

HOW THE PLAN IS USED

The plan guides the development of the budget, staffing, acquisition of resources and activities of the Police Service. It is used by the Board to monitor the progress of the Police Service against both the delivery of mandated services and the identified areas of focus.

Progress against the plan is reported by the Chief of Police to the Board on a regular basis and summarized in the annual report.

ANALYSIS

- STRENGTH**
- Variety of programs provided to the community
 - Community support and interest in police services
 - Dedicated, motivated, committed Police service members
 - Strong leadership
 - Generally positive public experience and interaction with Police

- WEAKNESS**
- Public awareness of some programs and services
 - Reliance on partner agencies for certain events
 - Ability to maintain specialty skills due to lack of opportunity to apply the skill
 - Lack of social services in the area

- OPPORTUNITY**
- Communication to the public and stakeholders
 - Visibility to the public
 - Member participation and consultation
 - Recruitment to increase diversity in Service members to better reflect the community
 - Increase awareness of volunteer opportunities in community policing

- THREAT**
- Resources (people and equipment)
 - Budget
 - Employee burnout

A sub-committee was developed to conduct an analysis of the current state, review the survey feedback and direct the development of the plan. The compilation of this information led to the development of the strategic areas of focus for the 2023-2025 business plan.



BACKGROUND

It is understood by the Board that the plan must meet the directives of the Comprehensive Police Services Act 2019, SO 2019, c.1; Section 39 (1). The Chief of Police will continue to report on the activities of the SPS against the required areas of service delivery with qualitative and quantitative data.

In addition to the delivery of these services, the intent of the strategic plan is to provide a focus for the Service as we look to enhance, improve and grow our police services with qualitative and quantitative data

- The plan must address the following areas:
- (a) the objectives, core business and functions of the police force, including how it will provide adequate and effective police services;
 - (b) quantitative and qualitative performance objectives and indicators relating to;

- (i) the police force's provision of community-based crime prevention initiatives, community patrol and criminal investigation services;
- (ii) community satisfaction with police services;
- (iii) emergency calls for service;
- (iv) violent crime and clearance rates for violent crime;
- (v) property crime and clearance rates for property crime;
- (vi) youth crime and clearance rates for youth crime;
- (vii) police assistance to victims of crime and re-victimization rates; and
- (viii) road safety;
- (c) information technology;
- (d) resource planning; and
- (e) police facilities; O. Reg. 3/99, s. 30 (2).

- The development of the Saugueen Shores Police Services strategic plan included multiple sources of input.
- The Board reviewed the statistics provided by the Chief of Police on current trends and issues in the community;
 - Community input was provided through 3 surveys targeting 1) the general community members including permanent, seasonal and 'other' residents; 2) Teens and 3) Groups, Associations and Committees within the community;
 - Members of the Saugueen Shores Police Service were asked for their input on how we can improve services to the community;
 - The Board also considered the achievements to date of the current business plan.

2023-2025 STRATEGIC PLAN

Our Vision
 "To Make Saugueen Shores the safest Community in which to live, work and play."

Our Mission
 "To serve and protect in partnership with the community"

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 @saugueenshorespolice
 @SSPsofficial

STRATEGIC FOCUS

2023-2025 Strategic Areas of Focus

Strategic areas of focus have been summarized by the Board into three (3) key areas: **Community, Members and Services**.

- The actual tactics to deliver the strategic areas of focus will be developed by the Police Service and provided to the Board for approval including measurements of success by the end of Q2 2023.
- The Board will monitor the delivery of the strategic areas of focus through the monthly reports provided by the Chief of Police. This will allow for ongoing adjustments to the plan as required.
- If a required service area does not have a specific strategic area of focus identified in the strategic plan the service will continue to be delivered and monitored by the Board as per the annual work plan provided by the Chief of Police.

VALUES & 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 judgment.
- 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 share their opinions and views openly.
- 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 honouring 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.

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COMMUNITY

1. Ensure Community patrol and visibility of Officers to the general public to increase the public's awareness of Police Services and community safety.
2. Enhance communication to the public and stakeholders to increase understanding of the services and programs provided and actions taken by the Saugeen Shores Police Service.
3. Execute the county-developed Community Safety and Well-Being plan to reduce crime in the community.



MEMBERS

1. Increase job satisfaction for Police Service members with a focus on members' rights, career progression and mental health and well-being.
2. Promote continued communication between service members, leadership and the Board with the intent to enhance member participation in identifying and implementing solutions to service needs.
3. Harness and leverage technology in the delivery of services, programs and day-to-day tasks in order to maximize efficiencies and improve the effectiveness of service delivery.



SERVICES

1. Focus drug enforcement on the reduction of drug-related crime and its social impact on individuals and the community.
2. Continue to ensure a timely and appropriate response to emergency calls to ensure the safety and well-being of individuals and the community.
3. Enhance Road Safety through the development of specific initiatives to create public awareness of road safety and strategic use of traffic enforcement in response to priority areas.

I am proud to serve as the Chairman of the Saugeen Shores Police Service Board.

It is well known that Saugeen Shores is the fastest growing community in our region, and one of the most desirable places to live in Canada. With growth comes change and it is our responsibility to ensure that the Police Service is positioned to change along with it.

This three-year business plan is prepared to ensure that our Police Service has adequate resources to meet the needs of the residents and visitors of our community for years to come. We have developed this plan with input from citizens, community groups, youth and seasonal residents, along with critical self-evaluation. We, the Board and Management of the Saugeen Shores Police Service, are confident that we have equipped our Police Service to be the finest in our region, and ensure that Saugeen Shores remains one of the safest communities in which to live in Canada.



DAVE MYETTE
Chairman of the Saugeen Shores Police Service Board



KEVIN ZETTEL
Saugeen Shores Chief of Police

I am honoured to lead our police service and am very proud of our dedicated members and their commitment to serving the community with pride and compassion.

The feedback, concerns, and suggestions from all of our stakeholders are appreciated. We have strived to listen and then carefully construct a 2023-2025 strategic plan that will guide developing the roadmap for our future.

The Police Service will continue to enhance the public's trust and confidence through our words and actions and strive for excellence with the services we provide for our community and our members.

We would like to thank everyone for their valued input and for sharing our vision to make Saugeen Shores the safest community in which to live, work and play.