and the possible use of drugs was given second priority. This was followed closely by the issue of police visibility. Safety of personal property (burglary) also was a concern. The other priorities fell well below the 50% level.

Respondents were then asked to rate how important they regard selected priorities of the policing service. All of the priorities were regarded as mainly very or moderately important as policing priorities. (see Table 18) These are the four areas that are presently regarded as priority policing duties by the RCMP in Stratford and the respondents indicate they mainly agree with the RCMP in this regard.

Table 18
Respondents by the Degree of Importance Attributed to Selected Policing Duties

Policing Duties	Very Important	Moderately Important	Slightly Important	Not at all Important	Totals
Visible uniform patrol	56.7%	30.1%	11.5%	1.7%	100.0%
Crime prevention advice	37.5%	41.2%	18.9%	2.4%	100.0%
Dealing with disputes	48.7%	34.1%	13.7%	3.5%	100.0%
School visits/liaison	52.4%	30.7%	13.7%	3.3%	100.0%

When asked to comment on additional areas on which police should focus, respondents offered the comments listed in Table 19.

Table 19
Additional Policing Duties Mentioned by Respondents

Available at town RCMP office as often as possible is very important
Being seen by seniors and helping seniors feel safe in apartments with regards to evacuating their buildings and intruders getting in.
Bike rodeo is moderately important
Community consultation group/very important
D.A.R.E. program is excellent
Dealing with Property damage is very important.
Having police involved in "voluntary roles" such as WI roadside clean up, food bank drive etc.
Heavy traffic and speeding on the road should be checked more frequently by Police.
High and Jr. high
I suspect that many seniors would appreciate a "once or twice a year" visit from police to check on home and personal security.
Just do their JOB
Kids alone in park/very imp.
Meeting with senior groups/moderately
Mobs of youth Very important
Night drag racing on Georgetown Rd. Noise control/Very important
Noise by-laws/very important
Police visibility can be a deterrent! - future cries or problem concerns.
Public Education (Community school)/Moderately
speed control on bridge is very important
Dirt bike enforcement/very important
Have police actually volunteer ... that is good visibility.
Kids unsupervised in malls and stores/very important
Radar checks/ very important
Senior Prevention/very important

As a summary question, respondents were asked to indicate their level of satisfaction with the policing service in general. The results outlined in Table 20.

Table 20
Respondents by Overall Satisfaction with the Stratford Policing at This Time

Level of Satisfaction	Percent
Very Satisfied	26.4%
Somewhat Satisfied	45.8%
Neither Satisfied or Dissatisfied	17.4%
Somewhat Dissatisfied	7.0%
Very Dissatisfied	3.5%
Total	100.0%

Respondents are mainly satisfied with just over 72% indicating they are very or somewhat satisfied. Only 10.5% indicated that they were dissatisfied but 24.4% were undecided. This suggests there is a level of unmet expectations among the respondents. The previous questions suggest that this is mainly in the area of traffic control, especially speeding and in the area of police presence or visibility. It is interesting to note that the respondents to a questionnaire in Bridgewater, NS, also say that police visibility is a problem. Bridgewater is similar in size to Stratford and has a police force of 21 officers, 1 special constable, 5 auxiliary constables and 8 civilian members.

Finally the questionnaire gave respondents the opportunity to provide general comments. These are provided as an Appendix “F”.

6.0 Analysis

There are basically two questions arising from this study process that require analysis and recommendations. They are presented as follows:

1. Is there a need for Stratford to enhance the capacity of its Police Service now, or at some future point in the next five years?
2. Is there a need for Stratford to further consider the formation of its own police force to replace the RCMP as the service provider?

Each is dealt with separately and in the order presented.

6.1 The Need for Additional Capacity

There are two ways to look at this matter. On the one hand, the crime rate in Stratford is very low. To demonstrate this reality it is possible, from Statistics Canada, to draw a comparative analysis with other municipalities in the Maritime region. Table 21 presents this analysis using data from municipalities in the region with populations between 5,000 and 15,000 people. The data presents information on per capita costs which will be used later in the analysis.

Table 21
Per Capita Operating Expenditures and Crime Rates in selected Maritime
Municipalities – 2005 (Source – Statistics Canada)

Municipality	Per Capita Operating Cost	Crime Rate per 100,000 pop.	Police Service
Stratford	\$ 50	5,043	RCMP
Amherst	\$ 234	16,970	Municipal
Bridgewater	\$ 250	10,689	Municipal
Kentville	\$ 2590	9,856	Municipal
New Glasgow	\$ 280	16,272	Municipal
Truro	\$ 290	19,800	Municipal
Yarmouth	\$ 176	20,705	RCMP
Bathurst	\$ 247	9,599	Municipal
Grand Falls	\$ 354	8,049	Municipal
Woodstock	\$ 201	10,278	Municipal
Campbellton	\$ 159	9,479	RCMP
Oromocto	\$ 113	9,377	RCMP
Sackville	\$ 128	5,059	RCMP

Clearly Stratford has a low crime rate and a very low per capita operating cost in relation to comparatively sized municipalities in the Maritime Provinces. Some would say “If it ain’t broke don’t fix it”.

On the other hand there needs to be recognition of the following realities:

- There is an unmet expectation in the Town – while people are reasonably satisfied they would like to see improvements in a number of areas – the question revolves around the extent that they are willing to pay for it.
- There is a sense that the police need to be more visible in the community. That needs to be countered by the reality that this seems to be true in all situations where police are evaluated. For example in a survey in the Town of Bridgewater where the population is smaller than Stratford, and the complement of the Police Department is 21 officers, people saw a requirement for greater visibility. The reality is that what is visible to us is a reflection of what we are looking for and not necessarily a reflection of what is there.
- Stratford is experiencing significant growth. There is general acceptance that, with growth, comes additional demand for policing service.
- The Town is under policed when measured against generally accepted standards and municipal practice in the country. The following statistics are from Police Resources in Canada 2006 issued by Statistics Canada. Stratford has one police officer per 1364 persons while Montague has one officer per 632 Kensington has one officer per 354, and Borden has one officer per 197. In N.S. the two communities close in population to Stratford, Bridgewater Pop 8027 has 401 per officer and Kentville pop. 5885 has 392 per officer. The rate of officers in Canada per 100,000 people is 192. In 2005 there were 508 municipal police services in Canada. Stratford has the fifth lowest cost per citizen at \$50.00 for policing.

- Stratford's contract for policing services terminates in a little less than 5 years on March 31, 2012. The Town is in a position to renegotiate its police service contract on April 1, 2010.

Another way to look at this question is to consider an appropriate per capita policing standard for the community. A generally accepted standard in policing in Canada suggests that an appropriate standard would provide for 1,200 police persons per capita in a rural area and 650 persons per capita in urban areas. It is possible to consider Stratford, because of its reliance on Charlottetown for many of the services required by residents, could establish a standard that is in the middle. The following table outlines the implications created by population growth as suggested by various standards.

Table 22
Analysis of Required Police Capacity by Projected Standards and Various Rates

Year	Population	650 Standard	800 Standard	900 Standard	Actual
1996	5,869	9	7	6.5	3
2001	6314	9.5	8	7	4
2006	7083	11	9	8	5
2011	7947	12	10	9	?
2016	8917	13.5	11	10	?

These realities would suggest that there is wisdom in slowly increasing the complement of police officers over the next few years to better address citizen's concerns and to manage the impacts that will come from growth.

There is one further consideration that needs to be mentioned. There is an indication from the RCMP officer in charge in the Charlottetown detachment that the appointment of an additional officer could result in the assignment of a supervisor specifically to Stratford. Clearly this would be a major step forward at little cost to the Town.

The requirement is that the Town chooses a desirable standard and reviews that on a three year basis. In doing so, the Town will also be making choices about priority demands for other community services, always with a watchful eye to the tax rate which is of significant concern to residents.

In our view, considered from the point of view of policing needs, Stratford should adopt a 900 per capita standard and review it in 2010 in advance of the discussions which will lead to either a renewed contract with the RCMP or to another option for policing the municipality. At that point we would anticipate that commercial growth in the community may suggest that the town move to an 800 per capita standard. Continuing commercial growth as anticipated in the Town plan would suggest that the 650 standard will be required by 2016. This would create capacity growth in the community in this kind of pattern:

Table 23
Projection as to Police Officer Requirements by Year to 2016

Year	Standard	Officers	Year	Standard	Officers
2007	Nil	5	2012	800	10
2008	900	6*	2013	800	11
2009	900	7	2014	650	12
2010	900	8	2015	650	13
2011	800	9	2016	650	13

* The additional person should be a supervisor with the rank of corporal.

It is our view that the prudent course of action for the Town is to commit to increasing the complement from the current 5 officers to 7 officers plus a supervisor in the next three calendar years. Long term planning should reflect growth in the complement as shown above, but a commitment beyond 8 should await the discussions to occur with the RCMP in 2010.

6.2 A Municipal Police Force

The second question relates to the advisability of further consideration being given to the establishment of a municipal police force in the community. The analysis would suggest that the following are significant considerations in that regard.

Advantages

The advantages offered by municipal police forces can be summarized as follows:

1. Municipal police forces are generally seen as being have less bureaucratic and more flexible in dealing with local concerns.
2. Municipal police forces provide for more consistency in personnel.
3. Municipal police forces provide for more consistent supervision.

Disadvantages

1. As can be seen in Table 21 municipal police forces are consistently more expensive, in large part because the Town would lose the 70/30 cost sharing with the Federal Government.
2. There is a significant training cost in order to keep police personnel current in policing techniques i.e. accident investigations, investigational techniques, supervision, emergency response, drugs, etc.
3. The RCMP provides specialized resources i.e. fraud, sex crimes, dog, forensics, and expertise in major crime investigation
4. Municipal police forces are usually unionized.

The decision as to further consideration of a municipal service should also be considered in the relevant public policy context.

The RCMP contract for the province and for Stratford will end by 2012. The current contract permits the negotiation for a new contract to begin in April of 2010. RCMP officials have indicated that the framework through which RCMP service will be offered to municipalities will be available April 1, 2010. In addition the PEI Police Act is being reviewed and may impact police forces in different ways, especially with respect to minimum standards of training and personnel.

It is our view that given the comparative cost benefit clearly demonstrated in Table 21, the prudent course of action for the community is to abandon any consideration of a municipal force until negotiations for services past 2012 make clear what the costs will be at that time.

At the same time the Terms of Reference asked that we provide an analysis of the capital and operating costs that are involved in the development of a municipal police force in Stratford. We attach as Appendix “G” a copy of the detailed analysis. The numbers presented there are summarized in Table 24.

Table 24
Projection as to Policing Costs to Year 2016 by Identified Options

	Assume new building on new site	Assume addition to the Town Hall
Up Front Capital	\$ 1,350,000	\$ 1,220,000
Annual Operating	\$ 1,025,000	\$ 1,005,000
Annual Comparative RCMP	\$ 688,000	\$ 688,000
Annual Savings	\$ 337,000	\$ 317,000

These estimates are preliminary in nature, and have not had the benefit of a professional review from one skilled in the development of capital and operating estimates. At the same time, as shown in the notes, they have been developed in consultation with people with experience in such matters. In our view, they clearly support the view expressed above with respect to further study into the advisability of Stratford having its own police force.

In addition, our review suggests that consideration should be given to the following possibilities:

- Having the police station staffed during the day by a civilian. This would give the town a feeling of ownership and security. It would also make it more convenient for citizens to complete accident reports, security checks, other non-emergency issues and numerous other functions that may or may not be police issues. For this to be a full time position, it might be necessary for the individual to perform some unrelated Town Duties as well.
- Enhancing the level of security at station by the addition of a vestibule with bullet proof glass.

7.0 Recommendations

The major recommendations which flow from the study are summarized as follows:

Recommendation # 1.

It is recommended that the Town of Stratford, in the next two years, increase the complement of RCMP officers in the community from the current 5 officers to 7 officers plus a supervisor.

Recommendation # 2.

It is recommended that the Town of Stratford also increase its capacity related to policing through the addition of a civilian clerk at the Police Station.

Recommendation # 3.

It is recommended that the level of security at the police station be enhanced by the addition of a vestibule with bullet proof glass.

Recommendation # 4.

It is recommended that the Town of Stratford abandon any consideration of a municipal force until negotiations for services past 2012 make clear what the costs will be at that time.

Recommendation # 5.

It is recommended that the Town of Stratford take steps to enhance the level of awareness in the community of the policing services that are provided through the RCMP.

8.0 Conclusion

The real challenge here is a common one in public policy development at all levels of government, perhaps especially at the municipal level. It involves the delicate balance between the needs and priorities of the community and the resources available to the municipality to meet those needs. Those decisions often need to be made with information that is uncertain. In this instance we refer to information regarding the extent that future growth projections will be realized, and what the community will experience as a result of the growth that does occur.

What is clear is that the ratepayers do not wish to see their tax rate increase at this time to fund additional police service. That doesn't mean that such enhancements cannot be funded from growth in the tax base. At the same time it is clear that the residents have a reasonable degree of satisfaction with the current service, and also that the crime rate in the community is low relative to comparative sized municipalities in Atlantic Canada. There are also some unmet expectations and some concerns especially in the business community. Good planning principles would suggest that these expectations will increase as growth occurs. An appropriate and proactive approach to meeting these demands while anticipating taxpayers concerns has been proposed in the report.

When it comes to the matter of a municipal police force Stratford is indeed fortunate in that it is not required to address that issue at this time. In fact, there is a strong planning and economic argument that would suggest that the Town should not visit the question now. There are real economies to be achieved by building on the current arrangement with the RCMP. The chance of a correct decision on the issue is enhanced by the community waiting until the implications of growth and of the cost of having the RCMP are better known before proceeding to examine the question further.

The consulting team appreciates the cooperation received from everyone through the course of the study and wishes the community well in the deliberations which will flow from this work

Appendix “A”

Brief History of the Town of Stratford

The earliest settlement in the Town of Stratford dates back to the 1750's when several Acadian families located in the Bunbury area. In 1767 P.E.I. was divided into lots and “balloted away” to those having claims upon the British Crown. Lot 48 which includes Stratford, was given to Samuel Touchet (Touchel, Fouchet, Fouchette), Esq. (M.P.) and James Cunningham, Esq. Lieutenant-Colonel). “Settlement of this fine Lot began in 1784. It had 12 families in 1798. ... The soil of this Lot is first class, and with its nearness to the best market, has drawn many settlers to it.”⁸ Its population in 1838 was 515 and this had grown to 1690 by 1861.

While the economy of the area has traditionally been dominated by agriculture, other early activities included ship building at Fullerton's Marsh, a shingle mill, pasteurizing plant, and several brick kilns in the Keppoch and Southport areas. Many of the old brick buildings, such as Notre Dame Academy opened in 1869 contained bricks from these kilns. There were also blacksmiths, carriage makers, saddle and harness maker, leather maker, butchers, general merchants, hotel keepers, and a tailor.

Stratford's constituent communities of Southport, Bunbury, Keppoch, Rosebank, Kinlick and Cross Roads each have had slightly different development patterns. The shoreline of the Hillsborough River in Southport was historically a cottage area for city residents, with cottage development extending to Keppoch following the second world war. Cross Roads, Bunbury, Rosebank and Kinlock were historically agricultural communities. These communities were hampered in their development by geography until relatively recently.

Several institutions were particularly important in Stratford's history. The Marine Hospital dated from the mid 19th century and was located on Trout Point at the entrance to Charlottetown Harbour. All ships entering the harbour were required to have passengers examined for smallpox before entering the port. The Bunbury School District dates back to 1882. The first church in the area was the Cross Roads Christian Church. Built in 1839, it remains active as one of the Island's oldest churches.

The first cluster of non-farm development occurred at the Ferry Point adjacent to the southern terminus of the Charlottetown Ferry. During the 1800s, a small seasonal passenger ferry service operated from Ferry Point in Southport to a wharf on the Charlottetown waterfront. During the winter months, horse-drawn sleighs would operate directly across the frozen river.

⁸ Page 11, Illustrated Historical Atlas of the Province of Prince Edward Island. J. H. Meacham and Co., 1880.

This early transportation and commercial focus diminished rapidly however with the construction of the first bridge in 1905 by the Prince Edward Island Railway, allowing for train travel to the eastern side of the river. Horse-drawn carriages and sleighs (and later automobiles) were also permitted on the span when trains were not operating.

The railway bridge was replaced with a 2-lane highway bridge in 1962. A need for municipal organization was largely a result of rapidly growing suburban development which started shortly after the construction of the new bridge. Municipal incorporation started in the early 1960's with the formation of the Bunbury Community Improvement Committee. Bunbury assumed village status in 1969, followed by Southport and Cross Roads in 1972 and Keppoch-Kinlock in 1985.

Co-operation and joint initiatives between the four former communities laid a strong foundation for eventual amalgamation as did prominent regional institutions such as the Glen Stewart School, constructed in 1975, and Our Lady of the Assumption Church. The first co-operative municipal venture was the Bunbury-Southport Joint Planning Board. This was followed by the Cross Roads Rural Fire Company in 1979 and the establishment of the Waterview Recreation Association.

In June of 1993, largely as a follow-up to recommendations made by the Royal Commission on the Land in 1990, the Provincial Government issued a White Paper on Municipal Reform in the greater Charlottetown and Summerside Areas. The White Paper led to the appointment of the Commission on Municipal Reform (Moase Commission).

The reform model favored by the Royal Commission and the White Paper called for the creation of one large municipality in the Charlottetown area. Given the long standing history of co-operation between the four municipalities on the Stratford peninsula and the natural geographic boundaries of this area, these four communities felt a more logical approach would see three municipalities formed. This would include an expanded City of Charlottetown, taking in the entire Charlottetown peninsula, a southern municipality south of the Hillsborough River and a western municipality to the west of the North River causeway.

With this goal in mind the four communities of Southport, Bunbury, Cross Roads and Keppoch-Kinlock formed the "Waterview Municipal Co-operation Committee" and made a joint submission to Commissioner Moase. The technical arguments and the level of co-operation displayed by the Committee were sufficient to convince Mr. Moase of the merits of this proposal and it was adopted in the Commission's final Report tabled in December, 1993.

The Commission's recommendations were accepted by the Provincial Government and the new Charlottetown Area Municipalities Act came into effect on April 1, 1995, creating the enlarged City of Charlottetown, the Town of Cornwall and the Town of Stratford.

The name Stratford was not determined by the Province but was selected by area residents shortly after the new incorporation was announced. The new Town also included the previously unincorporated area of Battery Point which was located between Southport and Keppoch-Kinlock.

The 2-lane Hillsborough River Bridge was completed in 1995 at around the same time as municipal amalgamation took place. This has resulted in the current town of Stratford to experience growth as a result of the improved highway connection to Charlottetown, where most of the residents work. The daily vehicle count crossing the bridge is about 30,000 in the winter months and 36,000 during the peak summer months. Despite the 12 percent population growth rate, new development is currently quite modest by most North American standards and includes several new subdivisions, a small highway commercial district, and several municipal buildings including a town hall and community centre. The Town of Stratford expects growth to continue and has developed community planning standards to control the development.

Appendix “B”

Terms of Reference for the Policing – Needs Study

TERMS OF REFERENCE

“Policing - Needs Study”

for the

**Town Stratford
Prince Edward Island**

Town of Stratford

April/May 2007

1. INTRODUCTION

The Town of Stratford has a contract with the RCMP to provide policing services to the Town. The 2006 census population of Stratford was 7083 which is a 12.2% increase over the 2001 census population of 6314 which makes Stratford, by far, the fastest growing municipality in the Province of Prince Edward Island. We expect the strong growth in our residential sector to continue.

There are approximately 2900 dwelling units and approximately 80 commercial/institutional buildings in the Town. We are nearing completion of a comprehensive plan for the core area which is largely undeveloped and mainly zoned for commercial and high density residential development. The plan calls for a well planned, mixed use, truly livable and pedestrian friendly “downtown”. We anticipate that the new plan, together with the lack of commercial and high density residential space available in or near downtown Charlottetown, will result in a significant increase in commercial activity in our core area.

There are currently five RCMP officers assigned to the Town. They are part of the Queens detachment and supervised by the Queens District commander. The Town provides an office for the RCMP in leased space at the Fire Hall on the Mason Road. The Town of Stratford is seeking proposals from qualified firms to carry out a review of present and future policing needs in Stratford and to compare the costs and benefits of continuing with an RCMP contract versus establishing a Stratford police force.

2. TERMS OF REFERENCE

This terms of reference shall be used as a guide to develop proposals for the police review study. Bidders are encouraged to be innovative in their response while ensuring that the proposed approach and work plan achieve the fundamental objectives of the study.

- a. The workplan of the consultant should include the following tasks:
 - i. Examine the current level of policing, hours of coverage, compile Town demographic information, interview Town officials and RCMP officials, and forecast growth for 5 and 10 years out;
 - ii. Assess the level of satisfaction of residents and business with the current level of policing in the Town (which may include surveys, focus groups, open houses etc.);
 - iii. Compare the level and cost of policing in Stratford to a reasonable number of other, similar jurisdictions, and include both municipal forces and RCMP contracts;
 - iv. Assess the current demand for police services in the Town and forecast the demand for police services in 5 and 10 years time;
 - v. Assess the feasibility, cost, pros and cons of a continued contract with the RCMP to provide police services to the Town for the next ten years;
 - vi. Assess the feasibility, cost, pros and cons of the establishment of a Stratford police force to provide police services to the Town for the next ten years;
 - vii. Assess the impact of changing from an RCMP contract to a Town police force on the current organization including start up costs, effect on organizational structure and management, facilities etc.;
 - viii. Present draft findings to the Town Council and then conduct a public meeting/open house to present the draft findings to the public for feedback; and
 - ix. Present a final report to Council with recommendations.
- b. The consultant shall identify the cost of each service option for a ten year period including at least:
 - i. Annual operating costs of members and incidentals;
 - ii. Ongoing replacement cost of capital equipment;
 - iii. Overhead costs such as insurance, office supplies, promotion etc.; and
 - iv. Start up cost of a Stratford force and, if recommended, an expanded RCMP force including capital costs for facilities and equipment;

3. PROPOSAL REQUIREMENTS

a. Deliverables

Deliverables shall include 10 copies of a preliminary report to allow for feedback and 10 copies of a final report including a digital copy which can be posted on the Town's website or further copied as required.

b. Proposal Submission

Five copies of the proposal shall be submitted in a sealed envelope and the proposals shall include:

- i. General qualifications and experience of the firm(s) and, in particular, experience with policing - needs studies;
- ii. Detailed qualifications, relevant experience and assigned tasks of the team members who will carry out the work;
- iii. Proposed project methodology and time line from award;
- iv. References from other clients for similar studies;
- v. Fixed fee and projected expenses to complete the project; and
- vi. Any other information you can provide that will help with the selection.

The cost shall include, but separately identify, PST, GST and reimbursable expenses.

c. Budget and Schedule

The budget for this project shall not exceed \$20,000 which includes PST, fees and expenses (but does not include GST). Bidders shall propose a schedule for the project which shall be completed no later than 4 months after the award of the contract.

d. Proposal Evaluation

The evaluation will be carried out by representatives of the Town on the basis of the factors noted below:

Description	Rating
Qualifications and experience of project team members, particularly with the successful delivery of similar contracts, and project team depth including references	50
Project approach and schedule.	20
Other factors that the consultant provides to demonstrate that their proposal will meet the objectives of the study.	20
Proposed fee and expenses	10

The Town of Stratford reserves the right to accept or reject any or all proposals for any reason or to select the proposal that best suits the needs of the Town.

e. Proposal Deadline

Proposals shall be titled "Policing - Needs Study" and shall be submitted in a sealed envelope by 12:00 noon Atlantic Daylight Time, on Tuesday May 22, 2007 to:

Town of Stratford
234 Shakespeare Drive
Stratford, PE C1B 2V8

Late or un-sealed proposals will not be accepted.

f. Contact Information

Questions on the request for proposals can be addressed to:

Robert Hughes, Chief Administrative Officer, Town of Stratford

telephone: (902) 569-6251

fax: (902) 569-5000

e-mail: rhughes@town.stratford.pe.ca.

Appendix “C”

FOCUS GROUP DESIGN Stratford Policing Needs Study August/September 2007

Introduction

Welcome; Introduce Moderators

Reason/Purpose:

You have been selected and invited here this evening to participate in a focus group. The Town of Stratford has contracted with us to conduct a series of focus groups in the municipality. As you might be aware, the Town of Stratford is growing more rapidly than any other municipality in P.E.I. The Town is concerned about the effect that this growth will have on the needs for policing services in future years. To address this concern the Town has contracted with us to conduct a study and we are using focus groups as one of the ways we are gathering information.

I want to clarify at this point what this study is not. We are not simply investigating whether or not to maintain the policing contract with the RCMP. It is much broader than that. We are trying to identify and measure the changing policing needs that Stratford will have as it grows and develops.

The object of the focus group is to get input from the public so that we can get a better understanding of public concern in Stratford when it comes to the feelings of safety and security people have on a day-to-day basis. We also want to learn what people feel they need from their police force to address specific concerns that may exist now or in the future.

Format of Session: Length of session, confidentiality and other housekeeping items.

Rules of participation:

- Everyone participates; priority will be given to those who have not spoken.
- Speak briefly and often. Please, no speeches.
- Be open and honest.
- Be specific and talk about your own experiences.
- Listen without interruption.
- We are interested in any difficulties you may have with law enforcement, possible illegal or disturbing activities and in any ideas that you may have to improve the situation.
- It is okay to disagree—do not be disagreeable.
- There are no right or wrong answers; all responses are valued.

We will take notes and use the flip-chart so we can summarize the findings of the focus group.

Group Introduction (Quick round table, name, how long lived in area.)

Opening topic:

What do you know about the police services now operating in Stratford?

- How many officers?
- What is the level/hours of coverage?
- What services do they provide?
- How much does it cost and how does that compare with other municipalities?

Feelings about safety and security:

We would like to get some idea about how safe and secure people feel personally and for their property.

Generally how safe do you feel about the following three circumstances? (Get participants to each place an “X” in a box for each circumstance.

- At home at night (after dark)
- In public places in Stratford at night
- Your property (home, car, business, etc.) when unattended.

	Very Safe	Somewhat Safe	Unsure	Somewhat Unsafe	Very Unsafe
At Home					
In a Public Place					
Unattended Property					

Discussion:

- Are there other circumstances that you wouldn't feel safe in Stratford? (Discuss and List)

Present Areas of Concern

I would like you to think of criminal, illegal or nuisance activities that happen in Stratford. As you bring them up I will list them. (Guide discussion and list the activities)

On which of these activities do you think the police should concentrate more time?
(Guide the discussion and then get some agreement on the 4 or 5 more important ones)

How do you think that Stratford compares with Charlottetown in terms of illegal or nuisance activities?

How do you think that Stratford compares with other towns of similar size in terms of illegal or nuisance activities?

Four Priorities of the RCMP

The RCMP have 4 priorities that they focus on in the numerous communities and areas in which they work. These four priorities are:

Drugs, Speed (Traffic), Noise and Disturbances, Break and Entry

Do you feel these priorities are appropriate and applicable for Stratford?

Are there other priorities that should be added for Stratford? Should any of these four priorities be eliminated for Stratford?

Future Growth and Future Concerns

In the coming years we expect that Stratford will grow in population size. The Town will also grow and develop in terms of a business section and recreation and entertainment centers. What do you feel this will do to the number and types of illegal and nuisance activities that occur in the Town? (Guide discussion and list areas of concern and comments)

How do you think the Town should respond to these changes and concerns? (Guide discussion and list the comments and concerns)

What areas of concern do you feel the future Police Services in Stratford will need to focus on in order to maintain an acceptable level of public safety and security within the Town? (Guide the discussion and list the comments and concerns)

Final Comments

We have talked about quite a number of things here tonight. Are there any ideas or opinions that you feel have been missed and should be mentioned? (Prompt for input and create an opportunity for participants to alter or clarify positions they have made in earlier discussions.)

Finally, I would like to give each of you a chance to tell Town Council what you feel they should do regarding the provision of police services in Stratford. Do this by completing the sentence “I think the police services in Stratford should” (List the final comments)

Closure

Thank participants for attending the session; to acknowledge the experiences and views of participants as valid and enlightening; and to remind participants why their advice was important. Also remind them of the agreement of confidentiality.

Handle any final logistical matters.

Appendix “D”
Interview Schedule - Key Informant Interviews

Town of Stratford
Policing Needs Study
Key Informant Interview Schedule

Name: _____ Date: _____

First of all I want to thank you for providing me this time to talk about policing services in the Town of Stratford. We have been retained by the Stratford Town Council to conduct a Policing Needs Study for the Town. Stratford Town Council identified a number of key informants in the community for us to interview and your name is on that list.

1. To start with, I would like to ask you to describe your understanding of the police services that are currently being provided.

Probe about:

- A. The number of officers
 - B. The hours of service now offered
 - C. Present visibility
 - D. Ease of contact
 - E. The costs of the service
2. Do you have any complaints about the Policing Service now offered?
3. Do you know of any complaints that others may have about the Police Service now provided?
4. Now I need to ask you how safe you and others feel in the community.
 - a. On a scale of 1 to 10 where 1 is a very unsafe feeling and 10 is a very safe feeling where do you place your feelings? (Score ____)

Comment (if any) _____

- b. Using the same scale, how safe do you think people in general feel in the community? (Score ____)

Comment (if any) _____

5. Now I need to ask how satisfied you are with various aspects of the Policing Service now provided. On a scale of 1 to 10 where 1 is very unsatisfied and 10 is very satisfied, how satisfied are you with:

a. The quality of policing: (Score ____)

Comment (If any) _____

b. The hours of coverage now provided: (Score ____)

Comment (If any) _____

c. The visibility of the policing service: (Score ____)

Comment (If any) _____

d. The ease of contacting the police: (Score ____)

Comments:

Comment (If any) _____

e. The community policing programs provided (school programs, etc.) :
(Score ____)

Comment (If any) _____

6. About a year ago the Town added a police officer with specific responsibilities for community policing? We are interested in your comments about this initiative.
7. Any other comments about satisfaction?
8. Now I need to ask you what kinds of crime do you feel happens in Stratford. Can you describe or list for me the types of crime that comes to mind.
9. The Policing Service that now exists may or may not address all the policing needs that presently exist in Stratford. Can you identify and describe for me any gaps you feel may exist between the policing services currently provided and your perception of current policing needs.
10. The Town of Stratford has grown significantly over the past 10 years and will continue to grow. With this growth the quantity and types of Police Services will also need to change. Will you describe for me the changes in Policing you believe will be needed to respond to the future needs of Stratford.

11. To conclude this interview I would like you to complete the following statement to Town Council about changes to Policing Services in Stratford.

As the Town grows and Policing needs change I would like you to make sure that you

12. Any other comments that you would like to make.

Thank you for your participation.

Appendix “E”

Stratford Policing Needs Study: Public Input Questionnaire

The Town of Stratford has retained a consultant to conduct a Policing Needs Study for Stratford. A public questionnaire is being used as one of the sources of information for the study. This public questionnaire has been delivered to each household in Stratford. Stratford Town Council encourages one or more persons from each household to complete the questionnaire and return it according to the instructions enclosed on the last page. Please complete and return this questionnaire by Sept. 14, 2007.

- Please place a checkmark √ in the column that best describes how you feel with respect to each of the situations that are described.

How Safe Do You Feel	Very Safe	Somewhat Safe	Somewhat Unsafe	Very Unsafe	Don't Know
Walking alone in your local area during the day					
Walking alone in the Central part of Stratford during the day					
Walking alone in your local area after dark?					
Walking alone in the central part of Stratford after dark?					
When you are alone in your own home at night?					
When you think about becoming a victim of crime in Stratford?					

- Please place a checkmark √ in the column that best describes your level of satisfaction with respect to each of the situations that are described.

How Satisfied are you with respect to	Very Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Very Dissatisfied	Don't Know
Enforcement of the traffic rules					
The visibility of the police in the community					

- Please place a checkmark √ in the column that best describes your level of concern about each of the following. The blanks are left to allow you to fill in areas not mentioned that might be of concern to you.

Area of Concern	No concern	Slight concern	Moderate Concern	Serious concern
Being a victim of assault				
Being a victim of burglary				
Being disturbed by loud nuisance type behavior				
Being insulted, pestered, or harassed				
Being mugged or robbed outside the home				
Being the victim of abusive behavior in the home				
Being the victim of credit/bank card fraud				
Having your home or property damaged				
Littering or dog fouling on your property				
Having your vehicle damaged or stolen				
Not feeling safe in the street				
Not feeling safe in your home				

4. Before determining policing priorities, the Town of Stratford must take into account the views of the local community. The top 9 issues have been identified through previous consultation exercises. From the list below, what are the four main areas that you think the police should concentrate on over the next five years? (Check ✓ only 4)

Speeding/Traffic Offences _____ Antisocial Behaviour _____ Drugs _____
 Police Presence _____ Police Response _____ Burglary _____
 Community Involvement _____ Robbery/Mugging _____ Car Crime _____

5. The following is a list of Community Policing and Educational activities that police may include in their duties. Please rate the following activities by how important each is by checking ✓ the appropriate box. The blanks are left to allow you to fill in any areas that may be of interest to you.

Community Policing Activities	Not at all important	Slightly Important	Moderately Important	Very Important
Visible Uniform Patrol				
Crime Prevention Advice				
Dealing with disputes				
School visits/liaison				

6. Taking everything into account, how would you rate your overall satisfaction with the Stratford Policing at the present time? (Check ✓ one)

a. Very Satisfied _____ b. Satisfied _____ c. Neither Satisfied Nor Dissatisfied _____
 d. Dissatisfied _____ e. Very Dissatisfied _____ f. Don't Know _____

About yourself

All personal details are confidential and are used for grouping purposes only.

7. Gender (Check ✓ one) Male _____ Female _____

8. Age group (Check ✓ one)
 Under 16 _____, 16 – 24 _____, 25 – 34 _____, 35 – 44 _____, 45 – 54 _____, 55 – 64 _____,
 65 – 74 _____, 75 + _____.

9. Housing (Check ✓ one)
 Owner Occupied _____, Private Rental _____, Rented from a Housing Association _____, Other _____
 (Please describe Other) _____

10. Employment (Check ✓ one)
 Full time Employment _____ Part time Employment _____ Self Employed _____
 Unemployed _____ Student _____ Retired _____
 Other (Please describe) _____

11. Do you consider yourself to be disabled? (Check ✓ one) Yes _____ No _____

12. Which one of the following best describes your household? (Check ✓ one)

Adult Living Alone _____ All Adult Household _____ Single With Children _____
Couple With Children _____ Extended Family _____ Other _____

13. Which area of Stratford do you live in? Please give street name or sub-division name:

Further consultation activities: We are keen to seek the views of members of the public in relation to police services. If you wish to take part in future consultation activities please provide your contact details below. If you wish to provide additional comments with your questionnaire please attach them on a separate page. **Thank you very much** for taking the time to complete this questionnaire.

Additional copies of the questionnaire are available at the Town Office or on-line at **www.town.stratford.pe.ca**

Submission instructions: Please return the completed questionnaire by September 14, 2007. You may drop off your completed questionnaire in the Policing Questionnaire Boxes at the following Stratford locations: Town Hall Office; Sobeys Stratford, Courtesy Desk; Southport Pharmacy, Check-out Counter.

You may also fill in this questionnaire on-line at **www.town.stratford.pe.ca** and follow the link.

Or, you may mail the completed questionnaire to: Policing Needs Survey, PO Box 24054, Stratford, PE, C1B 2V5

Appendix “F”

Respondents Comments on Public Questionnaire

Street/Sub-div.	Comments
Aintree Drive 1 Response	I am nervous walking alone due to loose large dogs on the street.
Aptos Drive 3 Responses	2 responses expressed concern about safety walking unsafe drivers, racing cars at night impaired. Police are fine but they need more. Another noted that there was a home invasion on the street last summer which was handled excellently.
Balmoral Drive 1 Response	Advocate for more sidewalks and street lights - much safer! One felt that police are placed in an unenviable position when expected to enforce unreasonable laws. (Ridiculous speed limits in some areas) The public should be pleased, not slightly concerned, when they see a police car. Another indicated the view that policing in Stratford is excellent, and that this study was not required.
Battery Point 4 Responses	Another noted the view that, overall, Stratford is a very safe community and the police involvement is very positive. In their view visible presence helps deter crime and is very important. I am concerned about the increase in break-ins in the town. Another felt that the money spent on "policing" this mostly residential community is absurd!
Bayside Drive 1 Response	I am most concerned with the increasing amount of vandalism, particularly at Glen Stewart school. My children are very upset by the ongoing damage there and it negatively affects how safe they feel in their community. This should be a top priority. PEI drivers IGNORE posted speed signs. We need much stricter enforcement on speeding and also on immigration. Another felt that there was certainly enough police presence presently and that tax payer dollars could be spent better elsewhere instead of adding more officers to the police force.
Beacon Hill 2 Responses	The absence of crime is an indication of effective police service delivery. All look for greater police visibility. More needs to be done in delivering police services to seniors.
Bellevue Cove 1 Response	The whole issue around speeding and running stop signs needs to be addressed.
Bonavista Avenue 1 Response	With the focus on "active living" these days, it is very dangerous for bikers/walkers/runners on the roads/sidewalks within Stratford.
Brandy Lane 1 Response	There should be more control over the speeding on the lower Rosebank Rd. - signs posted – protect children - if the speed limit was raised a bit on the upper Rosebank road more people may obey it. Thanks
Burhoe sub-division 1 Response	Dogs should be kept on owner's property - risk to walkers, a nuisance to neighbors, and a hindrance for service people (utilities, oil, mail and delivery persons)
Bunbury Road 3 Responses	One said that the RCMP are doing a Great job. Another was concerned with the speed of traffic in their area. Another simply said "Very lucky to be under RCMP!"
Cable Heights 1 Response	I do not think the Town had to spend \$20,000 to do such a study. – nothing wrong with the RCMP – just hire more of them full time. Either way the taxpayer pays.
Campbell Drive 1 Response	This person suggest the Installation of a Red Arrow light on the intersection leading from Southport area of Stratford Rd.
Cardiff Lane 2 Responses	One noted that they don't walk alone in the central part of Stratford after dark. Another a lack of police "Presence" as a serious problem. They expressed concern about the RCMP "BRAND" because of happenings elsewhere.
Celtic Lane 1 Response	No one ever stops at the stop sign on Celtic Lane. Most people are going 60-70 Kph through the sign.
Creekside Drive 1 Response	Living in Stratford for several months and feel very safe in our neighborhood, due partly to the fact that there are a number of RCMP Officers living in our area. We are impressed with how well the town is looked after with regard

Cherry Lane 1 Response	Two things I've noticed 1) people seem to drive well above the posted limit Keppoch Stratford Rd in particular 2) a group of teenagers that like to hang out in our hedge
Duncan Ave. 2 Response	Need to start issuing tickets for speeding, reckless driving, especially Stratford and Keppoch Roads and the Hillsborough Bridge between 7 a.m. and 9 a.m. Another noted their lack of support for a separate Stratford Police force. If the survey reveals that additional police presence is required, then hire additional RCMP resources
Eastern end of Stratford 1 Response	We have wasted enough money on the RCMP. Police presence and response are terrible (if they bother to show up at all). They have every excuse for having low visibility. but it is the community that suffers. The RCMP provides the protection and service the Town needs. People do not realize how well off we are what extra benefits we enjoy from the RCMP's presence.
Eastern Realities 2 Response	Another expressed the need more police presence, particularly in parks and public areas, at night. Activity and vandalism often in parks in subdivision after dark. Another felt that the RCMP are out of touch with our community. Stopping people on the Stratford Rd. for speeding on their way to work is a waste of resources.
Emmalee Drive 2 Responses	One noted that they had recently moved to Stratford. Another noted that traffic (speeding) especially on the Keppoch Rd., Hillsborough bridge and on their street were all of concern.
Foxwood Lane 1 Response	We do not need a town police force.
Georgetown Road 1 Response	Problem with dirt bikes and four wheelers going over private property even right over my lawn. One noted that there needs to be a crosswalk closer to the school. Many cars do not stop for children. With the new playground at the school the RCMP should show their presence often. The walk light to cross the highway is much too short for a normal person let alone an elderly or disabled person. It should be longer and there should be no traffic while the walk light is on. - not even a turn light. My friend nearly got hit by someone using a turn light. Important to deal with motor bikes speeding and racing.
Glen Stewart Drive 2 Responses	The police be there when a response is needed especially in an emergency. I don't think they are always as available as they might be.
Glencove Drive 1 Response	
Golf View Drive 1 Response	Satisfied with exception of traffic control.
Greensview Drive 2 Responses	One noted that they feel safe with two dogs in their household, another that Stratford is a good part of the Island, but in time there may need to be more police in the Town.
Harbourview Drive One Response	Never see any policing on bridge which is a speed way. We may need more police. Another noted that there ate too many speeders on Marion Drive.
Harlandview Drive 1 response	One person noted that they jog at night on Mason Rd. - lighting not great. They note that they are not confident re: response time etc., having called a number of times about this and speeding on our residential street. Also concerned about Dogs and cats roaming and digging flower beds.
Heron Drive 1 Response	Bylaw enforcement is needed. People obstruct the roadway with stacks has contributed to one accident this summer when elderly driver could not pull over completely off road because of stacks and was struck in rear. As a student studying criminology, I believe that Stratford is an overall safe place.
Hillview Drive 2 Response	Police exposure seems limited to the highway right in front of Sobeys and the intersection on Kinlock road. Another noted an absolutely unreal amount of speeding in our subdivision. Children operate off-road vehicles without proper safety equipment. Cats roam freely destroying gardens and flowerbed.
Humphrey Drive 1 response	Too many people violating traffic rules - not getting caught. Drugs and drink a problem. The kids hide in places that need bike or foot patrol. I have had some dealings – RCMP have always followed up and been concerned over my issues.
Keppock/Kinlock area 8 Responses	One commented that the RCMP provides more then enough for Stratford. The network of services that comes with the RCMP provides all we should require ~ and the image of the National Police force is something to build pride in the nation. Another noted that when called police have been prompt to respond. An every

	<p>evening patrol between 11pm and midnight would be helpful. Another felt that the speed zone change on Keppoch Rd east to the Kinlock Rd is excessive. In their view all streets excepting the Trans Canada should be 50 k or less within the town. Keppoch Rd is a pedestrian accident in the waiting. Another asked for "no additional police service please. Assess whether we can do with less police. Another saw the need for an effort to enforce people to use their blinkers on their vehicles. Improper use is a huge hazard for the public. Another called for more to assist in reducing incidents of break-ins and other undesirable actions. Another asked for more patrols and for someone in the office in Stratford to more effectively and quickly respond to disturbances and vandalism and speeding. Speeding and squealing of tires around Rosebank Road is a big problem. Another noted spend less time looking for seatbelt fines and other government revenue crap and solve some real crimes! It is not the job of the RCMP to be tax collectors for the government, but rather to solve crimes!</p>
Langley Road 1 Response	<p>Speeding on highway and at Bridge lights Vehicles continue to run red lights and pass on the inside shoulder – happens daily at the ESSO corner - Sobey's corner running red lights is far too common - Traffic control in this community is an embarrassment. Another noted that once they had to contact the RCMP. Response was excellent. Another saw the study as a ridiculous waste. There is no change needed.</p>
MacDonald Rd. 3 Response	
Marjorie Crescent 1 Response	<p>At times traffic is very fast at Pondside Park One noted that speeding on our street was a concern, but we have seen progress. on this concern. My husband is unsatisfied with the visibility of police but I am satisfied. The Town Talk and reports are our main source re policing etc. Please continue it. Another commented about the baseball diamond, noting that there are a lot of kids drinking and having sex in the ball diamond dugouts (more than a few times), and have seen them tipping over the dugouts, garbage cans, etc. Another suggested a speed bump on the street. Another noted that more needed to be done about speeding. Speed has once again become a major issue and has to be addressed before someone's child, pet or family member gets hurt. Another noted a particular concern often going way over the posted speed limit. I think speed bumps would be appropriate in our area or some other way of making the area safe for our children. More tickets should be issued to drivers who speed and tailgate. Police should be on the Bunbury and Mason Rds. before 7 am. The "No through truck sign" should be moved closer to the intersection of Mason and Bunbury Rds. Speed bumps, lower the speed limit, more patrols, more speed checks – Big concern - speeding on Mason Rd! I feel the PEI RCMP should take an example from NS and start a Citizens Patrol. I was a member in the Kings Detachment RCMP New Minas for 11 years.</p>
Marion Drive 5 Responses	<p>Other priorities should include domestic violence, underage drinking, property damage (e.g. play grounds, littering/ broken bottles/damaged equipment) & occasional loud parties. Another said Thank-you for conducting this survey</p>
Mason Road 4 Responses	<p>In 13 years living here, I have had one vehicle stolen & items have been stolen from my car. Nothing over the past few years, though. I am concerned re traffic violations. One saw the need for more visible presence. Time spent investigating cases keep them off the road. This may mean they need more help. Another who is opposed to Stratford establishing a municipal force, expressed the concern that the survey may be based on a desire to replace the RCMP. Another said I am quite satisfied with the work of the RCMP. Another noted that their greatest concern is the lack of presence and the poor response time by the RCMP. Their concern about response time was based on two specific experiences. Another person was concerned about the independence of the study when there is an RCMP person on the team.</p>
Millbrook Drive 1 Response	
Millennium Drive 1 Response	
Montrose Drive 1 Response	
Mt. Herbert Road 5 Responses	
Mutch Drive 3 Responses	<p>One person noted being nervous walking alone, another indicated that they were handicapped and did not walk very well. Another indicated that they did not walk after dark. They were nervous because they had things stolen from their garage and now have to keep it locked. I've learned I must close the garage doors when I am not</p>

	home.
Park Lane 1 Response	Disturbed by loud motor cycles along Keppoch Road
Picton Beete Crescent 1 Response	We have been victims of crime in Stratford.
Pondside 1 Response	Noted they are happy with the RCMP, but feel awkward attending the police station - it just doesn't look like a police station.... I think a new building/location would be better.
Rankin Park 2 Response	One asked "where are they? We need more police visibility. Another complained of loud Motorcycles in community not being constrained. Cats are a problem. They should not be allowed to roam free. Dogs are not allowed.
Reddin Hights 2 Responses	The best way to prevent crime is to be a very visible presence in the schools teaching kids about drugs, etc. In general, Stratford is fairly safe, time could change that.
Reeves Estate 1 Response	I wish for someone to inform others to clean up their property and their yards, the duplexes and houses around here, some of them are awful, makes the whole neighbourhood look bad, it's pretty scary down at the end of Reeves at nighttime, down by the park,
Rogerson Crescent 1 Response	Dump trucks and motorcycles speed on Keppoch road - Police may not know! Noise from trucks and motorcycles should be monitored
Rosebank Road 1 Response	The mobile speed awareness unit that the police use is a great way for us to re think our driving speeds. Violations will go down with "visible" policing.
RR1 Charlottetown 1 Response	We shop in Stratford mainly & lived there once. Would be back except for the by law against mini homes, even though you have a business in Town that sells mini homes . One noted that, at night during summer; loud parties and fights in rental units lower Shakespeare. Another said that, as a woman, I wouldn't feel any safer in any other city, town, or community. My biggest fear is becoming a victim of assault, anywhere.
Shakespeare Drive 4 Responses	Another noted a concern about walking my dog on the trails when unrestrained dogs might be confrontational. Another was satisfied but felt there could be a little more visibility. One person noted that they don't walk anywhere after dark. They expressed a need for a visible police presence as a deterrent. Another noted their concern about speeding which is a problem in Stratford. Satisfied with police. We need lights on the corner of Kinlock and Stratford Rd. There are stop signs but they are not sufficient.
Stratford Road 7 Responses	Others also expressed concern about speeding - this is all just waiting for an accident to happen. Town Trucks are at fault as well. In the winter the plow trucks just fly – there is no need for that!! Policing limited due to number of officers. Another commented "too much speeding - Put the MI/hr sign here more often". Another noted that their biggest concern lately was cars driving too fast & with very loud music.
Sundance Lane 1 Response	I heard on the radio that the Town had put aside \$60,000 towards either an extra police officer or transportation. It is important to consult the residents about this. Another indicated that they would be happy to be consulted in the future.
Upper Tea Hill Cres. 2 Response	We feel sate except for traffic on roads with no paved shoulder. We are extremely pleased with the RCMP. We would like to have their policing services continued.
Zakem's Subdivision 1 Response	We could use more police visibility. I don't have personal experience or knowledge to base decision on satisfaction with police.

Appendix “G”

Preliminary Budget To Establish a Municipal Police Force in Stratford

	Assume New Building On new site	Assume Addition to Town Hall
<u>Capital</u>		
Land Acquisition and Servicing	\$ 100,000	\$ 0
Police Station (1)	750,000	750,000
Paving, landscaping and signage (2)	80,000	50,000
Design & construction contingency (3)	150,000	150,000
Vehicles (3 fully equipped with radio, radar, etc)(4)	100,000	100,000
Uniforms and arms (5)	20,000	20,000
Equipment and Furnishings (6)	<u>150,000</u>	<u>150,000</u>
Total Capital Required	<u>\$ 1,350,000</u>	<u>\$ 1,220,000</u>
<u>Operating</u>		
Salaries (8)	\$ 537,000	\$ 537,000
Benefits (15%)	80,550	80,550
Training (8)	16,000	16,000
Insurance (9)	24,000	24,000
Dispatch Service (10)	6,000	6,000
Electricity	7,200	7,200
Telephone/Radio/Internet	9,000	9,000
C/Pic Charges (11)	35,100	35,100
Cleaning	6,000	6,000
Snow Removal, Landscape Maintenance etc.	3,000	3,000
Vehicle Expenses (12)	36,000	36,000
Office Supplies and Expenses	6,000	6,000
Legal/Court Fees (13)	30,000	30,000
Travel	5,000	5,000
Professional Memberships (14)	3,000	3,000
Professional fees (14)	60,000	60,000
Amortization (15)	102,000	93,500
Short Term Amortization (16)	56,250	45,000
Miscellaneous	<u>2,900</u>	<u>2,650</u>
Annual Cost	\$ 1,025,000	\$ 1,005,000

Notes:

1. Police Station

The required police station area is estimated at 6,000 square feet. The per square foot cost is estimated at \$125 for a total estimated construction cost of \$750,000. Concern was expressed that the required size was being over estimated. Following a visit to a small municipal police office, and building on the experience and expertise of the police consultant on the team the following outline of required space was developed.

- **Garage (sufficiently sized to allow for crime investigation**
- **Board Room**
- **Male and female locker room, shower facility and change area**
- **Chief's office**
- **NCO office**
- **Interview Breathalyzer Room**
- **General work area**
- **Constable work area**
- **Reception Area**
- **Exhibit space**
- **Records input/dispatch area**
- **Three interview rooms (video/audio)**
- **Forensic lab**
- **Exhibit room**
- **Storage room**
- **Mechanical room**
- **Privacy room for general public, at the entrance**
- **Exercise room**
- **File room (storage and active files)**
- **Stores room (uniforms, equipment, ammunition)**
- **Washrooms (male and female)**

In the opinion of the consultant, this is a practical model, a more appropriate model for a community that is expecting to expand. It should be designed so that feature can be added as police technologies change and the community grows.

2. Paving, landscaping and signage

A police facility requires a number of specifically designed accesses and egresses which reflect the often confidential nature of the work. The town hall was designed to be added to at the front. On preliminary examination the consultant's view is that the use of that site would require adding to the building at the south end. While advantage could be taken of existing paving for some purposes, it would also be necessary to creating surfaces and finishes to accommodate the above requirement. For this reason a reduced allowance is allowed for the Town Hall Site.

3. Design & construction contingency

This would be a standards estimator's contingency allowance.

4. Vehicles (3 fully equipped with radio, radar, etc)

This number was calculated from the most recent vehicle purchase from a municipal force on P.E.I. The Town of Summerside paid \$32,500 per vehicle to put a new vehicle on the road.

5. Uniforms and arms

The actual cost in today's dollars to outfit a police office on P.E.I. is currently \$ 2,275.00 per officer.

6. Equipment and Furnishings

These are estimates based on the consultant's experience.

7. Salaries

The salaries are estimated as follows:

Chief of Police	72,000
NCO	63,000
Members (6)	52,000
Civilians (3)	30,000

8. Training

Training is based on an average cost per police person of \$2,000. The estimated cost recognizes the constant requirement in modern policing of in service training and development.

9. Insurance

This is a conservative estimate based on consultations with 2 different insurance agents. It is recognized that the liability related to the operation of a police department is significant.

10. Dispatch Service

Other municipal police forces in the province pay this amount annually for an answering service to cover the midnight to 8:00 A.M. shift and for coverage on the weekend. The remaining coverage is provided by civilian staff in the police department.

11. C/Pic

The monthly cost for access to this service is \$325 per person. At least nine people in the department would require access to the service.

12. Vehicle Expenses

These are estimated at \$1,000 per vehicle per month.

13. Legal/Court Fees

This is an estimate based on the experience of the consultant,

14. Professional Memberships - fees

This is the most uncertain number of all. In the complete absence of serious crime it would be considerably less than is estimated here. At the same time one serious crime could easily create an expense to the department at significantly more. Note was made that the Town paid \$20,000 for a murder case several years ago. In the consultant's view that expense would have been considerably higher if the Town were not served by the RCMP. This is a best guess estimate.

15. Amortization

Amortization of the major cost is estimated at 6% over 20 years and at 6% over three years for the smaller cost.