

SAUGEEN SHORES POLICE SERVICE

"To Serve and Protect in Partnership with Our Community"



2020 – 2022

Business Plan

of the

Saugeen Shores Police Services Board

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MESSAGE FROM THE CHIEF OF POLICE



I am pleased to endorse the Saugeen Shores Police Services Board's 2020-2022 Business Plan. As the Service's new Chief, I look forward to working alongside the Police Board in a shared vision of service delivery to the community and citizens of Saugeen Shores.

The Business Plan for 2020-2022 will act as a template for the activities and initiatives of the Saugeen Shores Police Service for the next three years. Our Service members are the cornerstones of the police service and will continue to be in strong partnership with our community's members and organizations. Leading up to the preparation of this document, we engaged in a consultative process with the citizens of Saugeen Shores through mail and social media surveys. Their valuable input and insights have positively impacted upon the compilation of this document.

One of the objectives I look forward to achieving in this business cycle will be to build upon our relationships with our social services partners to work collaboratively to deliver services to the "at risk" and vulnerable sector citizens.

As we continue to strive for excellence, all of the men and women who are members of the Saugeen Shores Police Service look forward to providing the community of Saugeen Shores with the absolute best service delivery focusing on making "Saugeen Shores the safest community in which to live, work and play"

Michael Bellai
Chief of Police

MESSAGE FROM THE CHAIR OF THE POLICE SERVICES BOARD



The Saugeen Shores Police Services Board is pleased to present its 2020– 2022 Business Plan. The Board’s most important responsibility, as the governing body of our local police, is to ensure that adequate and effective policing is delivered to our immediate community and its thousands of annual visitors.

The Board meets regularly with the Chief of Police and his staff, at meetings that are open to the public, to discuss the current and future state of community policing in Saugeen Shores.

Preparation of this Business Plan included a consultative process with our community. Over 90 percent of those surveyed reported either being satisfied or very satisfied with our police service. Not surprisingly, respondents rated our members very highly on respect, courtesy and honesty.

The key issues of concern reported were Drug/Alcohol Issues, Youth Crime and Property Crime.

Saugeen Shores is the envy of many other communities in Ontario and the Board is proud to be a partner in contributing to the Towns positive reputation. The police, however, are not the sole guardians of our Towns safety and security; that responsibility also falls to each of us. Together, working collaboratively, we can all contribute to our collective well-being and that of our many visitors. I encourage you to speak with members of the Saugeen Shores Police Service and keep the lines of communication open.

Dave Myette
Chair Saugeen Shores Police Service Board

MISSION STATEMENT

The mission of the Saugeen Shores Police Service is:

“To Serve and Protect in partnership with our community”

OUR VISION OF SUCCESS

At the Saugeen Shores Police Service our vision is to provide our community with the absolute best service delivery focusing on:

“to make Saugeen Shores the safest community to live, work and play”

To be successful in our mission and achieve our vision we must:

- *Provide community directed police service*
- *Continue to develop effective communication within our organization and with those we serve*
- *Continue improving upon the management of our human resources in order to enhance staff wellness and development*
- *Continue to develop and implement the use of cost effective technology to enhance service delivery and thereby better serve our community*
- *Promote lifelong learning for our members*
- *Address provincial and federal legislation that will have an impact upon the delivery of police service within our community*

OUR VALUES AND ETHICS

In pursuit of our vision and mission we believe:

- In providing quality service
- In recognizing the value and contributions of all of our members
- In the importance of our community volunteers and partners
- In promoting a positive police image by the example we set
- In offering fair equitable service and respect for all diverse communities within Saugeen Shores
- In using only the minimum force required in carrying out our duties
- In maximizing individual and collective skills within the police service
- In open, positive communication that encourages teamwork
- In being sensitive to the needs of victims of crime and other circumstances

THE BUSINESS PLANNING REQUIREMENT

The Police Services Act and its Regulations makes it a requirement that the Saugeen Shores Police Services Board, at least every three years, prepares a business plan that speaks to its core business functions and addresses how it will provide adequate and effective police services to the community it serves. As legislated, the business plan must provide quantitative and qualitative performance objectives and indicators relating to:

- *Community Based Crime Prevention Initiatives*
- *Community Patrol & Criminal Investigation Services*
- *Community Satisfaction*
- *Emergency Calls for Service*
- *Violent Crime*
- *Property Crime*
- *Youth Crime*
- *Assistance to Victims of Crime*
- *Road Safety*

Also addressed are:

- ✓ **Information**
- ✓ **Technology**
- ✓ **Illicit Drug Concerns**
- ✓ **Resource Planning & Finances**

ABOUT OUR COMMUNITY

Population & Demographics

The Town of Saugeen Shores, boasting a population of approximately 15,000, is the largest fastest growing municipal center in Bruce County. The primary population growth zones are located in Port Elgin and Southampton. Assuming a population estimates continue to grow as projected the Town of Saugeen Shores will reach a population of 22,000 by 2041.

***A Forecast of
Moderate to high
Population Growth***

Saugeen Shores Economy

Saugeen Shores has all of the commercial and business amenities you would find in a larger urban centre, plus a quality of life that far exceeds that of many larger areas. With direct access to major centres in Ontario and the northern U.S. via five provincial highways, Saugeen Shores is ideally situated for business and leisure. Saugeen Shores has infrastructure in place for the next 20 years with commercial and industrial opportunities available, including approximately 30 acres of developable land at the south end of town.

Small Business

There are two distinctly different urban cores within the municipality of Saugeen Shores. Downtown Southampton has the look of a quaint turn of the century fishing village and features a variety of retail stores and boutiques, restaurants and gift shops. In Port Elgin, the Main Street includes a mix of retail uses in addition to numerous gift shops, restaurants and grocery stores.

Construction

With a strong growth rate, the construction industry is ready to respond. Developers/builders are available to facilitate projects and the municipality continues to welcome growth discussions. As the fifth largest industry in Saugeen Shores (behind Real Estate, Professional Services, Health Care and Retail) construction continues to have a strong presence.

Nuclear

Saugeen Shores has a long-standing relationship with Ontario's energy sector due to its proximity to the Bruce Nuclear Power Development, now known as Bruce Power. The site forms the core of the municipality's economic base by providing highly skilled jobs with good pay. Bruce Power is the largest employer in the region, with approximately a third of its 4,000 employees living in Saugeen Shores. A multi-billion dollar project to restart two reactors, as well as plans aimed at the potential construction of new reactors on the 2300-

acre site, will mean an influx of workers similar to those experienced during the 1970s and 1980s. During the construction of the nuclear plant, more than nine thousand people were employed at the site. The spin-offs to the local economy were dramatic, and continue to positively influence life in Saugeen Shores. The Bruce Power Nuclear Facility's 25-year Major Component Replacement Project set to begin in 2020 is expected to create 22,000 direct and indirect jobs. Located only 25 kilometres from the Bruce Power Site, Saugeen Shores plays host to 20 nuclear suppliers and many of Bruce Power's workforce.

Tourism

The Lake Huron shoreline has attracted generations of summer residents, and tourism continues to have a major impact on the area. Travelers from all over the world visit Saugeen Shores to take advantage of the beautiful beaches, the fabulous attractions, and the world-renowned sunsets. The local population more than doubles during the summer, benefiting all businesses in the region. Highlights include: the Chantry Island Lighthouse, built in 1859 and recently restored; the Bruce County Museum & Cultural Centre, recently renovated, which celebrates the people, heritage and culture of Bruce County; over 40 kilometres of trails for walking, running or cycling; sandy beaches and warm water; and world famous award winning sunsets every day!

Source Saugeen Shores 2020-Invest Saugeen Shores

Community Input

As part of its business planning process, the Saugeen Shores Police Services Board consulted with the community in two very specific ways:

1. Conducted with our community members – individual citizens and businesses in Saugeen Shores in an effort to:
 - gauge the community's level of satisfaction with its police service
 - seek input on the community's future policing needs and priorities.
2. Consulted with our community partners to seek their input into the future of policing in Saugeen Shores.

The consultation processes involved obtaining specific information touched upon some of the following:

- *overall Service performance*
- *overall competency of the Service*
- *individual performance and competency of Service members with whom respondents have interacted*
- *issues that respondents felt were the most critical for the Service to address over the next three years*
- *the direction in which crime was heading in Saugeen Shores*
- *the degree to which respondents felt safe in the Town*
- *specific programs offered by the Service*

Although the above-noted measures were taken specifically for the business planning process, the Board is extremely proud of the fact that the Saugeen Shores Police Service has operated, and will continue to operate, in an open and transparent manner whereby suggestions and ideas received from the community for the improvement of service delivery are always given due consideration; particularly when they are consistent with our Mission Statement and Organizational Values.

COMMUNITY SATISFACTION

The Saugeen Shores Police Service is committed to providing the best available community-based law enforcement possible. The Service actively solicits feedback from its community members and partners in an effort to improve upon the level of community satisfaction with the service it provides.

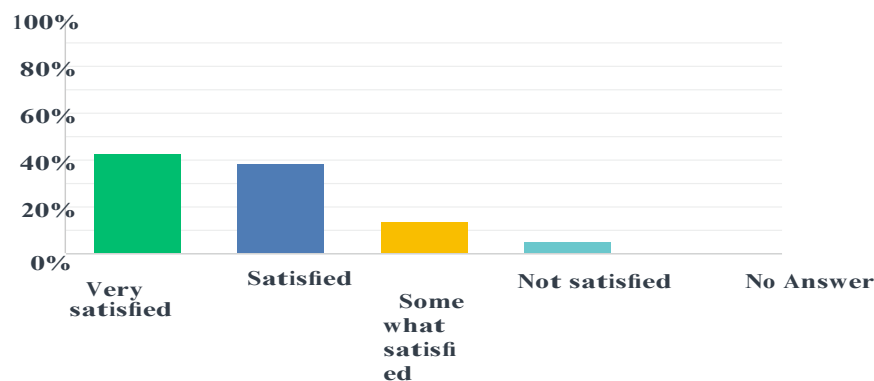
COMMUNITY SATISFACTION STRATEGY

In preparation for the Business Plan development, the Saugeen Shores Police Service conducted a statistically accurate and relevant survey of the citizens and the business community it serves. Survey results are shown below and are consistent with the numbers gleaned during our last environmental scan.

Overall Perception of the Service

Overall, how satisfied are you with the Saugeen Shores Police Service?

Answered: 316 Skipped: 1



| ANSWER CHOICES | RESPONSES | |
|--------------------|-----------|-----|
| Very satisfied | 42.72% | 135 |
| Satisfied | 38.29% | 121 |
| Somewhat satisfied | 13.61% | 43 |
| Not satisfied | 5.06% | 16 |
| No Answer | 0.32% | 1 |

In all of the ‘perception’ categories, our Service members ranked highly as being either Very Satisfied, satisfied or somewhat satisfied equalling 94.62 %.

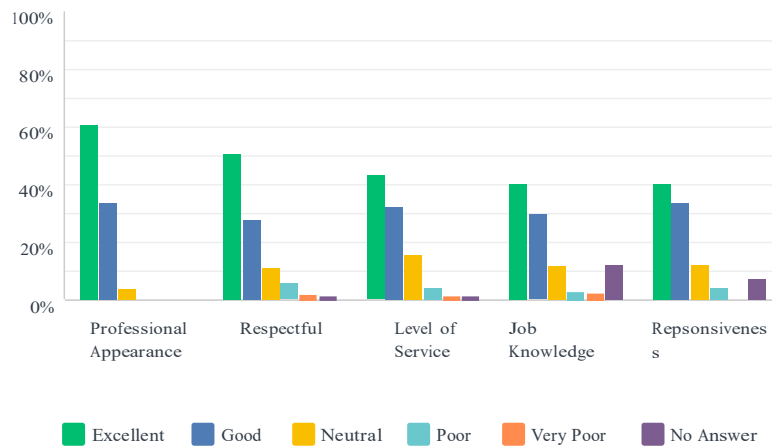
81.01% of respondents believe that they are overall very satisfied or satisfied with the Saugeen Shores Police Service

13.61 % of respondents believe that they are overall somewhat satisfied with the Saugeen Shores Police Service

5.06% of respondents believe that they are overall not satisfied with the Saugeen Shores Police Service.

Please rate the Saugeen Shores Police Service in the following areas:

Answered: 317 Skipped: 0



| | EXCELLENT | GOOD | NEUTRAL | POOR | VERY POOR | NO ANSWER | TOTAL | WEIGHTED AVERAGE |
|-------------------------|---------------|---------------|--------------|-------------|------------|--------------|-------|------------------|
| Professional Appearance | 60.88% 193 | 33.75% 107 | 4.10% 13 | 0.63% 2 | 0.63% 2 | 0.00% 0 | 317 | 1.46 |
| Respectful | 50.95% 161 | 28.16% 89 | 11.71% 37 | 6.01% 19 | 1.90% 6 | 1.27% 4 | 316 | 1.78 |
| Level of Service | 43.67% 138 | 32.28% 102 | 16.14% 51 | 4.75% 15 | 1.58% 5 | 1.58% 5 | 316 | 1.86 |
| Job Knowledge | 40.32% 125 | 30.00% 93 | 11.94% 37 | 3.23% 10 | 2.26% 7 | 12.26% 38 | 310 | 1.83 |
| Responsiveness | 40.58% 127 | 33.87% 106 | 12.46% 39 | 4.47% 14 | 0.96% 3 | 7.67% 24 | 313 | 1.82 |

While the above-noted results are impressive, the Board recognizes that hard work on its behalf by the members of the Service are an absolute necessity to maintain our community's trust and confidence.

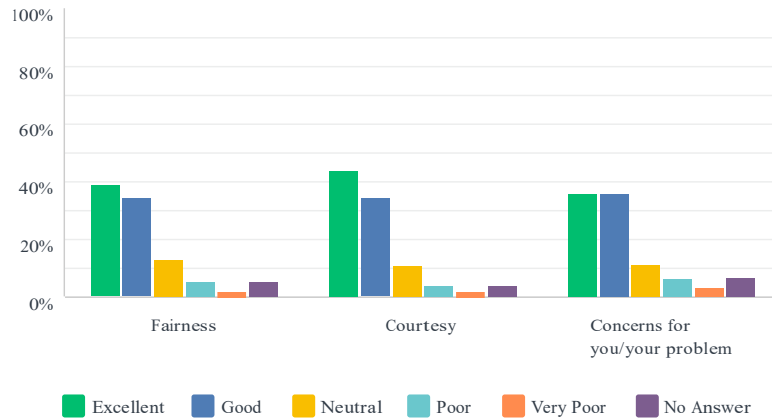
Goal: *Ensure that the quality of service delivered to our community is first-rate by operating in an open, transparent and accountable manner.*

| Objectives | Measurements |
|---|---|
| <ul style="list-style-type: none"> ▪ monitor the complaints against police | <ul style="list-style-type: none"> ▪ monthly updates to the Board on public complaints ▪ annual summary of public complaints to the Board |
| <ul style="list-style-type: none"> ▪ maintain consistent and open communication with our community in an effort to enhance public understanding of the challenges and performance of the Service | <ul style="list-style-type: none"> ▪ publication of Saugeen Shores Police Services Board meetings on the SSPS website ▪ semi-annual Board/Service presentations to Town Council |
| <ul style="list-style-type: none"> ▪ continue to develop and maintain positive reporting relationships with all local media outlets | <ul style="list-style-type: none"> ▪ regular communication with local and regional media. |

Overall Satisfaction Fairness, courteous and concerns for you/your problems

How satisfied are you with the Saugeen Shores police officers in showing the following qualities?

Answered: 317 Skipped: 0



| | EXCELLENT | GOOD | NEUTRAL | POOR | VERY POOR | NO ANSWER | TOTAL | WEIGHTED AVERAGE |
|-------------------------------|---------------|---------------|--------------|-------------|-------------|-------------|-------|------------------|
| Fairness | 39.12% 124 | 34.38% 109 | 13.25% 42 | 5.36% 17 | 2.21% 7 | 5.68% 18 | 317 | 1.91 |
| Courtesy | 43.95% 138 | 34.71% 109 | 11.15% 35 | 3.82% 12 | 2.23% 7 | 4.14% 13 | 314 | 1.81 |
| Concerns for you/your problem | 35.96% 114 | 35.96% 114 | 11.36% 36 | 6.31% 20 | 3.47% 11 | 6.94% 22 | 317 | 1.98 |

Goal: *Enhance community satisfaction with the performance and competency of the Saugeen Shores Police Service and linking the Services' goals & objectives to those identified in external scan*

| Objectives | Measurements |
|--|--|
| <ul style="list-style-type: none"> ▪ ongoing participation and interaction with community organization and stakeholders | <ul style="list-style-type: none"> ▪ synthesizing of the community and the Service goals & objectives |
| <ul style="list-style-type: none"> ▪ information sharing with Town Council | <ul style="list-style-type: none"> ▪ semi-annual Board/Service presentations to Town Council ▪ sharing of annual reports and business plan |

| | |
|---|---|
| <ul style="list-style-type: none"> ▪ Citizens Police Academy | <ul style="list-style-type: none"> ▪ better understanding of services police provide to community. |
| <ul style="list-style-type: none"> ▪ facilitating member participation on Boards and Committees in the community | <ul style="list-style-type: none"> ▪ monthly reports to the Board on member activity on Boards and Committees |
| <ul style="list-style-type: none"> ▪ using the community survey results which identified specific concerns and reporting on activities to address those concerns | <ul style="list-style-type: none"> ▪ monthly reports to the Board on activities, undertakings and crime statistics |

COMMUNITY BASED CRIME PREVENTION

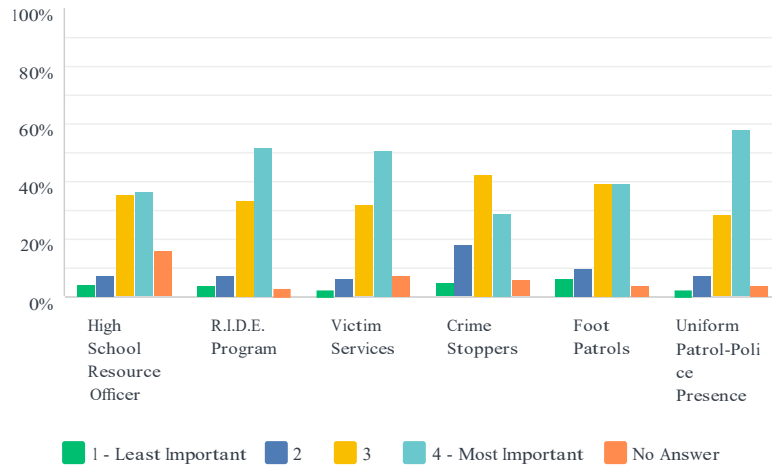
The Saugeen Shores Police Service promotes the philosophy of community policing. It is our intent to continue to provide community based policing while making the delivery of the service even more inclusive through increased interaction with community groups, social service agencies and neighborhood organizations to find long-term solutions to present day problems.



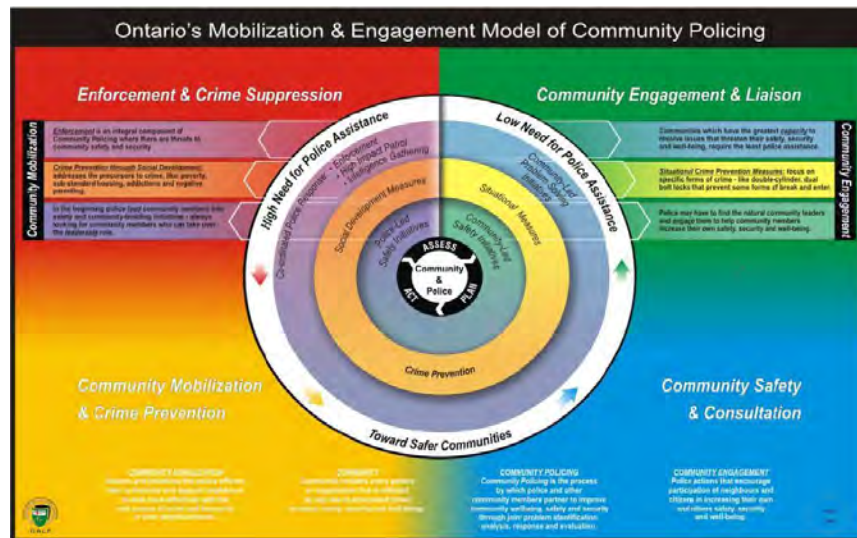
Police Service Dog "Riker"

Please rate the following services provided to the community by the Saugeen Shores Police Service.

Answered: 317 Skipped: 0



| | 1 - LEAST IMPORTANT | 2 | 3 | 4 - MOST IMPORTANT | NO ANSWER | TOTAL | WEIGHTED AVERAGE |
|--------------------------------|---------------------|--------------|---------------|--------------------|--------------|-------|------------------|
| High School Resource Officer | 4.47% 14 | 7.67% 24 | 35.46% 111 | 36.42% 114 | 15.97% 50 | 313 | 3.24 |
| R.I.D.E. Program | 3.80% 12 | 7.59% 24 | 33.54% 106 | 51.90% 164 | 3.16% 10 | 316 | 3.38 |
| Victim Services | 2.55% 8 | 6.69% 21 | 32.17% 101 | 50.96% 160 | 7.64% 24 | 314 | 3.42 |
| Crime Stoppers | 5.11% 16 | 17.89% 56 | 42.49% 133 | 28.75% 90 | 5.75% 18 | 313 | 3.01 |
| Foot Patrols | 6.39% 20 | 10.22% 32 | 39.62% 124 | 39.62% 124 | 4.15% 13 | 313 | 3.17 |
| Uniform Patrol-Police Presence | 2.54% 8 | 7.62% 24 | 28.25% 89 | 57.78% 182 | 3.81% 12 | 315 | 3.47 |



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

| Objectives | Measurements |
|---|---|
| <ul style="list-style-type: none"> ▪ Mental Health Protocol | <ul style="list-style-type: none"> ▪ collaboration between police and mental health providers. |
| <ul style="list-style-type: none"> ▪ problem-solve issues through continued partnerships with social agencies and the community following the new Community Policing Model | <ul style="list-style-type: none"> ▪ record the number of meetings/hours committed to multi-group partnerships ▪ liaison with local media |
| <ul style="list-style-type: none"> ▪ Maintain Relationship with Victim Services and provide space at our facility | <ul style="list-style-type: none"> ▪ record the number of referrals |
| <ul style="list-style-type: none"> • move Situation Table (S.T.A.R.) from a Pilot Project to a formalized service delivery model in Grey Bruce | <ul style="list-style-type: none"> • record number of at risk persons and families that have been assisted. |
| <ul style="list-style-type: none"> • Maintain RIDE Grant and on duty RIDE programs | <ul style="list-style-type: none"> • record grant RIDES and on duty RIDE programs devise and maintain standard. |
| <ul style="list-style-type: none"> • web based cloud access to security cameras | <ul style="list-style-type: none"> • record usage to solve crimes and alert public |
| <ul style="list-style-type: none"> • High School Resource Officers | <ul style="list-style-type: none"> • Continue to assign liaison HRO at SDSS to help Students and teaching staff monitor and collect hours spent |
| <ul style="list-style-type: none"> • In depth review of deployment model for Uniform Patrol | <ul style="list-style-type: none"> • Measure crime peaks and most common times for calls for service |
| <ul style="list-style-type: none"> • Foot patrols of core areas in Southampton and Port Elgin | <ul style="list-style-type: none"> • Record and review hours spent. |

EMERGENCY CALLS FOR SERVICE

One of the core police functions legislated in the Police Service Act is that of emergency response. While the handling of some emergency's rests solely with the police service, other emergent situations require a coordinated response with other municipal and provincial agencies.

EMERGENCY RESPONSE STRATEGY

Our strategy will be to continue to ensure that our members have the necessary tools and training to respond to emergent situations to the satisfaction of our community.

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

| Objectives | Measurements |
|---|--|
| <ul style="list-style-type: none"> ▪ Implementation of High Risk Entry Team ▪ Consideration for Containment Team in the future ▪ ensure the Service has an adequate number of trained crisis negotiators | <ul style="list-style-type: none"> ▪ new members of HRE receive provincially mandated training ▪ participation in inter-agency training |
| <ul style="list-style-type: none"> ▪ ensure that members performing the dispatch/communicator function possess the necessary core competencies | <ul style="list-style-type: none"> ▪ providing any necessary training for communicators to ensure they have the necessary knowledge, skills, and abilities ▪ increase in the number of staff members as required |
| <ul style="list-style-type: none"> ▪ participate in multi-agency training exercises with other Saugeen Shores and area emergency service providers | <ul style="list-style-type: none"> ▪ track the number of multi-agency training exercises in which service members participate |
| <ul style="list-style-type: none"> ▪ train and maintain a canine unit | <ul style="list-style-type: none"> ▪ establish a training regime ▪ participation in training opportunities |

COMMUNITY PATROL



A highly visible and well-deployed uniform patrol division has long been the cornerstone of the Saugeen Shores Police Service. We are committed to maximizing the presence of uniform police officers in our neighbourhoods and core area by continuing to maintain effective staffing levels during hours of identified peak demand hours of calls for service. Our patrols consist of officers in police cars, on bicycles and on foot who not only participate in “general patrol” but are also assigned to “directed patrol” in an effort to address specific community concerns or issues and to deter potential problems from developing.

COMMUNITY PATROL STRATEGY

Citizens within communities across Canada, including Saugeen Shores, frequently identify having an increased police presence in their neighbourhoods and business core areas as providing a sense of security and protection. The challenge is not just to increase a visible police presence, but to facilitate maintaining current levels of community patrol under current budgetary pressures. Our community patrol strategy is intended to address those issues which have been identified as key concerns to citizens of Saugeen Shores.

GOAL: *Continue to strive toward creating a safer community by providing a more visible uniform police presence and by ensuring our general and directed patrols are both effective and efficient.*

| Objectives | Measurements |
|--|---|
| <ul style="list-style-type: none"> ▪ review and if necessary adjust our deployment strategy to provide a more | <ul style="list-style-type: none"> ▪ continue to monitor the growth of the |

| | |
|---|---|
| <p>visible and responsive police service while maintaining officer safety</p> <ul style="list-style-type: none"> ▪ Positive ticketing programs with community partners | <p>Town and identify potential pressure points</p> <ul style="list-style-type: none"> ▪ conduct a review of current uniform deployment ▪ determination of adjustments that are required |
| <ul style="list-style-type: none"> ▪ ensure that general and directed patrols are reflective of community input and identified issues ▪ realignment of patrol zones to ensure appropriate coverage ▪ develop directed patrol initiatives that are responsive to community needs while falling within our core policing obligations | <ul style="list-style-type: none"> ▪ ongoing communication to general patrols of pertinent community concerns ▪ monitor responses to specific community concerns that were addressed via directed patrol ▪ monitor the levels of impaired driving and drug enforcement conducted by uniform patrol members ▪ monitor enforcement statistics |
| <ul style="list-style-type: none"> ▪ continue community Watch Program | <ul style="list-style-type: none"> ▪ record Volunteer hours for Community Watch |





CRIMINAL INVESTIGATION SERVICES



Criminal investigations continue to be increasingly more complex. While modern science has allowed law enforcement to be even more discrete in the identification of criminals, collecting the required evidence necessitates more investigative specialization. The expectations of both the courts and our community require that our members who conduct criminal investigations possess the necessary knowledge, skills and abilities to be competent and thorough. Ensuring that the members of the Saugeen Shores Police Service receive the most modern and highest level of investigative training over the next three years will continue to be a priority of the Service and will be balanced against budgetary restraints and the exigencies of the Service.

CRIMINAL INVESTIGATION STRATEGY

The Saugeen Shores Police Service will ensure that an adequate number of investigators who possess the core competencies for their assignments are deployed within the Criminal Investigations and Drugs (CID) and its related specialized units such as the Domestic Violence and Identifications Units.

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

| Objectives | Measurements |
|--|--|
| <ul style="list-style-type: none"> ▪ consistently strive to produce the highest quality cases for presentation in court ▪ add investigative capability relating to Internet Child Exploitation, Technological-Cyber-crime, crime analysis. ▪ enter into a formal protocol with the Crown Attorney | <ul style="list-style-type: none"> ▪ all investigations are reviewed by qualified supervisors for quality control ▪ feedback for improvement sought by the Crown Attorney ▪ establishment of a formal protocol with the Crown Attorney |
| <ul style="list-style-type: none"> ▪ ensure a high standard of criminal investigations by accessing quality training ▪ Training Sgt. to provide Search Warrant training to platoon members | <ul style="list-style-type: none"> ▪ newly appointed members to CID and its related units have or receive the necessary core competency training within 12 months or as soon as practicable ▪ members of investigative units are afforded relevant professional development training opportunities |
| <ul style="list-style-type: none"> ▪ ensure that human resources within CID and its related units are adequate and optimally deployed | <ul style="list-style-type: none"> ▪ case loads of members within investigative units are monitored and assessed ▪ vacancies within CID and related units are filled as soon as practicable |

ILLICIT DRUG INVESTIGATION

During our public consultation process, illicit drug trafficking and usage was identified as the number one concern of the citizens of Saugeen Shores. The demand for illicit drugs is a societal problem, not solely a police problem. While we have collectively made progress in enforcement and educational opportunities relating to the consumption and trafficking of “crystal meth,” the scourge of cocaine, heroin, fentanyl and oxycotin addiction continues to be a real concern in this community and others. Resultantly, the existence of these other equally addictive and destructive illicit drugs which



are being pushed and being abused in our community requires that as a police service, we cannot focus solely on crystal methamphetamine.

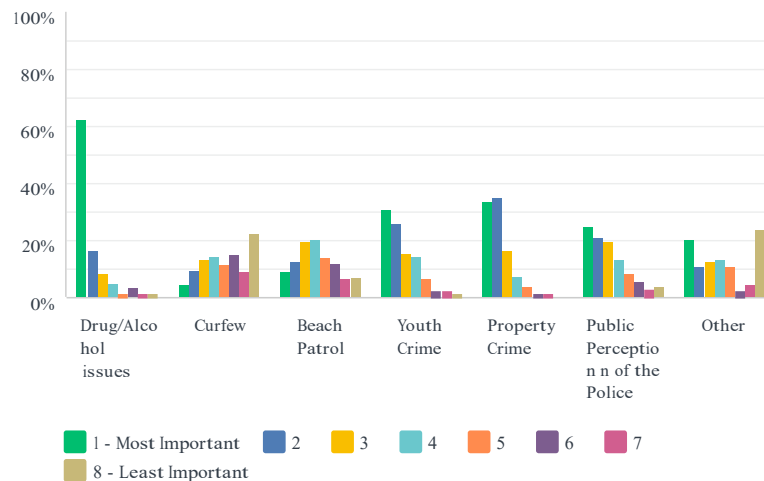
We will continue to be vigilant with regard to the enforcement of the *Controlled Drugs and Substances Act*. This will include participation in annual marijuana eradication projects and continued collaboration in multi-service investigations; because drug trafficking does not recognize Town and county boundaries nor provincial and international borders.

ILLICIT DRUG STRATEGY

Our illicit drug strategy will be to continue work collaboratively with other agencies and institutions through proactive enforcement and deterrence initiatives.

What challenges and issues within the community would you like to see the Saugeen Shores Police Service to focus and take action on?

Answered: 314 Skipped: 3



| | 1 - MOST IMPORTANT | 2 | 3 | 4 | 5 | 6 | 7 | 8 - LEAST IMPORTANT | TOTAL | WEIGHTED AVERAGE |
|---------------------------------|--------------------|---------------|--------------|--------------|--------------|--------------|-------------|---------------------|-------|------------------|
| Drug/Alcohol issues | 62.62% 196 | 16.29% 51 | 8.63% 27 | 4.79% 15 | 1.60% 5 | 3.51% 11 | 1.28% 4 | 1.28% 4 | 313 | 7.12 |
| Curfew | 4.55% 14 | 9.42% 29 | 13.31% 41 | 14.61% 45 | 11.69% 36 | 14.94% 46 | 9.09% 28 | 22.40% 69 | 308 | 3.87 |
| Beach Patrol | 9.00% 28 | 12.54% 39 | 19.29% 60 | 20.26% 63 | 13.83% 43 | 11.90% 37 | 6.43% 20 | 6.75% 21 | 311 | 4.87 |
| Youth Crime | 30.84% 95 | 25.97% 80 | 15.58% 48 | 14.61% 45 | 6.49% 20 | 2.60% 8 | 2.27% 7 | 1.62% 5 | 308 | 6.35 |
| Property Crime | 33.65% 105 | 34.94% 109 | 16.35% 51 | 7.37% 23 | 3.85% 12 | 1.28% 4 | 1.60% 5 | 0.96% 3 | 312 | 6.72 |
| Public Perception of the Police | 25.08% 78 | 21.22% 66 | 19.29% 60 | 13.50% 42 | 8.36% 26 | 5.47% 17 | 3.22% 10 | 3.86% 12 | 311 | 5.93 |
| Other | 20.26% 31 | 11.11% 17 | 12.42% 19 | 13.73% 21 | 11.11% 17 | 2.61% 4 | 4.58% 7 | 24.18% 37 | 153 | 4.69 |

62.62% of respondents believe that more time should be spent addressing drug and alcohol issues.

33.65% of respondents believe that more time should be spent addressing property crime issues.

30.84% of respondents believe that more time should be spent addressing youth crime issues.

20.26% of respondents believe that more time should be spent addressing other category issues. The written responses to this question were overwhelmingly traffic control relating to speeding, aggressive and distracted driving.

GOAL: *To continue with our ongoing drug enforcement activities while participating collaboratively with our community partners and other law enforcement agencies to educate the public and find solutions to this serious threat to our community.*

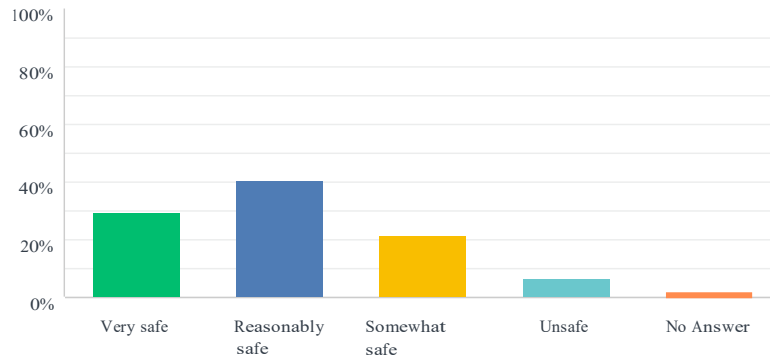
| Objectives | Measurements |
|--|--|
| <ul style="list-style-type: none"> ▪ proactively undertake illicit drug investigations ▪ training of additional Drug Recognition Expert Officers ▪ educational presentations relating to drug trends to community groups, elementary and high school students | <ul style="list-style-type: none"> ▪ monitor the number of unilateral and multi-agency drug investigations ▪ assess drug enforcement statistics ▪ participation in marijuana eradication projects |
| <ul style="list-style-type: none"> ▪ participate in community task forces and educational programs focusing on local trends ▪ partnerships with addiction services to provide educational sessions | <ul style="list-style-type: none"> ▪ continued participation in the Grey Bruce Drug and Alcohol Strategy ▪ continued communication and partnerships with other community agencies |
| <ul style="list-style-type: none"> ▪ focus on youth deterrence through education and enforcement | <ul style="list-style-type: none"> ▪ continue to offer KIDS program education programs at our local schools ▪ monitor activities of Community Services Officer and Youth Officer via monthly reports |

VIOLENT CRIME

While no community is immune from violent crime, we are indeed fortunate here in Saugeen Shores to have traditionally been well below the national and provincial statistics that gauge violent crime.

How safe do you feel walking alone after dark?

Answered: 315 Skipped: 2



| ANSWER CHOICES | RESPONSES | |
|-----------------|-----------|-----|
| Very safe | 29.52% | 93 |
| Reasonably safe | 40.63% | 128 |
| Somewhat safe | 21.27% | 67 |
| Unsafe | 6.67% | 21 |
| No Answer | 1.90% | 6 |
| TOTAL | | 315 |

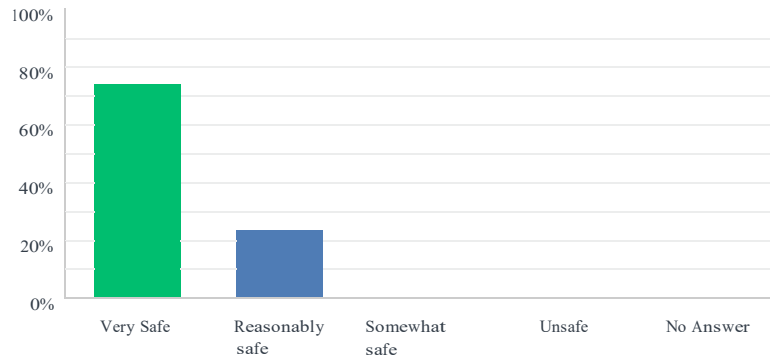
70.15 % of respondents feel very safe or reasonably safe walking alone after dark.

21.27% of respondents feel somewhat safe walking alone after dark.

6.67 % of respondents feel unsafe walking alone after dark.

How safe do you feel during the daylight hours?

Answered: 314 Skipped: 3



| ANSWER CHOICES | RESPONSES | |
|-----------------|-----------|-----|
| Very Safe | 74.20% | 233 |
| Reasonably safe | 23.57% | 74 |
| Somewhat safe | 1.59% | 5 |
| Unsafe | 0.32% | 1 |
| No Answer | 0.32% | 1 |
| TOTAL | | 314 |

97.77 % of respondents feel very safe and reasonably safe walking alone during daylight hours.

1.59 % of respondents feel somewhat safe walking alone during daylight hours

0.32% of respondents feel unsafe walking alone during the day.

VIOLENT CRIME STRATEGY

The issue of Domestic Violence continues to be a priority with the Saugeen Shores Police taking a very proactive stance in reducing instances of domestic violence and mitigating its effects with our community partnerships with Violence Prevention Grey Bruce.

GOAL: To continue working toward our Vision of Success

| Objectives | Measurements |
|--|--|
| <ul style="list-style-type: none"> work to ensure that Saugeen Shores violent crime statistics are below the provincial and national averages | <ul style="list-style-type: none"> monitor violent crime statistics on a monthly basis respond to any negative trends that the Service can influence |

| | |
|---|--|
| <ul style="list-style-type: none"> ▪ participate in community task forces and educational programs | <ul style="list-style-type: none"> ▪ continued liaison with Children's Aid Society ▪ continued liaison between Domestic Violence Coordinator and community partners ▪ continued liaison with courts ▪ continued participation in Violence Prevention Grey Bruce ▪ continue with High School Resource Officer program |
| <ul style="list-style-type: none"> ▪ ongoing training for members regarding violent crime investigation and deterrence | <ul style="list-style-type: none"> ▪ Service members who investigate violent crime occurrences have the necessary knowledge, skills and abilities ▪ Ongoing Domestic Violence Training ▪ continued interaction with Victim Services ▪ continued liaison with the Victim/Witness Assistance Program ▪ On-going communication with community partners and service providers |

PROPERTY CRIME & CLEARANCE RATES FOR PROPERTY CRIME

Crimes against property are the most prevalent crimes that directly and personally affect the citizens of Saugeen Shores. Whether it be an instance of senseless vandalism, a stolen auto, a break and enter or simple theft, often times these can be avoided through preventative measures being taken by property owners and/or proactive police work.

PROPERTY CRIME STRATEGY

The Saugeen Shores Police Service will address the issue of property crime through ongoing public education and awareness initiatives. We will combine this increased competency with a directed intelligence-driven and proactive approach to property crime prevention, detection and apprehension.

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

| Objective | Measurements |
|---|---|
| <ul style="list-style-type: none"> ▪ collaboratively facilitate a decrease in property crime rates while improving upon clearance rates | <ul style="list-style-type: none"> ▪ comparison of local property crime & clearance rates to those of provincial and national statistics |
| <ul style="list-style-type: none"> ▪ provide the community with Crime Prevention tips through the media and public to reduce property crime | <ul style="list-style-type: none"> ▪ monitor the number of public information notices issued along with public meeting attended by the Community Relations officer and Media Relations officer |
| <ul style="list-style-type: none"> ▪ participate in and assist in the development of provincial and local crime prevention initiatives ▪ “lock it or lose it” program | <ul style="list-style-type: none"> ▪ recording and reporting to the Board on the Service’s crime prevention programs and initiatives |

YOUTH CRIME

Dealing with Youth Crime was once again identified as one of our community’s top priorities for the next three years.

The Service’s charge statistics for youth-involved offences indicate that the ratio of young people involved in drug and *Criminal Code* activity has remained fairly consistent over the past 5 years while liquor offences have trended slightly downward. Our referrals to the diversion programs have steadily increased as an alternative to criminal convictions.

YOUTH CRIME STRATEGY

The Saugeen Shores Police Service will continue to work collaboratively with educators and our other community partners to provide early intervention strategies and opportunities, along with developing applicable support programs, for young people.

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

| Objective | Measurements |
|--|---|
| <ul style="list-style-type: none"> ▪ deliver and participate in educational programs targeting young people | <ul style="list-style-type: none"> ▪ continue to offer KIDS program at our local schools ▪ monitor activities of Community Services Officer and High School Resource Officers via monthly reports |
| <ul style="list-style-type: none"> ▪ continue to work with community partners to refer young offenders to diversion programs. ▪ continue to access young persons who are at risk and engage the “Situation Table” model to provide the proper care before they enter the criminal judicial system. | <ul style="list-style-type: none"> ▪ assignments of officers to Situation Table duties ▪ measure outcomes from referrals |
| <ul style="list-style-type: none"> ▪ liaise with community partners involved with young people ▪ delivery of social media awareness and security | <ul style="list-style-type: none"> ▪ monitor the participation of Service members with our community partners to address youth crime |

ROAD SAFETY STRATEGY

Road Safety is a primary concern of the Saugeen Shores Police Service. The Service will continue to participate in some long-standing and time-tested provincial and local initiatives aimed at improving road safety.

Of concern, not only here in Saugeen Shores but also provincially and nationally is a trend toward more instances of impaired driving. Impaired driving offences both by Alcohol and Drug in Saugeen Shores continue to be a concern. Our Police Service continues to engage in educational programs and R.I.D.E. programs to deter impaired driving.

A noticeable trend in personal injury accidents and fatalities have resulted from distracted driving occurrences throughout the Province. The Service has begun traffic initiatives to not only educate the public of the dangers of distracted driving but also to reduce the problem by targeted enforcement.

GOAL: *Maintain our commitment to road safety through accountability, enforcement and public education.*

| Objective | Measurements |
|--|--|
| <ul style="list-style-type: none"> ▪ increase traffic enforcement/collision data ▪ distracted driving education and enforcement ▪ awareness through social media | <ul style="list-style-type: none"> ▪ acquisition and use of new data collection software ▪ gather statistics to measure compliance |
| <ul style="list-style-type: none"> ▪ seek to maintain, if not increase, RIDE program funding ▪ training of additional Drug Recognition Expert officers ▪ maintain involvement with Provincial and Regional Traffic Safety initiatives | <ul style="list-style-type: none"> ▪ through effective reporting and tracking, request current funding levels be maintained or increased |
| <ul style="list-style-type: none"> ▪ reinforce bicycle safety, motorcycle safety | <ul style="list-style-type: none"> ▪ enforcement of Town by-laws regarding bicycle usage ▪ youth education |
| <ul style="list-style-type: none"> ▪ training of officers for truck inspections | <ul style="list-style-type: none"> ▪ tracking of safety lane initiatives and statistics |
| Maintain Automated Licence Plate Reader (ALPR) system | <ul style="list-style-type: none"> ▪ Track statistics using ALPR software |

ASSISTANCE TO VICTIMS OF CRIME

One of the core police functions in the Province of Ontario is to aid victims of crime. The Saugeen Shores Police Service recognizes that fact and has embraced the concept as one of its priorities by offering avenues of support to both victims and witnesses alike. The Saugeen Shores Police Service is a partner with Victim Services. Our use of Victim Services has increased steadily in recent years.

The service continues to provide on-site office space for Victim Services to ensure our officers have immediate access to the services provided.

VICTIM ASSISTANCE STRATEGY

Our strategy will be to work closely and to continue fostering an excellent relationship with our local Victim Services provider for the benefit of those who fall prey to the criminal actions of others or tragic and unforeseen circumstances.

GOAL: *Provide adequate and effective assistance to victims of crime.*

| Objective | Measurements |
|--|---|
| <ul style="list-style-type: none"> ▪ continue to have representation on the local Victim Services Board of Directors | <ul style="list-style-type: none"> ▪ representative on the Board |
| <ul style="list-style-type: none"> ▪ continue to promote and endorse the programs provided by Victim Services and other community partners to assist victims of crime | <ul style="list-style-type: none"> ▪ representation on the Board ▪ input into development of Victim Services programs & procedures ▪ continued liaison with other community partners |
| <ul style="list-style-type: none"> ▪ promote and increase the number of referrals made to Victim Services by our members | <ul style="list-style-type: none"> ▪ in-service Victim Services training ▪ monitor the number of referrals made to Victim Services |
| <ul style="list-style-type: none"> ▪ promote an ongoing working relationship between the Service's Domestic Violence Coordinator and Victim Services | <ul style="list-style-type: none"> ▪ monitor the interaction between the Domestic Violence Coordinator and Victim Services |

RESOURCE PLANNING

PERSONNEL

The Saugeen Shores Police Service consists of:

- Full-time sworn members 23
- Full-time civilian members 4
- Part-time civilian members 4 Special Constables
- Volunteer Auxiliary Officers 8

These members not only deliver 24/7 policing to the approximately 15,000 citizens of Saugeen Shores and its tens of thousand annual visitors.

PERSONNEL DEPLOYMENT

The deployment of the Service's members and any increase in staffing levels, both sworn and civilian, will be based upon a number of factors to be considered on an on-going basis. These include but will not be limited to:

- Crime Trends
- Crime Prevention Initiatives
- Legislative Requirements
- Social Pressures
- Public Opinion & Expectations
- Changing Demographics
- Technological Advancements

TRAINING

While the Saugeen Shores Police Service has a long-standing commitment to the training and education of its members, the Service continues to provide in service training through the position of Use of Force Officers.

While training is of vital importance to the policing community, police service boards are being challenged with budget restraints. The Service will continue to exploit distance or e-learning as a training alternative to institution-based training. No matter the method, sworn and civilian employees of the Service will continue to be afforded the opportunity to participate in timely and relevant training that will facilitate both personal and professional development to the mutual benefit of the members, the Service and the community.

The Service will also seek to host training venues during the life of this document. By way of example, such opportunities may include front line Mental Health response, Crisis Negotiation, Technological crime investigation and Domestic Violence courses.

E-TICKETING

The Saugeen Shores Police Service, along with its OPTIC partners will begin to use an e-ticketing solution. The benefits of e-ticketing include but are not limited to:

- enhanced efficiencies by having provincial offence notices automatically being updated in both our Niche® Record Management System (RMS) and the provincial court's RMS system
- cost savings related to data entry and the ticket books
- reduced errors and more legible provincial offence notices
- an overall expediting of the ticket writing process

ELECTRONIC CROWN BRIEFS

In cooperation with our local Crown Attorney, the Service has implemented electronic disclosure of Crown Briefs. The Service is anticipating that during the life of this document the Ministry of the Attorney General (MAG) will introduce the provincial S.C.O.P.E.IV disclosure solution to Saugeen Shores. The Service is ahead of the curve in electronic disclosure and will only be required to direct the current E-Briefing disclosure to a MAG server. The electronic disclosure is intended to:

- enhance the efficiency of our Service by exploiting additional utilities found in our Niche® Record Management System
- realize cost savings related to data entry, photocopying and duplication of materials
- reduce errors and produce more legible Crown Briefs
- expediting of the criminal prosecution process within the Service

COMMUNITY OUTREACH

The Service will maintain a Facebook, Twitter and Instagram account and in addition to existing officers duties within the Service the Service will maintain the website and social media accounts to better serve the public.



In addition to keeping the Service's webpage - www.saugeenshorespolice.com - currently we will also be utilizing Twitter:

@SSPSofficial and @MikeBellai to keep the community informed about interesting developments and undertakings regarding the Service and our community.

