

Saugeen Shores Police Service

2018 ANNUAL REPORT



Providing Policing Services to Saugeen Shores

Vision

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

Mission

“To serve and protect in partnership with the community”

Values and Ethics

In pursuit of our vision and mission we believe in:

- *Providing quality service in a fiscally responsible manner*
- *Recognizing and communicating the value and contributions of all our members, partners and volunteers*
- *A commitment to continuous learning, training and development*
- *The importance of community policing*
- *Promoting a positive police image by the example we set*
- *Offering fair equitable service and respect for all diverse communities within Saugeen Shores*
- *Maximizing individual and collective skills within the police service*
- *Open, transparent and positive communication that encourages teamwork and public respect*
- *Being sensitive to the needs of victims of crime and other circumstances*
- *Working with the public to resolve complaints and being responsive to community input.*

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Message from the Saugeen Shores Police Service Board Chair



On behalf of the Saugeen Shores Police Services Board, I am pleased to endorse this annual report for the year 2018. Police in Ontario exercise their authority by public consent. This consent depends upon the ongoing ability of police services to secure and maintain the public's approval and respect. For this reason, public accountability is essential to the successful operation of local police services like ours.

This Annual Report is an exercise in accountability. It openly presents the activities of the Saugeen Shores Police Service for the year 2018. It is intended as a tool to be used by any member of the community interested in holding our Police Service to account.

Police officers exercise extraordinary powers under intense public scrutiny. They must always stand ready to serve and protect in times of overwhelming crisis and confusion. That said, it is through countless, daily acts of compassion and caring that our police officers make their greatest contribution. Over the course of this year, I have been pleased to observe these qualities exhibited by officers and civilians from across our police service.

Your Police Services Board looks forward to continuing to provide support and oversight as these dedicated officers work to maintain an accountable police service that is deserving of respect throughout our community.

Sincerely,

Luke Charbonneau
Chair
Saugeen Shores Police Services Board

Message from the Chief of Police



I am proud to present the Saugeen Shores Police Service 2018 Annual Report.

The 2018 Annual Report is but a snapshot of the dedicated service the men and women of the Saugeen Shores Police Service provide the community of Saugeen Shores each and every day. We continue to collaborate with community members and agencies to provide a high-quality police service and to achieve our mission of being acknowledged as an innovative and professional Police Service.

To ensure the Service meets the needs of our community and our members we continue to look for positive ways to enhance service delivery to the community. In 2018, we continued working together with community stakeholders on a number of significant programs and initiatives, including:

- High School Resource Officers
- Cannabis Strategy
- Opioid Strategy
- Community Drug and Alcohol Strategy
- Violence Prevention Grey Bruce

As my first year as the Chief of Police for Saugeen Shores I couldn't be prouder of the civilian, sworn and volunteer members of our Service for their dedication, professionalism and hard work. It is evident that because of their hard work we continue to garner the community's trust and confidence. Appreciation is also given to the Saugeen Shores Police Services Board, for their guidance and support to improve community safety.

On behalf of the men and women of the Saugeen Shores Police Service, I would like to thank the community of Saugeen Shores for the unwavering support they have shown the Service over the years, and look forward to working with our community partners to provide the best quality service deserved by this extraordinary community.

Sincerely,

Mike Bellai
Chief of Police

Saugeen Shores Policing History

In 1995 Southampton and Port Elgin Police Services amalgamated to form the first amalgamated services of this kind in Ontario. In 1997 Southampton-Port Elgin Police Service started policing Saugeen Township under contract. Upon amalgamation to form Saugeen Shores in 1999 the Police Service became known as the Saugeen Shores Police Service.

Saugeen Shores Police Service polices Southampton, Port Elgin and Saugeen Township. This area is encompassed from the Saugeen town line at North Bruce north to the north boundary of Southampton west to Lake Huron and east to Bruce County Road #3 to the bridge just north of Paisley.



Saugeen Shores Policing Boundaries

Population: 15,000
Area: 170.58 square kilometers
Total kilometers of roads: 432 kilometers, including Hwy 21 and county roads.

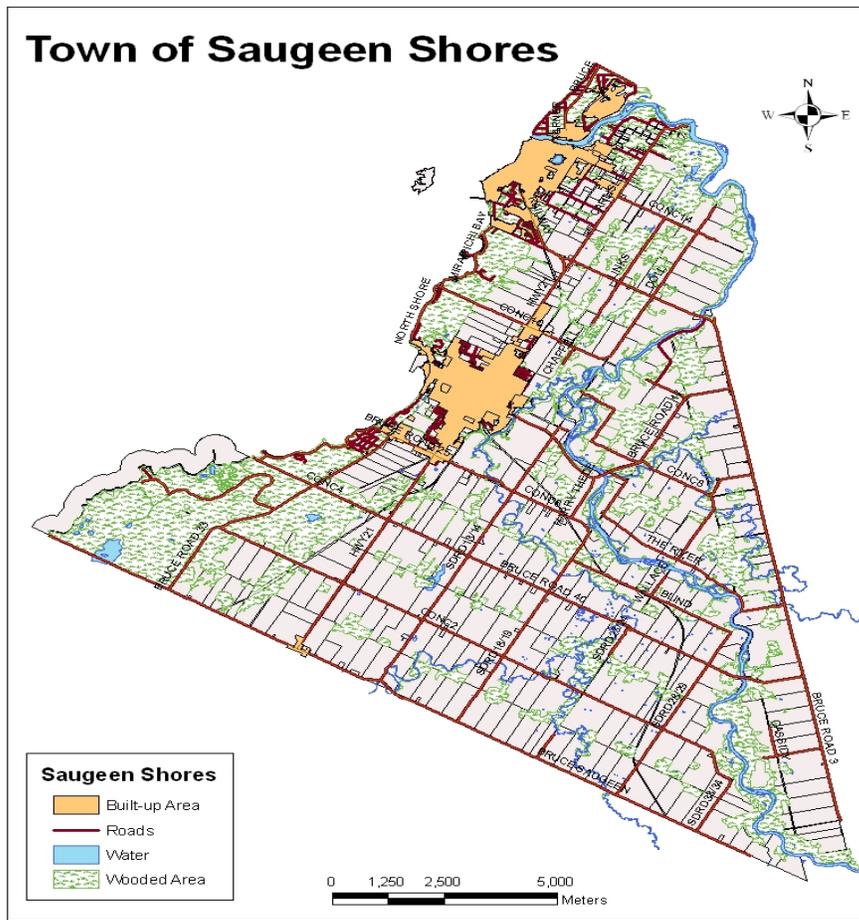
Saugeen Shores is on the Lake Huron coastline in Bruce County and covers 170 square kilometers. Provincial Highway 21 runs through Saugeen Shores. Saugeen Shores is the amalgamated municipalities of Port Elgin, Saugeen Township and Southampton.

Port Elgin is home to half of the municipality's population. The community of Port Elgin has a thriving commercial core and service sector industries.

Southampton accommodates a well-established cottage community. The cultural and artistic heritage of the town is highlighted in Southampton with the Bruce County Museum and Cultural Centre, historical Chantry Island Lighthouse and Southampton Art School.

The agricultural lands of Saugeen Township and the Saugeen River all combine to showcase the community of Saugeen Shores. The Lake Huron shoreline has attracted summer residents for generations resulting in a vibrant cottage community.

Map



New Saugeen Shores Police Service Flag now displayed at the Ontario Police College.



Police Service Profile (2018)

Chief of Police

Inspector

4- Sergeants

16- Constables

4- Part-Time Special Constables

1 Full time Special Constable

3- Full Time Civilian Support members

8- Auxiliary Officers

Police Chaplin

6 Jail Guards



Police Services Board

The Police Services Act requires each municipality to have a Police Services Board (PSB). The PSB has a responsibility to provide adequate and effective policing for the municipality it serves. In 2018 our board consisted of Chair and Deputy Mayor Luke Charbonneau, Councilor Dave Myette, provincial appointees Nancy Wyonch and Doug Freiburger, town appointed member Deanna Buckland and board secretary Georgina Elliott.

Criminal Investigations Unit

Inspector Kevin Zettel is responsible for the investigative unit. Criminal Investigations officers are responsible for investigating major investigations, sexual assaults, drug offences and other investigations that may require special training or many dedicated hours of work.

The unit is responsible for the Sexual Offender Registry, Crime Stoppers, ViCLAS (Violent Crime Linkage System), Major Case Management and Powercase, all major investigations, suspicious deaths, drugs and high-risk offenders.



Support Services

Saugeen Shores Police Service has members trained to specialize in different areas. All members are expected to perform community service functions and several members have specialized training in such functions as:

- 5- Intoxilyzer Technicians
- 1- Forensic Identification Officers
- 3- Scenes of Crime Officers
- 2 -Use of Force Trainers
- 1- Ground Search and Rescue Officer
- 1- Police Service Chaplin
- 2- C.S.O. Community School Officers
- 5- Major Crime Investigators
- 1- Community Watch Liaison Officer
- 1- Drug Investigation Officer
- 4- D.A.R.E Officers
- 1- Drug Recognition Expert (D.R.E.)

New Police Facility

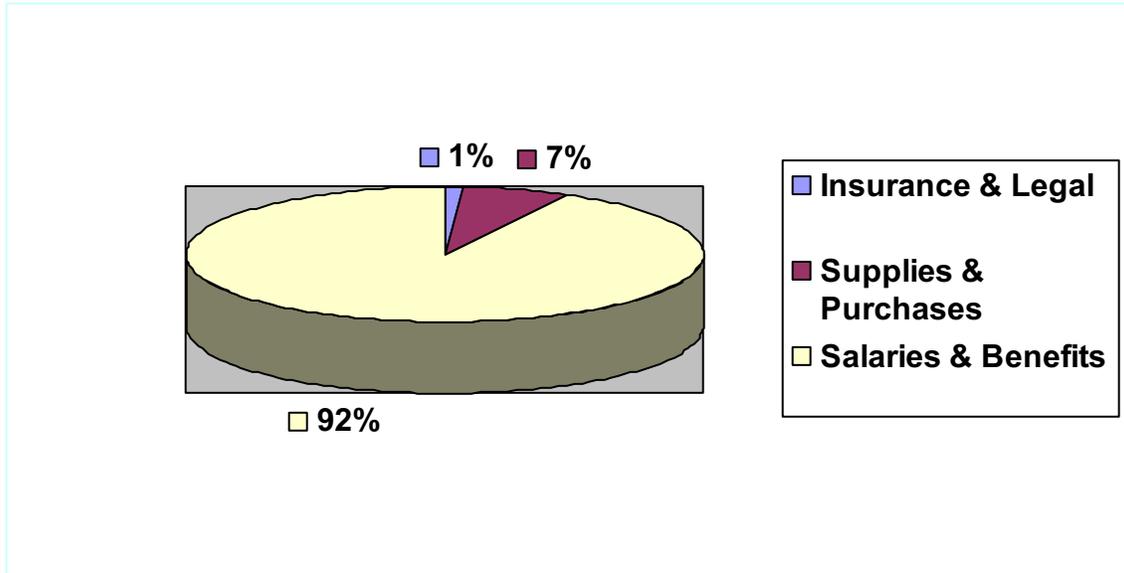
The Town of Saugeen Shores approved the build in a new police facility in 2017. In May of 2018 the construction of the new police facility began at 1240 McKenzie drive. The new police facility completion projection date is September of 2019. The management team consisting of Jamie Hastings, Dave Smith, Grant Diemert, Les Camm and Mike Bellai have worked endless hours to ensure the new facility is on time and on budget.



Financial Information

Operational Expenditures

Sageen Shores Police Service- 2013



Salaries & Benefits - Salaries, benefits, overtime, Part-time, special events,	92 % \$ 3,424,212
Insurance & Legal -	1% \$ 30,000
Supplies & Purchases - Office, vehicles, training, uniforms Building maintenance & operations,	7% <u>\$ 278,936</u>
Total Operational Budget	\$ 3,892,783
Revenues	<u>\$ 159,635</u>
Total Budget after revenue	\$ 3,733,148

Grants

The figures above are total operational expenditures and capital amounts. The operating expenses are offset by revenues of \$159,653 for the following grants and other revenues:

- Police Effectiveness and Modernization Grant \$65,000.00
- R.I.D.E. grant, (Reduce Impaired Driving Everywhere) \$8,800 used to put extra officers on the street to conduct RIDE checks all year.
- \$85,853 in other revenue comes from records checks etc.

Projects and Partnerships

In 2018 and over the past few years our service played a role in numerous Community Organizations through which the delivery of local information and program initiatives was enhanced.

1. Crime Stoppers
2. High School Resource officers
3. Grey Bruce Court Co-ordination Committee
4. Victim Services – Bruce Grey Perth Owen Sound
5. Violence Prevention Grey Bruce
6. Community Watch
7. Special Olympic Torch Run
8. Community Living
9. MADD-Mothers Against Drunk Driving
10. Cannabis Strtegey
11. Opioid Strategy
12. Drug and Alcohol Strategy Grey Bruce
13. Port Elgin Rotary Club
14. Saugeen Youth Coalition
15. Tim Horton's Camp Day
16. Christmas Food Drive
17. Shop with a Cop
18. 1st Annual Christmas Toy Drive.



D.A.R.E. Program (Drug Abuse Resistance Education)

In 2018 the Saugeen Shores Police Service began to plan to move towards the K.I.D.S. Knowledge, Issues, Decisions and Supports. The program will be introduced in the 2018-2019 school year.

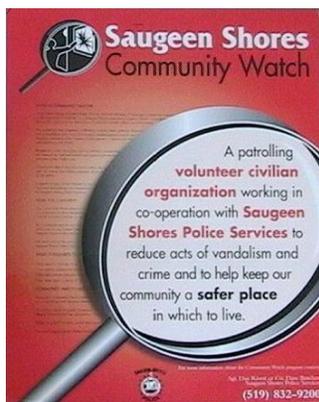


Co-op and Police Foundations Placement

We participate in the Saugeen District Secondary School co-op program. This placement gives potential future officers the opportunity to do placements in the field they want to pursue.



Community Watch



Community Watch program in Saugeen Shores was created in 2002. This program provides the police with extra eyes and ears on the streets. Local volunteers assist the local police

service in the deterrence of unlawful activity within the community.

Community Watch members supplement police patrols and help reduce acts of vandalism and crime by keeping a watch over their communities. We are constantly looking to recruit volunteers for this valuable partnership with the community.

An SSPS officer is assigned as our Community Watch Liaison Officer and works with the program coordinator, Kent Milroy to recruit, train and schedule volunteers. Joe also organized a Community Watch Appreciation dinner in the fall of 2018 to show our gratitude.

Police Auxiliary

Currently Saugeen Shores Police Service has eight (8) active Police Auxiliary Constables. Constables Mike Cuillerier and Susan Briggs provide initial and ongoing training to our Auxiliary as well as updating our procedure and training. Auxiliary members are unpaid members of our community who wish to be more involved and volunteer their time. They participate in functions such as parades, fairs, Pumpkinfest and do “ride alongs” with officers. Our Auxiliary officers are a valuable asset to our police service and to our community.



Traditional Programs

The Saugeen Shores Police Service continues to provide the following services to the community:

- Crime Prevention talks to local service groups and businesses
- Media releases, providing information and crime tips
- Halloween Safety

- Elementary and Secondary school drug education lectures
- Safety lessons at local pre-schools
- DARE program, drug awareness
- Boy Scouts / Girl Guides / Beavers
- Talks to seniors groups
- Guest lecturers to speak on important topics, i.e. drugs, internet, traffic safety, counterfeiting
- Talks to driver education classes
- Cops for Cancer
- Bicycle rodeos

Road Safety Initiatives

(R.I.D.E.) Reduce Impaired Driving Everywhere lanes are funded in part by the provincial government. Your officers work hard to get impaired drivers off our streets. Officers of the Saugeen Shores Police Service conduct many RIDE lanes outside of the grant initiative and partner with the area O.P.P. to supplement the number of RIDE lanes we can run.

When a member of the public makes a complaint of a traffic issue a log is created outlining the problem. Officers do selective enforcement in these areas to educate and hopefully eliminate the problem. Community members assist the police in identifying the problem areas. Those of you who have been around the area for some time do recognize as commercial development and subdivisions have been built different traffic patterns emerge. Different enforcement and education initiatives need to be developed to deal with these changing patterns.

Police Services in Bruce and Grey Counties share a roadside portable radar device that displays a vehicle speed. This is a visual reminder to motorists as to what speed they are traveling. The sign is deployed in high traffic areas, high complaint areas or areas as identified by the public and police.

Public Works and the police service each purchased a portable radar device for placement in problem areas or areas of concern. Each sign can be a visual reminder to motorists of the speed they are traveling, provide date, time and speed of vehicles as well as traffic counts. This allows for police to use their resources at the most appropriate times.



Retirements 2018

Constable Matthew Mulholland

Sergeant Dave Butcher

Inspector Ken McCulloch



Appointments/Promotions 2018

Constable Travis Wagner



Constable Matthew Tutin

Constable Stacey Gordon



Constable Kaitlyn Schenck



Promotions

Sergeant Ken Cook



Inspector Kevin Zettel



SAUGEEN SHORES POLICE CRIME STATISTICS 2017-2018

	2018*	2017**					
<u>VIOLENT CRIMES</u>							
Homicide	0	0					
Sexual Assault	8	11					
Sexual Assault w/weap or B Harm	0	0					
Sexual Interference	3	1					
Invitation to Sexual Touching	0	0					
Luring a Child via a Computer	1	0					
Aggravated Assault Level #3	0	0					
Assault w/ Weapon or Bodily Harm	11	10					
Assault Level #1	67	71					
Assault Police	4	3					
Assault Police w/ Weapon or Bodily Harm	0	1					
Crim Negligence c/ Bodily Harm	0	0					
Other Assaults	0	1					
Robbery	1	1					
Forcible Confinement/ Kidnapping	1	2					
Abduction Under 14	0	0					
Criminal Harassment	18	14					
Uttering Threats	24	14					
Threatening/ Harassing Phone Calls	20	10					
Other Violent Violations/ Voyeurism/ Non-Consensual Distribution of Intimate Images/ Intimidation of non-justice	0	2					
TOTAL VIOLENT CRIMINAL CODE VIOLATIONS	158	141					
<u>PROPERTY CRIMES</u>							
Break and Enter	24	41					
Possess Stolen Property	11	18					
Theft of Motor Vehicle over \$5000	0	0					
Thef of Motor Vehicle under \$5000	0	0					
Thef of Motor Vehicle	18	9					
Theft Over \$5000	0	1					
Theft Under \$5000	98	111					
Theft Over from Motor Vehicle	0	1					
Theft Under from Motor Vehicle	54	85					
Shoplifting	23	16					
Fraud	56	39					
Identitiy Fraud	4	6					
Identity Theft	0	0					
Mischief	89	97					
Arson	0	1					
TOTAL PROPERTY CRIME VIOLATIONS	377	425					

	2018*	2017**					
<u>OTHER CRIMINAL CODE VIOLATIONS</u>							
Counterfeiting	2	0					
Possession of Weapons	6	2					
Unsafe Storage of Firearms	0	0					
Child Pornography	0	0					
Firearms Documentation/ Admin	0	0					
Disturb the Peace	28	21					
Escape Custody	1	0					
Fail to Comply with Order	70	39					
Fail to Appear	23	0					
Breach of Probation	17	21					
Offences Against Administration of Law	1	0					
Indecent Acts	1	5					
Corrupting Morals	0	0					
Obstruct Police	1	1					
Trespass at Night	2	1					
Utter Threats to Property/ Animal	0	0					
Other Firearms	0	0					
Offences against Person and Reputation	0	1					
Offences against Right of Property	1	2					
Willful Acts against Property	1	1					
Advocating Genocide	0	1					
TOTAL OTHER CRIMINAL CODE VIOLATIONS	154	95					
<u>TOTAL IMPAIRED DRIVING</u>							
Impaired Operation of Motor Vehicle	31	24					
Impaired Causing Death	0	0					
Impaired (Drug) Operation of Motor Vehicle	4	0					
Impaired Fail Provide Breath Sample	0	1					
Dangerous Operation of Motor Vehicle	12	5					
Drive While Prohibited	0	1					
Other Criminal Code Violations	1	0					
TOTAL CRIMINAL CODE TRAFFIC VIOLATIONS	48	31					

	2018*	2017**					
<u>FEDERAL STATUTE VIOLATIONS</u>							
Possession of Heroin	1	0					
Possession of Cannabis	1	8					
Possession of Cocaine	2	4					
Possession Other Controlled Drug	10	2					
Possession of Methamphetamine	16	11					
Trafficking Heroin	2	0					
Trafficking Cannabis	2	1					
Cannabis Production	0	0					
Trafficking Cocaine	5	1					
Trafficking Other Controlled Drug	9	4					
Trafficking of Methamphetamine	0	1					
Youth Criminal Justice Act	6	9					
Canada Shipping Act	0	0					
Excise Act	0	0					
Firearms Act	1	0					
Other Federal Statutes	0	0					
TOTAL FEDERAL STATUTE VIOLATIONS	55	41					
<u>SUMMARY OF VIOLATION TOTALS</u>							
Federal Statute	55	41					
Criminal Code Traffic	48	31					
Other Criminal Code	154	95	20				
Property Crime	377	425					
Violent Crime	158	141					
TOTAL ALL CRIMINAL VIOLATIONS	792	733					

Resource Planning

Saugeen Shores is a community that has grown in permanent population over the past many years. The community also sees a great number of transient workers and tourists. Investigations are increasingly complex and provincially mandated Adequacy Standards ensure investigations are done fully and properly, but that also takes up time and resources. With a complement of 22 officers we are staffed to the levels other municipal police services have per capita during three seasons. The summer workload brings with it challenges that your officers meet each day.

Saugeen Shores Police have a police officer to population ratio of 1 officer for every 575 citizens or 174 officers per 100,000 persons. Police Resources in Canada 2016 publication reports Ontario has a rate of 195 officers per 100,000 population, Canada 197 police officers per 100,000 populations.

Our staffing levels are calculated on the year round population of 15,000 not the influx of tourists in the summertime of 20,000 to 25,000 population we provide a services to on a daily basis.

Business Plan 2017-2019

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.

