

SAUGEEN SHORES POLICE SERVICE

Saugeen Shores Police Service

2017 – 2019 Business Plan

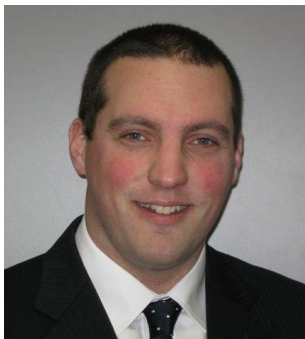
Saugeen Shores Police Service

July 2017

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Message from the Chair of the Saugeen Shores Police Services Board



It is my pleasure to endorse this Business Plan for the Saugeen Shores Police Service.

Business planning is a necessary exercise for plotting the future of the police service. It gives us an opportunity to review police operations in the interest of ensuring that we are providing adequate and effective policing for the years to come.

Business planning is also part of the continuing implementation of our core mission 'to serve and protect in partnership with the community'. Our community partners are essential to the planning process and we have been fortunate to have many of them involved in the development of this document.

I would like to take this opportunity to thank all of those who took part in the police satisfaction survey. The results of that survey have formed the basis for the direction set out in this document and show clearly that our local police service is regarded positively by a significant majority within this community. The survey also provides insight into the community's priorities for our local police service and identifies areas where some improvement is needed.

Moreover, I would like to thank the community members and the Members of the police service who took part in a two day business planning session to help us craft this document. Representing a broad range of community interests and policing expertise, these individuals looked at the police service's activities and initiatives in detail. The objectives laid out in this plan are a direct reflection of their valuable input.

An effective, efficient and locally controlled police service is an asset to Saugeen Shores. This business plan lays out a path forward for continuing to build the police service on these principles. This approach has been endorsed by the Police Services Board, Police administration and in the sentiments of the public at large. I am looking forward to seeing it implemented over the next three years.

As we move through the next few years, I would encourage all members of the public to remain engaged with your Police Service. Visit our website, follow our Chief and Sergeants on Twitter or send us an email. I encourage you to never hesitate to let us know how you feel about the service we are providing. The biggest benefit of a local police service is that it always stands ready to adapt to meet the needs of those that it serves.

Your Police Services Board and I look forward to continued, successful community policing in Saugeen Shores.

Sincerely,

Luke Charbonneau
Chair
Saugeen Shores Police Services Board

Message from the Chief of Police



I am honoured to provide to the Police Service Board, Council and Community our 2017 – 2019 Business Plan. I enjoy this process and the discussion, comments and decisions that get made by the committee.

Every three years I look forward to engaging our community our members, Council and the Police Service Board members to come up with a blueprint for the next three years. Unfortunately this time I was hospitalized and the rest of the committee had to pick up my role.

Inspector Ken McCulloch, Bert Kuntz and Dave Myette did a wonderful job of facilitating those difficult discussions with the rest of the committee and at the last minute I might add. Each of these gentlemen guided the committee through the process and came to a consensus on our goals and objectives and performance measures to track the results.

At the end of the process this committee has produced a very sound document to help guide our police service through the next three years and a transition to a new Police Chief after I retire 30 November 2017. This document will assist the next Chief of Police and his or her management team until 2020's Business Plan.

I would like to take this opportunity to thank our civilian and police staff, without your support and assistance our Police Service would not be as successful as it is. I also thank the Police Service Board and Council for the many years of support, from hiring me 20 years ago to promoting me to Chief in 2006. It all starts and ends with the Community of Saugeen Shores, you have been so welcoming of my wife Glenna and I and our children Tom and Allison. The opportunities given to our family here have been tremendous and we thank you very much.

It has been an honour serving this Community as a police officer and as your Chief. I enjoy my job and all the people it brings me in contact with. We will be moving to the other side of the province to be closer to our family and grandchildren. That does not mean we will forget you. Thanks.

Sincerely

Dan and Glenna Rivett
(I am the Chief for a few more months, but not at home)

Sincerely,

Dan Rivett
Chief of Police

Introduction

This document provides the Saugeen Shores Police Service, the Police Services Board and Saugeen Shores Council with goals and objectives over the next three years. A committee of community members and police reviewed community surveys, crime statistics and other police resources to develop this plan.

Once again we looked at where we are now, where we want to be in three years and how to get there. We started by reviewing our mission and core values and kept our vision of;

“Saugeen Shores - A safe community in which to live work and play”

Acknowledgements

The committee that was formed to develop this document included members from municipal council, Police Services Board, school board, the business community, special interest groups and organizations, the public, the police association and senior police management.

We could not have produced this business plan without the help of our community members who took the time to fill out the community survey in the summer of 2016. This survey was available in many different forms but this time we added a telephone survey as well. This was conducted by members of our Community Watch and Police Auxiliary. Kent Milroy is a long time community member, past police service board member and volunteer who organized the phone survey. I believe when people fill out the survey and see that their input is considered and used they are encouraged.

Burt Kuntz and Dave Myette assisted Inspector Ken McCulloch in the facilitation of these meetings. Bert is a retired Fire Chief of Kitchener Fire Service and gets involved in other Saugeen Shores community groups. Dave Myette is currently a member of our Police Services Board and Council. Both Dave and Bert have the knowledge and background to create this Business Plan.

Committee Members

Bert Kuntz	Facilitator, resident, retired Kitchener Fire Chief
Dave Myette	Facilitator, Council member, Police Service Board member
Dave Mason	Bluewater School Board trustee
Jane Barrett	Port Elgin Beachers Association
Lorri Trafelet	Saugeen Shores Police Service civilian employee
Melissa McCulloch	Saugeen Shores Police Service civilian employee
David Smith	CAO, Town of Saugeen Shores
Ken Cook	Saugeen Shores Police Service
Matt Mulholland	Saugeen Shores Police Service
John Kyles	Port Elgin Beachers Association
Dave Butcher	Saugeen Shores Police Service, Sergeant
Doug Freiburger	Police Service Board member
Mike Smith	Mayor Saugeen Shores
Jeff Carver	Saugeen Shores Chamber of Commerce
Marcel Legault	Member of the Public, Business owner
Kevin Zettel	Saugeen Shores Police Service, Sergeant
Luke Charbonneau	Deputy Mayor, Chair Police Service Board
Kim Wideman	Victim Services of Bruce, Grey, Perth
Zach Mowbray	Saugeen Shores Police Auxiliary
Greg Fletcher	Saugeen Shores Police Service, Constable
Deanna Buckland	Police Service Board member
Pier Donnini	Saugeen Shores Chamber of Commerce
Marylou Brown	Port Elgin Beachers Association
Ken McCulloch	Facilitator, Saugeen Shores Police, Inspector
Dan Rivett	Saugeen Shores Police Service, Chief of Police.

The Business Plan Process

The committee reviewed and discussed many documents in order to compile this business plan. Each year the Chief of Police releases an Annual Report to the Police Service Board and community on the Services' progress toward meeting the goals and objectives set forth in the business plan.

A public survey was conducted in the summer of 2016 to gauge the perception the public has of the Saugeen Shores Police Service and the service it provides. We were very proud to see that 72 % of the respondents replied yes to the question *“Is it important to you that the Saugeen Shores Police Service continue to police our community rather than another police service?”*

“Police Resources in Canada” produced by the Canadian Centre for Justice Statistics contains information such as police per population ratios, cost per population, operating expenditures etc.

The previous business plan from 2014 – 2016, and annual reports from previous years were consulted. These documents include our current Vision, Mission and Values, our Police Service profile, financial information, major incidents, our community partnerships, crime statistics, and a review of how we are meeting our goals and objectives. All of the previous research was contained in a Resource Document as background information for the committee.

Business Planning Framework

Step 1 Environmental Planning

This is the study of our internal and external environments to identify factors that can significantly influence organizational operations. These results were contained in the “Resource Document”

Step 2 SWOT Analysis

Using this resource document as a reference point the committee engaged in discussion to develop a common understanding of **S**trengths, **W**eaknesses, **O**pportunities, and **T**hreats confronting the organization.

Step 3 Vision of the Future

Projecting our environment to where we want to be three years in the future, the committee arrived at a description of the vision of our future.

Step 4 Mission Statement

To ensure that our mission statement was current and still expressed the purpose, and intent of our organization and who we serve, the committee reviewed our mission statement. The current mission statement remained unchanged, we continue *“To Serve and Protect in Partnership with Our Community”*

Step 5 Values and Ethics

As our work behaviour and actions are governed by our ethics and beliefs, committee members reviewed and updated our values to ensure they reflect our vision and mission.

Step 6 Strategic Directions

Strategic directions are the areas of public service that we must manage well over this planning cycle. They represent the path from where we are now to where we want to be. Five main strategic directions were set to cover the areas required by the Adequacy Standards.

Step 7 Goals

Goals provide direction for the police service and its officers. They describe the desired outcomes of the strategic directions. Objectives that outline how each goal will be achieved will be reviewed annually.

Step 8 Performance Indicators, Timelines & Accountabilities

For each goal, performance indicators, timelines and accountabilities were established. A performance indicator is a specific outcome, within a specific timeline, with assigned persons to be accountable to ensure the goals are reached.

Business Plan Review

Review of Resource Document

Demographics

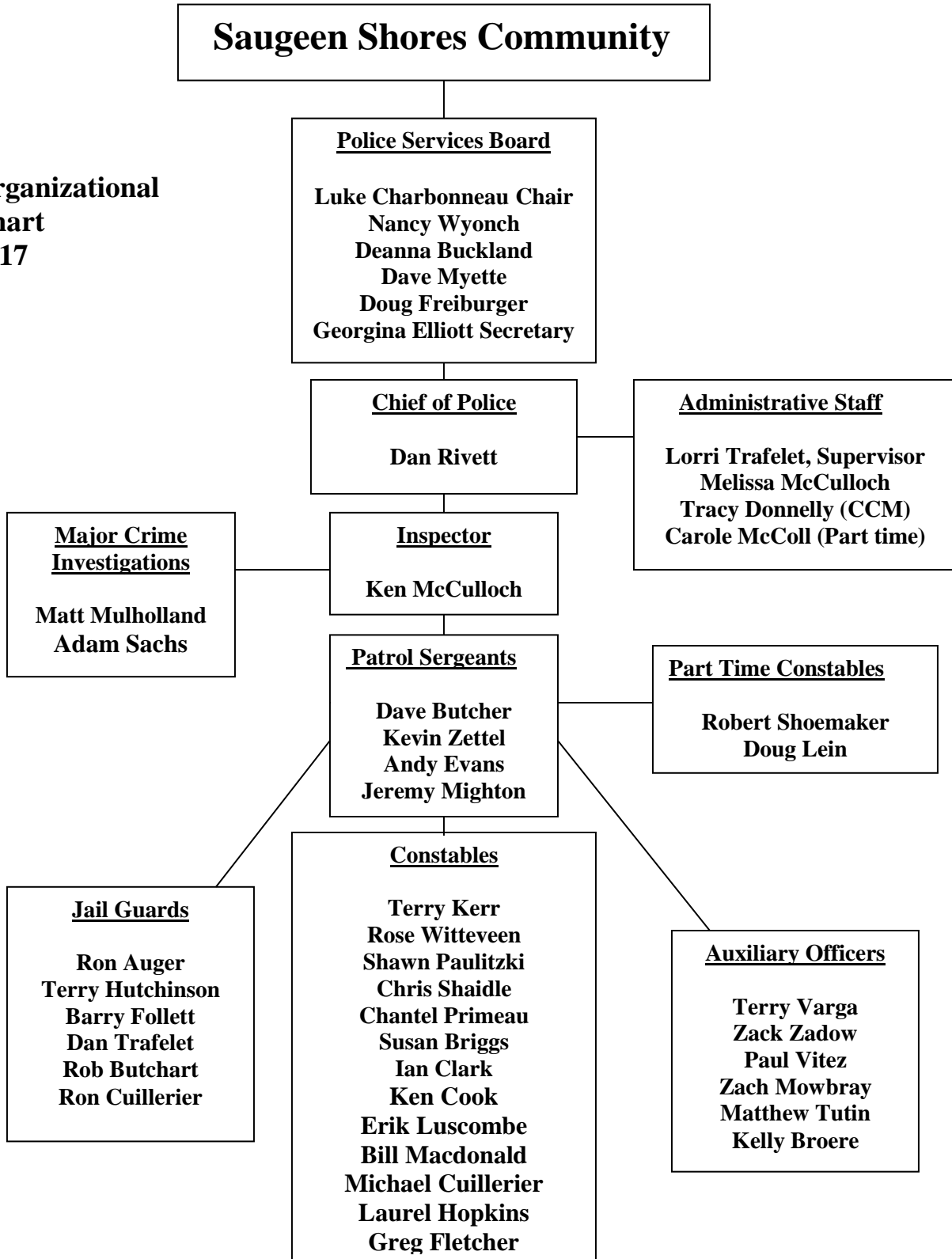
The Municipality of Saugeen Shores is the amalgamated municipalities of Southampton, Saugeen Township and Port Elgin. Our community has a 2016 census population of 13,715 people. This does not include the population increase we experience with contract construction workers from Bruce Power, seasonal residents and tourists. Saugeen Shores is the fastest growing municipality in Bruce County, however, this growth creates challenges for emergency services personnel.

Overview of the Saugeen Shores Police Service

The Southampton and Port Elgin Police Services amalgamated in 1995 creating the Southampton Port Elgin Police Service. In 1997 this police service began policing for Saugeen Township. In 1999 the municipality of Saugeen Shores was created. In the year 2016, the staff complement includes 21 full time officers, 4 part time officers, 6 auxiliary officers and 3 full time civilian positions.

Surveys of the community were conducted in the summer of 2016 and these surveys indicated that Saugeen Shores residents have a high level of satisfaction with their police service. Citizens feel safe but point out that by-law enforcement, drugs and traffic remain a concern.

**Organizational
Chart
2017**



Staffing

Our sworn authorized strength is 21 police officers.

Positions	2010	2011	2012	2013	2014	2015	2016	2017
Chief	1	1	1	1	1	1	1	1
Inspector	1	1	1	1	1	1	1	1
Sergeants	3	3	3	3	3	3	3	4
Constables	17	17	17	17	16	16	16	15
Total Authorized Strength	22	22	22	22	21	21	21	21
Civilian Staff	3	3	3	3	3	3	3	3
Part-time Civilian	0	0	0	0	0	0	0	1
Part-time Constables	4	4	4	4	4	4	4	2
Auxiliary	3	6	6	6	6	6	6	6

Operating Budget Forecast

Our community continues to get busier each year. More population translates into more calls for service and more traffic. Salary and benefits are expected to increase each year with contractual commitments.

Operational Budget Forecast	2014	2015	2016
	\$ 3,397,781	\$ 3,465,736	\$ 3,535,050
Term of Business Plan	2017	2018	2019
(2017 actual budget number)	\$ 3,730,906	\$ 3,842,833	\$ 3,958,118

Government Grants

Saugeen Shores Police take maximum advantage of grants available from the government, Community Policing Partnerships Grant (C.P.P.), pays \$30,000 per year toward an officer’s salary; the 1000 Officer Grant pays \$35,000 per year toward an officer’s salary. We also receive approximately \$8,800 for R.I.D.E. funding. From time to time we make application for Asset Forfeiture grants to acquire capital equipment.

Saugeen Shores Police Service

Business Planning 2017- 2019

S.W.O.T.Analysis

Strengths

- Good relationship with OPP and other area Police Services
- Quality equipment, weapons, vehicles etc.
- Mobile technology equipment
- Support of community
- Support of Council and Police Services Board
- Highly trained service
- Young demographic/average age of service
- Strong volunteer and auxiliary programs
- Low response times and high clearance rates
- Population demographics/ growing and educated
- High morale
- Visible and approachable
- Innovative
- Invested in the community
- Territory size

Weaknesses

- Facilities
- Diversity of Police Service
- Lack of in house specialty resources K9/homicide/search and rescue
- Staffing flexibility to meet seasonal needs
- Staffing flexibility to meet peak needs
- IT infrastructure
- Clearance rates on Property Crime
- External communications
- By-Law clarity and enforcement
- Promotion opportunities
- Inexperience with complex crimes
- Call back rates
- Enforcement of distracted driving

Opportunities

- Partnership/funding/training opportunities with Bruce Power
- EOC funding opportunities
- Grants from Provincial MCSCS programs
- Land available for expansion/replacement of facility
- Increased social media presence
- Engaged local media
- Relationship with community groups and organizations
- Training and continuing education
- Sharing of resources and skills with surrounding services

Threats

- Upper tier funding cuts
- Slowing community involvement/volunteerism
- Growing diverse population
- Operating costs
- Officer/citizen ratio
- Infrastructure needs- facility/IT infrastructure
- Police-public relations
- Mental Health within the Police Service
- Mental Health issues in the public
- Increasing complexity of crime
- Offshore/internet crime

VISION, MISSION, VALUES & ETHICS

VISION

“Saugeen Shores - A safe community in which to live work and play”

MISSION

“To serve and protect in partnership with the community”

VALUES AND ETHICS

- **Professionalism:** *We take pride and ownership in all the things we do and say.*
- **Integrity:** *We act with honesty and integrity, not compromising the truth.*
- **Accountability:** *We accept responsibility for our actions. We make and support decisions through experience and good judgement.*
- **Respect:** *We treat our team members, community, citizens and partners with mutual respect and sensitivity, recognizing the importance of diversity. We respect all individuals and value their contributions.*
- **Teamwork:** *Our team is supportive of each other’s efforts, loyal to one another, and care for each other both personally and professionally.*
- **Open Communication:** *All team members are encouraged to openly share their opinions and views.*
- **Balance:** *We are flexible, helping team members strike a healthy work and life balance.*
- **Service Excellence:** *We are dedicated to satisfying citizen/community needs and honoring commitments that we have made to them.*
- **Community:** *We strive to help and improve the communities in which we work and live.*
- **Continuous improvement:** *We strive to continually learn through training and development.*
- **Sensitivity:** *We strive to be sensitive to the needs and dignity of victims of crime and other circumstances.*
- **Health and Safety:** *Strive to meet the emotional and physical needs of members through self-*

awareness and preventative measures.

Strategic Directions 2017-2019

- 1. Public Safety/ Law Enforcement**
- 2. Community Problem Solving**
- 3. Resource Management**
- 4. Information Technology**
- 5. Facilities**

1. Public Safety / Law Enforcement

1.1 Community Satisfaction

Effective policing means responding to the needs and expectations of the community in a professional, timely and efficient manner.

Goal: To build on positive relationships and support within the community.

Objectives:

- (a) Promote through action our Mission, Vision and Values both internally and externally.
- (b) Update our website and continue to promote our activities and accomplishments through social and traditional media. Our website will meet standards required under the Accessibility for Ontarians with Disabilities Act (AODA).
- (c) Increase our call backs to ensure that complainants and victims are notified of the outcome of their complaints.
- (d) Training for staff on customer service.

Performance Indicators:

- (a) Create a media policy and update our website.
- (b) Increase in Victim Services referrals and call backs.

(c) Maintaining high level of victim and community satisfaction with police service.

Timeline: 2017-2019, Training and website – 2017.

Accountability: All police personnel

1.2 Responding to Emergencies:

Effective and timely response to emergency calls for assistance is a top priority for this service.

Goal: To provide an effective, safe and timely response to emergencies in our community.

Objective:

(a) Consider implementing programs such as project lifesaver and a vulnerable person registry in order to effectively respond to missing person calls.

(b) Educate the public on the use of 911, especially while using a cell phone and the text to 911 capabilities. Encourage residents to have visible address markings to allow for immediate emergency response.

(c) Investigate the benefits to police and public in equipping members or fleet with lifesaving devices such as Naloxone and AED's.

(d) Promote safe police response to situations and the awareness of the dangers to police and public safety from motor vehicle collisions.

Performance Indicators:

(a) If feasible and appropriate, implement programs to effectively respond to missing persons.

(b) Public education on 911 locations, use of cell phones

(c) AED's in all general patrol vehicles and a report on the advantages/disadvantages of police being equipped with lifesaving medications.

(d) Training to staff on safe response to emergencies.

Timeline: 2017-2019

Accountability: Chief of Police, Inspector, Sergeants

1.3 Violent Crime

Although violent crime is relatively low; our commitment to prevention, on-going training and investigation must remain a priority.

Goal: To maintain our effective response and resolution of violent crime

Objective:

(a) Continue specialized training for investigation of sexual assault, and domestic violence and other crimes of violence.

(b) Liaise with organizations (workplace and schools) to ensure that current protocols and response plans are in place.

(c) Provide immediate and continued assistance to victims of crime.

(d) Encourage the reporting of violent crime and domestic violence by educating the public, recognizing domestic assault and the importance of reporting these crimes.

Performance Indicators:

(a) Increased level of training for sexual assault and other major crimes and have all officers trained as Domestic Violence Investigators.

(b) Annual training for immediate rapid response and current response plans in place for schools and workplaces.

(c) Increase in our referrals to victim services.

(d) Updated website with information and links to partner agencies (Women's Shelter, Victim Services, Sexual Assault Assistance).

Timeline: 2017-2019

Accountability: All police personnel

1.4 Property Crime

The community identified property crime as a significant problem which will require increased enforcement and prevention.

Goal: To reduce the impact of property crime in Saugeen Shores.

Objectives:

- (a) Continued education of the community on the importance of securing personal property and the benefits of CPTED (crime prevention through environmental design).
- (b) Continue foot and bicycle patrols during bar closing hours and in problem areas.
- (c) Opening up the bicycle licencing system to area businesses and explore providing bicycle licences at no cost.
- (d) Timely notification to the public of current and active crime trends.

Performance Indicator

- (a) Reduction in or reduced impact of property crime and bicycle thefts.
- (b) Increase in bicycle licences issued.
- (c) Updated media policy providing more current and informative notification to the public of active crimes.

Timeline: 2017-2019

Accountability: All police personnel

1.5 Criminal Investigations

Successful law enforcement requires the detection, investigation and prosecution of crime and skilled criminal investigations.

Goal: To maintain high quality investigative services and a dedicated drug and criminal investigation unit.

Objectives:

- (a) Maintain appropriate training for officers on investigative procedures and meet or exceed the level of training as required by the provincial adequacy standards.
- (b) Identify specific officers to receive specialized training for complex investigations and

provide mentoring for officers being transferred into specialty units.

- (c) Work together with our area policing partners and agencies including Crime Stoppers to provide effective criminal investigations.

Performance Indicators:

- (a) Maintain officer and staff training as required by the provincial adequacy standards.
- (b) Audit crown briefs for quality and seek crown feedback on quality of investigations.
- (c) Monitor victim satisfaction with investigations.

Timeline: 2017-2019

Accountability: Chief of Police, Inspector, Sergeants

1.6 Youth

The community survey indicated concern about youth crime. This is to be addressed through prevention, diversion and enforcement plans.

Goal: To reduce the impact of crime on youth in our community through education, prevention, enforcement and diversion where possible.

Objectives:

- (a) Work with community partners to enhance opportunities for youth crime diversion options.
- (b) Proactively seek out opportunities for positive interaction with and the education of youth.
- Continue to provide the DARE (Drug Abuse Resistance Education) to all Grade 5 students in the community.
 - Partner with our schools to provide presentations on subjects such as internet safety and cyberbullying.
- (c) Liaise frequently with youth probation services.

Performance Indicators:

- (a) An increase of the rate of youth diversion for non-violent crime.
- (b) Maintain the DARE program and increase school presentations and patrols.

(c) Regular communication with youth probation services.

Timeline: 2017-2019

Accountability: All police staff

1.7 Drug Enforcement and Prevention

Successful crime reduction involves drug enforcement and reduction strategies.

Goal: To reduce the harm caused by the illegal use of drugs in our community.

Objectives:

(a) Continue to provide the DARE program in our schools.

(b) Promote our accomplishments in drug enforcement through media releases.

(c) Maintain our membership and actively participate in Criminal Information Service Ontario (CISO).

(d) Continue to partner with surrounding Police Services, to reduce the flow of drugs into our community.

(e) Support the Crime Stoppers Program and the valuable information that it provides to our Service.

(f) Continue to train our staff in drug investigation and maintain a full time criminal and drug investigation unit. Assign staff, when available, to assist in drug investigations in order to provide a mentoring process.

(g) Sponsor speakers in the community on the dangers of drug abuse/addiction.

Performance Indicators:

(a) Drug prevention programs continued in schools.

(b) Involvement in CISO, Joint Forces Operations (JFO's), Grey Bruce Meth Task Force.

(c) Maintaining and training a criminal and drug investigations unit.

Timeline: Annually 2017-2019

Accountability: All police staff

1.8 Assistance to Victims

Providing assistance to victims is one of our values. The growing population of our community will increase demands for this service.

Goal: To ensure that assistance is offered to victims of crime and tragic circumstances.

Objectives:

- (a) All victims should be offered and be aware of the various services available to assist them.
- (b) Maintain our partnerships with agencies providing services to victims.

Performance Indicators:

- (a) Increase our call backs to complainants and referrals to Victim Services.
- (b) Involvement in the Board of Directors of Victim Services of Bruce Grey Perth (VSBGP).
- (c) Sign the Agency Agreement with VSBGP for disclosure of information and provide training to our staff in order to increase awareness of the available services.

Timeline: 2017-2019 ongoing, Agency Agreement and training 2017.

Accountability: All police staff

1.9 Road Safety

The property damage and injuries associated to motor vehicle collisions reinforces the need for increased traffic enforcement.

Goal: To improve Road Safety in Saugeen Shores.

Objectives:

- (a) Promote R.I.D.E. checks, road closures and other enforcement activities through social media and radio releases.
- (b) Maintain a high visibility of R.I.D.E. programs at different locations and times.
- (c) Target any use of hand held devices through service campaigns.
- (d) Provide our staff with current and effective equipment to enforce traffic laws, such as: roadside screening devices, traffic radar and automatic licence plate recognition (ALPR).

(e) Review and make recommendations on appropriate speed limits, traffic calming strategies and work with municipal staff on proper signage and road markings, including the installation of portable flashing speed signs.

(f) Participate in Provincial traffic initiatives that target the “big four” – speed, alcohol/drug impairment, distracted driving and seatbelt offences. Continue current programs on bicycle safety and car seat clinics.

(g) Maintain a Drug Recognition Expert (DRE) position and train our staff on Standardized Field Sobriety Testing (SFST).

Performance Indicators:

(a) Updated media release policy which increases our promotion of traffic enforcement activities.

(b) Proactive traffic enforcement, R.I.D.E. checks and participation in traffic enforcement initiatives.

(c) Budgeting for and taking advantage of grant opportunities for equipment.

(d) Meetings, as required, with municipal staff to review locations of concern for traffic safety.

(e) DRE officer kept up to date with annual training and continuing to take advantage of training opportunities for SFST.

Timeline: 2017-2019

Accountability: All police personnel

2. COMMUNITY PROBLEM SOLVING

2.1 Crime Prevention

Crime Prevention strategies are cost effective approaches to crime reduction.

Goal: To continue the implementation and review of crime prevention strategies. To collaborate and partner with agencies in order to modernize our approach to community safety and well-being.

Objectives:

(a) Support and participate in programs that promote community wellness and safety, such as, situation tables, youth crime diversion, fraud prevention, Lock it or Lose It and mental health crisis response teams.

(b) An updated website providing links to crime prevention programs and organizations which provide assistance and education to limit victimization.

(c) Train and partner with volunteers, schools and community organizations to assist in the delivery of crime prevention programs.

(d) Obtain funding for crime prevention programs through grant opportunities or local resources.

(e) Maintain, support and recognize the contributions of our Police Auxiliary and Community Watch programs.

Performance Indicators:

(a) Active participation in situation tables and crisis response teams.

(b) Promotion of crime prevention programs and education through website and media.

(c) Grant applications submitted or partnerships with local organizations for crime prevention programs.

(d) Active Police Auxiliary and Community Watch programs.

Timeline: 2017-2019

Accountability: Chief of Police, Inspector, Sergeants

2.2 Community Patrol

The community feels safer with a visible police presence. By increasing foot patrol, bike patrol and general patrols in our neighbourhoods we can reduce crime and the fear of crime.

Goal: To increase the visibility of police officers in our community.

Objectives:

(a) Continue the deployment of officers on foot/bike patrols including in parks and on trails when feasible and appropriate.

(b) Maintain a visible presence at schools and in school zones.

(c) Develop workload and deployment strategies which increase the time available for community patrol by officers.

Performance Indicators:

(a) Increase the community patrol hours.

(b) Increase in community sense of safety and security.

Timeline: Annually

Accountability: Chief of Police, Inspector, Sergeants

3. RESOURCE MANAGEMENT

3.1 Workload/Deployment

The increasing workload on officers requires effective work-load analysis and appropriate deployment and scheduling.

Goal: To optimize the cost effective and efficient performance of the members who provide community policing in our community.

Objectives:

(a) Review staff complements and project staffing requirements.

(b) Update part-time, jail guard and auxiliary members to provide for adequate coverage when required.

(c) Explore cost recovery or methods to reduce time spent on security functions at the hospital.

Performance Indicators:

(a) Report on future staffing levels.

(b) Full complement of part-time, jail guard and auxiliary members.

(c) Tracking hours/costs for mental health calls and setting up a protocol between police, crisis response and hospital officials to reduce police workload for mental health response.

Timeline: 2017

Accountability: All police staff

3.2 Training

The complex nature of policing and court procedures requires a commitment to ongoing training.

Goal: Provide adequate training on an ongoing basis.

Objectives:

(a) Identify training requirements and develop a training plan annually.

(b) Maintain an adequate training budget to meet the needs of the service and the community now and in the future.

(c) Maintain an electronic training profile (Train Track) in order to effectively keep track of training needs and certification expiry dates.

Performance Indicators:

(a) Training opportunities applied for and provided to staff.

(b) Develop a mentoring program for officers being transferred to specialty units.

(c) Electronic training profile kept up to date and utilized.

Timeline: 2017-2019 Annually

Accountability: Chief of Police, Inspector.

3.3 Staff Wellness

A commitment to employee physical and mental wellness will increase the overall effectiveness of the Police Service.

Goal: To promote a healthy team environment both professionally and personally.

Objectives:

(a) Support and participate in the Town's wellness committee.

- (b) Provide funding for fitness memberships and support and encourage staff to obtain the Ontario Police Fitness Award..
- (c) Monitor mental wellness and promote and provide access to programs such as Road to Mental Readiness (R2MR) and Employee Assistance Plans (EAP).
- (d) Debrief all major incidents and ensure EAP or counselling is available as required.
- (e) Educate all members in the prevention of communicable diseases they may be exposed to during their duties.

Performance Indicators:

- (a) Fitness incentives.
- (b) Access to EAP, R2MR and training workshops/seminars for mental wellness.
- (c) Development of a mental wellness policy and Post-Traumatic Stress Disorder (PTSD) prevention plan.
- (d) A member trained as a Designated Officer for education and promotion of safe procedures around communicable diseases.

Timeline: 2017-2019, PTSD Prevention Plan 2017.

Accountability: All police staff

3.4 Volunteers

This community has a diverse population which affords an opportunity to use their skills and abilities to assist the police service.

Goal: To maintain programs to build more partnerships with volunteer groups and residents within our community.

Objectives:

- (a) Maintain Police Auxiliary and Community Watch programs and our partnership with Saugeen District Secondary School to participate in the co-op student program.
- (b) Partner with Victim Services Bruce Grey Perth (VSBGP), which has trained volunteers, to provide victim services to our community.

Performance Indicators:

- (a) Active Police Auxiliary and Community Watch programs.

(b) Agency agreement in place with VSBGP.

Timeline: 2017-2019, Agency agreement 2017.

Accountability: Chief of Police, Inspector

3.5 Equipment

The Police Service is required to replace and update equipment to ensure maximum effectiveness and safety for all members.

Goal: To continue to provide the appropriate equipment needed to provide cost-effective quality service to our community.

Objectives:

- a) Develop a priority list and appropriate budget for new or updated equipment. (5 year Forecast).
- b) Review inventory of existing equipment for officer safety and identify gaps and correct.
- c) Continue to perform long term capital planning.
- d) Explore the need for back-up communications equipment to cover the unexpected loss of the repeater tower site.

Performance Indicators:

- (a) Report annually of long term capital plan.
- (b) Yearly meeting with Association committee for input on equipment requirements.
- (c) Needs assessment completed on backup communications.

Timeline: 2017-2019

Accountability: Chief of Police, Inspector, Sergeants

3.6 Recruitment/Succession Plan

Recruitment plans are required to prepare for the retirement or resignation of a member of the police service.

Goal: To ensure the appropriate level of qualified personnel are always available to meet future needs of this service.

Objectives:

- (a) Identify recruitment and training requirements to prepare current members to effectively replace the retirement or resignation of any officer in our police service.
- (b) Provide a mentoring process for transitioning members into new areas such as criminal and drug investigations and supervisory roles.
- (c) Recruitment and appointment of a Chief of Police.

Performance Indicator:

- (a) Recruitment/Succession Plan and training identified.
- (b) Placement of members in acting roles, when feasible.

Timeline: 2017-2019, Chief of Police appointment 2017.

Accountability: Chief of Police, Inspector and Police Services Board

3.7 Internal/External Communication:

The effectiveness of the Police Service requires positive overall communications.

Goal: To develop positive and effective internal and external communications.

Objectives:

- (a) Develop and implement a media policy.
- (b) Monthly information updates to staff through a Chief's Informational Report and/or staff meetings.
- (c) Current reporting to the public through an updated website, social and traditional media.

Performance Indicators:

- (a) Media policy implemented.
- (b) Improved member communication.
- (b) Improved communication to the community through information bulletins (police beat) and media releases.

Timeline: 2017-2019

Accountability: Chief of Police, Inspector and Sergeants

4. INFORMATION/TECHNOLOGY

In a rapidly changing environment it is imperative that the Police service continually assess its technology needs to ensure cost effective improvements are implemented.

Goal: To ensure that Information Technology is adequate and current to meet the needs of the Police Service.

Objectives:

- (a) Have an adequate data backup and disaster recovery plan.
- (b) Use the services of an IT specialist, familiar with policing systems, to maintain a properly functioning IT system.

Performance Indicators:

- (a) Offsite data back-up and disaster recovery system.
- (b) In house or contracted IT specialist.
- (c) Capital budget requirements identified and update 10 year capital budget.

Timeline: 2017-2019

Accountability: Chief of Police

5. Police Facilities

Saugeen Shores Police staff has been working hard to develop a conceptual floor plan for a newer larger police station for many years. We further worked with an architect to formalize those plans. In 2016 we conducted two public meetings, one in Southampton and one in Port Elgin to hear feedback from the community.

In 2017 Saugeen Shores Council voted to move ahead and hire a Project Manager to work on this project. Construction is projected to start in 2018 and a move into the new complex in 2019.

Many thanks go out to all those people who worked very hard to move this project forward. Further a thank you to our Police Service Board and Saugeen Shores Council for looking to

the future and preparing for the future needs of our community.