



Tay Valley Township

Police Services Board

Three Year Business Plan

2014 - 2016

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## MESSAGE FROM THE TAY VALLEY POLICE SERVICES BOARD

Reeve Kerr and Members of Council  
Residents and Ratepayers of  
Tay Valley Township

The Tay Valley Township Police Services Board (PSB) is pleased to present an updated Three Year Business Plan covering the period 2014-2016. This document reflects the results of consultations with members of Council and the community, policing surveys and statistical data gathered from a variety of public sources. It was developed in consultation with the Lanark County Detachments Commander and his staff. We acknowledge the contributions of these OPP officers who provided expert advice and background information on policing programs and initiatives.

This updated plan fulfills a major administrative obligation of the PSB as stipulated in the Ontario Regulation 3/99 (Adequacy and Effectiveness of Police Services) made under the *Ontario Police Services Act* with respect to the preparation of a business plan. It also enables the PSB to respond to requirements under the Act and Regulation to establish local policies with respect to police services, in consultation with the Detachment Commander. The plan also provides an instrument for the PSB to use in managing the policing services contract between the municipality and the OPP and determining the adequacy and effectiveness of the human and material resources supplied under the contract.

The goals, action plans and performance indicators contained in this document will be reviewed on a routine basis and adjustments to programs and initiatives will be made as required to reflect changing circumstances and priorities. The PSB will also report on the status of action plans in conjunction with the Detachment Commander in an annual progress report to Council.

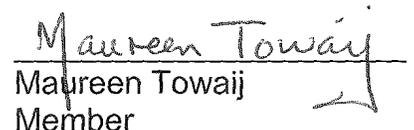
We extend our thanks and appreciation to all those who contributed to the development of the plan for their ideas, interest and enthusiasm.



Neil Fennell  
Chair



Reeve Keith Kerr  
Vice Chair



Maureen Towaij  
Member

## MESSAGE FROM THE ONTARIO PROVINCIAL POLICE LANARK COUNTY DETACHMENT COMMANDER

The Police Services Board of Tay Valley Township works in conjunction with the Lanark County Detachment to deliver effective and professional police service to the residents of Tay Valley. The Police Service Board continues to identify priorities for policing and provides oversight to ensure measureable results meet the needs of the community. This Business Plan is a reflection of the outstanding working relationship we have with Tay Valley Township and we look forward to policing this wonderful community in the future as your police service.

As indicated in the OPP Strategic Plan the organizational values of the OPP are:

- o Professionalism
- o Accountability
- o Diversity
- o Respect
- o Excellence
- o Leadership

These six organizational values are a clear articulation of our commitment as an organization and as individuals. They describe what it takes to achieve the kind of relationships and workplaces essential to the delivery of effective policing. Our community partners and fellow justice stakeholders are extremely important to our detachment as we carry on our day-to-day duties in policing. A co-operative approach to addressing issues and concerns in the community is the most effective method when accompanied by a high level of community engagement.

*Inspector Derek Needham  
Detachment Commander  
Lanark County Detachment*

## COMMUNITY PROFILE

### Nature

Tay Valley Township (the Township) is the western-most municipality in the County of Lanark and is geographically located a one hour drive from Kingston and Ottawa and within a four to five hour drive from Toronto and Montreal. The primary highway access to this region of Eastern Ontario is via Highway # 7 which bisects the Township on an east-west access.

Seven small hamlets (Bolingbroke, Brooke, DeWitt's Corners, Fallbrook, Glen Tay, Maberly and Stanleyville) provide a unique and historical sense of community to the residents of the Township. The lack of any major town centre is overcome by the proximity of the Town of Perth on the Township's eastern boundary. Perth functions as a regional urban centre and services as retail, service and social cultural centre for the Township.

The Township is a historic homesteading and agricultural area offering rural lifestyle, recreational, agricultural and tourism opportunities in an environment that is rich with natural and built heritage attributes. The Township recognizes the importance of its history and natural assets and, building on these foundations, seeks to enhance environmentally sustainable opportunities to live, work, visit and relax in a fiscally sound municipality.

### History

For the aboriginal peoples, the rivers and lakes of the Township were the highways of this land, abundant with fish, game, wild rice, maple sap and wild fruits. Traditional seasonal resting and gathering places were located along rivers and lakes. In early stories, the early Algonquin name for Silver Lake meant "Paradise" and was the site of traditional summer gatherings.

This historic area was settled in the early 1800's, when several hundred Scottish and Irish settlers and soldiers established early communities in Stanleyville, Glen Tay, Allan's Mills, Maberly, Bolingbroke, Feldspar, Althorpe, Harper, Rokeby, Brooke, Wemyss, Fallbrook, Playfairville and DeWitt's Corners. Their descendants, together with the original settlers stayed to build farms, beautiful stone and log homes, and an industrious and competent work force. Logging and mining provided employment for the early settlers as did the mills that served the hamlets that dot the landscape and the farming community.

The Township, as it exists today, resulted from the 1998 amalgamation of three former municipalities: the Townships of Bathurst, North Burgess and South Sherbrooke. The first area to be settled was North Burgess, named in 1794 in honour of the Rev. Thomas Burgess, Bishop of Salisbury. The first emigrants from Britain settled as farmers along the Scotch Line in 1816. Bathurst was surveyed in 1816 for settlement by British emigrants and ex 1812-14 War soldiers and seamen. It was named for Henry Bathurst, third Earl of Bathurst and Secretary of War and the Colonies from 1812-1827. South Sherbrooke was surveyed in about 1819 and named after Sir John Coape Sherbrooke, a successful General in the War of 1812-14 and Governor in Chief of Canada from 1816-1818.

The Council of the Township is comprised of eight elected officials: the Head of Council, the Deputy Head of Council and six councillors. The Head and Deputy Head of Council represent the Township's interests at the County of Lanark, which is an upper tier level of municipal government comprising eight lower tier municipalities including the Township.

The Township governs its affairs via the Council and receives valuable input to its decision making process through various committees and agencies, and boards such as the PSB.

## **Geography**

The most significant natural feature of the Township is its 26 lakes. These lakes and the two watersheds they belong to are a valuable resource for recreational and tourism purposes and are protected from environmental degradation through sound policies related to sewage disposal, surface and groundwater protection and residential development. The eastern reaches of the Canadian Shield run through the Township offering tremendous vistas of rock outcrop and towering pines. The province, recognizing the unique outdoor experiences available has seen fit to establish two provincial parks within the Township, thus ensuring not only protection of flora and fauna but also access and enjoyment for all. The historic Parks Canada Rideau Canal Waterway, now designated a UNESCO World Heritage Site, borders the Township to the south and the headwaters for the Tay River, a tributary to the Rideau are located at Bob's Lake, also part of the Township.

Historically very important to the Township, agriculture plays a significant role in the east-central part of the Township, as it transitions from the Shield. These farmlands are protected, under the Township's Official Plan and Zoning By-Law, from the intrusion of incompatible uses that diminish the value of agricultural operations and the richness of the soil.

Because of the topography, the logistics of travelling and communicating within the Township are challenging. In addition to the provincial and county highways, the Township manages approximately 310 kms of municipal roads that form the skeletal structure for a further 255 private roads that network throughout the township: among, around and between the lakes. The lakes themselves are natural low points and coupled with a rocky terrain make high-speed connectivity challenging. Radio and cellular communications are also affected and some of the more remote seasonal residences are off-grid even to television and telephone communications, with the exception of satellite communications.

## **Demography**

The latest Canadian Census results for the Township shows a 2011 permanent population of 5571 down 1.1% since the 2006 Census compared to a national average growth for the same period of 5.9%.

Permanent residences numbered 2110 in 2011, 98% of these being single detached homes. The average household size also declined to 2.64 (2011).

Given Tay Valley's 26 lakes, the seasonal population also adds to policing service delivery requirements. Municipal Property Assessment Corporation (MPAC) data (2011) shows a total of 3843 households and from this it can be derived that there are 1733 seasonal cottages (45%) and 2110 permanent residences therefore seasonal population using the same average household size factor is 4575 for a combined population of 10,146.

2011 Census statistics also reflect an aging population in Tay Valley Township with 23.6% aged 65 or over compared to a national average of 14.8%. Median age in the Township was 51 years in 2011 compared to 45.8 in 2006. Our municipal neighbour to the east, Perth, is a community that prides itself on catering to the needs of the retired. The spin-off for our Township is a population which enjoys living in a natural environment in close proximity to the amenities offered by Perth and within a reasonable distance of city centres offering superior health care, social and entertainment services.

Many residents work within the Township, often in home based businesses or in support of the talented, creative and artistic communities that find inspiration within our boundaries. The existing commercial enterprises and one major industrial development provide job opportunities to those who choose to make Tay Valley Township their home. Notwithstanding, the Township is located beyond the generally acceptable daily commuting distance to the cities of Ottawa and Kingston and, as a result, has not experienced the commuter-generated residential growth pressure exhibited in the more eastern parts of Lanark County.

## **BUSINESS PLANNING**

### **History**

The PSB focus on business plans started in 2002 and comprised a work plan for the year 2003 which was developed internally and focused largely on enhancing the profile of policing in the community, taking initial steps to meet the requirements of the "Adequacy Standards" Regulation and preparing for the renewal of the policing services contract with the OPP.

The business planning process continued with the development of a 2004 work plan and included some community input on topics of specific concern. The highlights of the plan are described below:

- Assist seasonal and permanent lake residents in developing a plan with the co-operation of the OPP to limit the frequency and extent of property damage loss due to break-ins.
- Increase police visibility in the Township.
- Complete the aggressive driving campaign in the Glen Tay hamlet and work with the OPP to extend the campaign to other areas in the Township that warrant that attention on an ongoing basis.
- Develop and implement a series of protocols with the OPP to address the PSB's responsibilities under the Police Services Act and the municipality's new contract with the OPP for policing services.
- Expand and develop the statistical data being supplied by the OPP on a routine basis to assist the PSB in evaluating the levels of services being provided by the OPP.

### **New Three-Year Business Plan**

In 2005 the PSB initiated development of a formal three year business plan in compliance with the requirements of the "Adequacy Standards" Regulation. Based upon consultation with the Ontario Association of Police Services Boards (OAPSB), the PSB was unable to identify any three year business plans developed by Sec.10 boards and therefore reverted to a review of business plans developed by a number of major police services. The PSB concluded that the format used by the Hamilton Police Services Board was the most useful model. The PSB then focused its efforts on developing an effective community consultation process to be followed by actual plan development.

### **Community Consultation Process**

In January, 2005 all Township ratepayers were advised via the first tax billing that the PSB, in conjunction with the OPP, was initiating a new three year business plan and was seeking input from the public.

Additionally, the PSB segmented Township stakeholder groupings and formulated plans for focus group consultations. The stakeholder groupings were identified as lake associations, farmers, large businesses, small businesses, schools and youth

organizations, cultural and recreational organizations and residents of hamlets and other communities.

With the assistance of the Township's Chief Administrative Officer (CAO), representatives of these groups were identified and invited to participate in the focus groups. Two initial focus groups were conducted and, in order to obtain a balanced perspective on police services, the following four questions were posed to the participants:

- a) What is the OPP currently doing well?
- b) What is the OPP currently doing that you would like to see expanded?
- c) What are your particular areas of concern?
- d) What would you like to see the OPP start doing?

Both focus groups were chaired by the PSB and professionally facilitated. Members of the OPP were in attendance to provide information, support and guidance. A wealth of input was received from the 33 participants and although these inputs were individually submitted, they exhibited common themes. Participants were pleased to have the opportunity to provide their input and strongly supported the development of the plan.

A third focus group was then conducted with members of Council and the questions and process repeated.

Over a period of several months, PSB members organized all inputs within the framework of the policing functions stipulated in the "Adequacy Standards" Regulation and developed statements of goals, situational analyses and draft action plans for each function. These functional statements were identified as strategic initiatives within strategic directions. Throughout this process, additional sources of data were consulted, including OPP Lanark County Detachment business plans, the 2002 OPP Policing for Results Survey, the OPP quarterly reports provided to the PSB, Municipal Performance Measurement Program data and Statistics Canada data.

Following development of the first draft, we engaged the OPP Lanark County Detachment Commander and his key personnel in a process of review, refinement and expansion of each of the initiatives and evolved the business plan over a number of sessions. A remaining element of these initiatives was performance indicators. While it was concluded that the development of these performance indicators was more the purview of the Detachment Commander, a number were jointly developed and have been retained in the business plan.

The result of this collaborative effort with the OPP was a statement of strategic directions and initiatives described below:

**STRATEGIC DIRECTIONS**

***Public Safety Enforcement***

***Community Problem Solving***

***Internal and External Communications***

***Resource Management***

**STRATEGIC INITIATIVES**

*Emergency Response  
Violent Crime  
Property Crime  
Youth Crime  
Assistance to Victims  
Road Safety*

*Crime Prevention  
Community Patrol  
Criminal Investigation  
Community Satisfaction  
Internal Communication  
External Communication*

*Human Resources  
Technology*

**2011-2013 Business Plan Update**

In 2010, in conjunction with the OPP, a major administrative update of the Business Plan was conducted reflecting current status of the Strategic Initiatives. This was followed by a major public consultation in August 2011 in which the PSB engaged the inputs of the stakeholder groups previously identified in the 2005 Community Consultation Process. Meeting participants divided into working groups each led by an OPP officer or PSB member. Participants were asked to review and comment on the accuracy of the “Situation Analysis” and “Action Plan” segments of the individual initiatives with emphasis on areas of agreement, disagreement and missing items. As each working group reported their findings, all meeting participants were asked to provide any additional comments and these were documented by the meeting facilitators. The working groups dealt with all aspects of Public Safety Enforcement and Community Problem Solving Initiatives while the topic of External Communications was dealt with on a total group input basis. Community Satisfaction, Internal Communications, Human Resources and Technology Strategic Initiatives were reviewed and updated by the Board and the OPP subsequently. The results of the administrative review and public consultations are set out in the following Business Plan document.

## **NEW THREE-YEAR BUSINESS PLAN**

### **PUBLIC SAFETY ENFORCEMENT**

#### **Emergency Response**

##### **Goal:**

Ensure timely and appropriate response to emergency calls for service, including natural and other disaster emergencies.

##### **Situational Analysis:**

The initial 2005 Public Consultation and subsequent administrative updates yielded the following findings:

Community input reflected overall satisfaction with timely response to significant incidents such as traffic accidents but also indicated concerns with response times to certain other calls.

Although concern was expressed during the focus groups regarding the lack of communication with callers indicating that a delayed response should be anticipated, the OPP has confirmed that the Provincial Communications Centre (PCC) has a Standard Operating Procedure Policy (SOPP) in place whereby, if an officer is diverted to a more urgent incident, the original complainant will be contacted by the PCC and advised of the delayed response.

Although the PSB has considered response time data to be a primary measure of police service performance, such data is not readily available from existing OPP systems on a general basis. The Detachment Commander however, will provide response time data in specific instances.

Provincial legislation requires an emergency preparedness plan. The OPP participates with the community through the Community Emergency Management Co-ordinating Committee. The mandate of the CEMC Committee is to predict, prepare, respond and recover from an emergency whether man-made or naturally occurring. In the event of a declared emergency, the OPP responds quickly and effectively in the field and is often responsible for the identification of situations that require co-ordinated effort to resolve. In the field and at the Emergency Operations Centre, the OPP provides vital detail and insight to community leaders thereby facilitating critical decision-making.

The August 2011 Public Consultation provided additional findings which follow:

Concern was expressed that members of the public do not fully understand the entire range of circumstances under which it is appropriate to call 911 and had little knowledge of the OPP 911 call prioritization process. Also expressed was a desire to understand personal responsibility relative to providing access by emergency vehicles to private property on a year round basis

Relative to Emergency Preparedness, community members expressed a desire for provision of more detailed information concerning Emergency Response Exercises and their outcomes.

### **Action Plan:**

Original Action Plan items have been modified as appropriate and new Action Plan items added as a result of the August, 2011 Public Consultation.

1. The OPP will prioritize calls based on provincial policies as dictated through the Provincial Communication Centre. Calls for Services will be based on:
  - 0 Life threatening emergency
  - 1 Emergency non-life threatening
  - 2 Regular call for service
  - 3 Totally non-emergency (usually involving a past event)
  - 4 General information category
2. The Detachment Commander will provide response times for specific incidents as communicated to either the PSB or the Detachment Commander within the municipality and have the ability to report those times to the PSB in writing.
3. The OPP will include in its routine quarterly reports a description of any major incident or emergency preparedness exercise which took place during the quarter. In addition, the Detachment Commander will advise the PSB Chair, in a timely manner, of any major incident occurring in the municipality, in accordance with the existing protocol.
4. The OPP will participate in the annual emergency preparedness exercises conducted by the municipality and /or the county.
5. The OPP and PSB will develop and implement an annual 911 awareness campaign which will include detail on the OPP call prioritization process: e.g. When Do You Call 911, How Does the OPP Prioritize Your Call, Your Responsibility on Access to Property
6. The PSB will request that the Municipality post the Limited Services Agreement on its township website and remind property owners on private roads of their responsibilities relative to road maintenance vis-a-vis emergency access
7. The PSB will request that the Municipality advise the community in advance of mandatory annual emergency preparedness exercises and communicate the results

### **Performance Indicators:**

1. PSB receipt of routine quarterly reports from the OPP providing response times for specific incidents as indicated in Section 2 of the Action Plan.
2. PSB receipt of routine quarterly reports from the OPP providing descriptions of major incidents.
3. OPP participation in the annual municipal emergency preparedness exercise.
4. PSB receipt of municipal confirmation that the annual municipal emergency preparedness exercise occurred.

5. PSB receipt of municipal confirmation that the Limited Services Agreement has been posted on its website and the community reminded of its private road maintenance obligations.

## **PUBLIC SAFETY ENFORCEMENT**

### **Violent Crime**

#### **Goal:**

Maintain effective prevention and enforcement initiatives and programs to reduce violent crime.

#### **Situational Analysis:**

The initial 2005 Public Consultation and subsequent administrative updates yielded the following findings:

Although violent crime is a small portion of total crime in Tay Valley Township, it is important that we monitor incidents of violent crime occurring within our community. The OPP is perceived as responding well to sexual assaults and domestic violence, as well as other violent crimes. The OPP has several databases in place to assist officers in their analysis and investigative processes when investigating crimes of a violent nature.

At the August 2011 Public Consultation, recommendations were made to describe and define crimes of violence. It was also recommended that consideration be given to notifying the community with respect to the release and location of High Risk Offenders. Thirdly a recommendation was made that given an aging population, greater focus be placed on promoting awareness of elder abuse. While physical abuse is dealt with here, other forms of elder abuse are addressed in the Crime Prevention Initiative. The final recommendation was to encourage greater communication and cooperation among schools, police and social service agencies particularly with respect to child abuse.

#### **Action Plan:**

Original Action Plan items have been modified as appropriate and new Action Plan items added as a result of the August, 2011 Public Consultation

1. The OPP will continue to analyze and report on violent crime through quarterly reports and the protocol for reporting of major incidents. Violent Crime includes but is not limited to Sexual Assaults, School Yard Incidents and Bullying, Armed Robberies, Home Invasions; Domestic Abuse, Elder Abuse and Child Abuse.
2. The OPP will continue to monitor and enforce conditions of release imposed on high-risk offenders released from correctional institutions. The OPP will release information on high risk offenders in accordance with provincial policy.
3. The OPP will present programs and presentations in the municipality regarding the prevention of elder abuse and a pro-active approach to the prevention of violent crimes against members of the community in partnership with

- community organizations.
4. The OPP will continue to maintain the Ontario Sex Offenders Registry and continue to participate in the input and sharing of information through the National Sex Offenders Registry.
  5. The PSB and the OPP will collaborate to promote public awareness of Crime Stoppers by increasing signage in public buildings and hamlets and promoting community awareness through targeted Crime Stoppers presentations, the Township website and other municipal communication sources.
  6. The OPP will continue to provide safety programmes within the schools i.e. Anti-Bullying Programs, Internet Safety as well as Suicide Prevention Awareness.

**Performance Indicators:**

1. Receipt of quarterly reports and major incident reports as described in (1.) above.
2. Receipt of an annual report on the number of compliance checks conducted and criminal charges as a result of the Crime Abatement program.
3. Receipt of an annual report on violent crime prevention programs.
4. Receipt of the annual report from Crime Stoppers confirming results of annual operations in Lanark County.
5. Allocation of funding and implementation of various initiatives in support of Crime Stoppers.
6. The OPP will continue to work with school principals, in responding to the requirements of the Safe Schools Act.

## **PUBLIC SAFETY ENFORCEMENT**

### **Property Crime**

#### **Goal:**

Reduce incidence of property crimes and improve clearance rates.

#### **Situational Analysis:**

The initial 2005 Public Consultation and subsequent administrative updates yielded the following findings:

The rural and recreational profile of our municipality was clearly reflected in the nature of the property crime concerns raised by residents. Concerns included trespassing and damage to farmlands and lake properties, the improper use of and damage to crown lands as well as break-ins and vandalism.

The OPP has stated that residential break and enters cause a higher feeling of victimization than most other property crimes. Victims often feel violated and insecure in their own homes. Many incidents of Break and Enter are serial in nature with multiple break-ins occurring in localized areas. These crimes are often connected to organized groups which dispose of the property quickly. Cottage break-ins are a crime of opportunity, perpetrated by organized groups and are often more difficult to solve due to the amount of time between the incident and the report. Incidents of mischief and vandalism are costly to everyone and have been identified by community members as requiring police attention.

It is also recognized that many property crimes are fuelled by the need for money to purchase illicit drugs.

Education is a major component in raising public awareness of property crimes and preventative measures. The establishment of an OPP/Lake Networking Group in 2004 to address lake-property-owner issues regarding break-ins is viewed positively by the community and has resulted in several initiatives to combat the frequency of break-ins and the property damage associated with them. OPP educational initiatives include: Neighbourhood Watch, Crime Stoppers, break and enter prevention lectures and Crime Prevention Through Environmental Design (CPTED).

Policing of crown lands falls under the jurisdiction of the OPP and the Ontario Ministry of Natural Resources (MNR). This joint jurisdiction has caused some concern and confusion among area residents. It has since been clarified that jurisdiction on provincial crown lands rests with MNR other than infractions of provincial and federal statutes. However, given that 9-1-1 dispatchers will direct the complainant to the appropriate agency, this shared jurisdiction should be transparent.

A review of Municipal Performance Measurement (MPM) policing statistics for 2007 provided to the Ministry of Municipal Affairs and Housing by the OPP reveals clearance rates for property crimes of 7.0% for Tay Valley Township and 13.8% for all municipalities in Lanark County served by the OPP. These rates were lower than many other municipalities and detachment areas in OPP Eastern Region and did not compare favourably with the average of 19.9% for the entire Eastern Region and 20.0% for the entire Province. In the 2008 Business Plan, the OPP agreed to develop steps to improve property crime clearance rates to 15% by 2013 for Tay Valley Township. In 2008 actual clearance rates improved to 21.2% for Tay Valley Township and 17% for Lanark County compared with 21.2% for OPP Eastern Region and 20.9% for the province. In 2009, actual clearance rates had slipped to 20.0% for Tay Valley Township but improved to 19.1% for Lanark County compared with 19.5% for OPP Eastern Region and 20.9% for the province. In 2010, there was a further decline to 16% while Lanark County remained at 19.1% and Eastern Region increased slightly to 19.7%. For the 2011 Business Plan, the PSB and the OPP have agreed to set a property crime clearance rate target of 23% for 2013.

The August 2011 Public Consultation provided additional findings which follow:

- a. Community Watch was viewed as a priority requiring expanded publicity of the program as well as the need for the community to take greater initiative in its involvement. Expansion of this program to lake communities recognizing that there are both seasonal and permanent residents was also recommended.
- b. Safeguarding of personal property including effective identification was raised as an issue. The OPP recommended that engraving be employed with the use of personally meaningful unique numbers, but such that they would not facilitate identity theft.
- c. Crown Lands: Although a working group comprised of MNR, Fire Department and OPP officials has been initiated, meeting participants identified the need for clarification of which organization to call under what circumstances.
- d. Illegal Dumping on private farm property: This issue was raised at the public consultation with again a desire to clarify responsibilities of private property owners, the township, the OPP and the PSB in dealing with this problem.
- e. Clearance Rates: Issues previously raised with regard to clearance rates were reinforced with a desire to see significant improvement.
- f. Communications: A general desire to improve communications with the public regarding all aspects of property crime was expressed. Topics to be addressed via OPP public presentations, media releases, mailings, radio & newspaper advertising and internet-based communications included: Community Watch, Identification of Personal Property, OPP Special Programs such as CPTED and Safeguard Ontario, as well as Crown Land Jurisdictional Issues. Timely and targeted notification to property owners in areas where the OPP have identified a discernible pattern of property crime was also requested. There was a particular desire to establish communications to address a perceived lack of comprehensive communications by certain lake groups.

## **Action Plan:**

Original Action Plan items have been modified as appropriate and new Action Plan items added as a result of the August, 2011 Public Consultation.

1. Encourage timely reporting by property owners of incidents of trespassing on private property and abuse of public lands.
2. The Detachment Commander shall maintain a liaison between OPP, the Township Fire Department and MNR officers to effectively address issues of crown land use.
3. Maintain and support the activities of the OPP/Lake Networking Group and continue to meet on a regular basis.
4. The Detachment Commander will utilise all OPP resources to help reduce trespass, illegal dumping and vandalism on rural farm properties, including, but not limited to the Rural Agricultural Crime Team (RACT), the Emergency Response Team (ERT), Snowmobile, ATV, Vessel Enforcement (SAVE) and any other resource the Detachment Commander deems appropriate.
5. OPP will continue to monitor areas of known criminal activity.
6. OPP will analyze property crime clearance rates and develop steps to improve clearance rates for all property crimes in Tay Valley Township from a base level of 20.0% in 2009 to 23% by 2013.
7. In regard to Item 2 above, the Crown Lands Working Group comprised of MNR, OPP and Fire Department officials will complete their review and publish a guideline for public use regarding relevant laws, jurisdictions and appropriate contacts relative to type of incident.
8. With regard to Item 5 above, the OPP will establish a process to ensure timely and targeted communication to property owners in specific areas where patterns of property crime have been identified.
9. The OPP and the PSB will continue a multipronged communications strategy to deal with Community Watch, Property Identification, OPP Special Programs such as CPTED and Safeguard Ontario and Crown Land issues. Timing of these communications however is a function of, in some cases, the establishment, revival, or closure on existing programs and issues. The strategy will include but not be limited to OPP Public Presentations, Media Releases, Radio & Newspaper Advertisements, Mailings and Internet-Based Communications.

## **Performance Indicators:**

1. Receipt of OPP annual report showing improving clearance rates for property crimes and progress toward attaining the goal of 23% by 2013.
2. Receipt of an annual report from the Detachment Commander on the results of the Lake Networking Group meetings.
3. Receipt, by December 2012, of the Crown Lands Working Group draft guideline addressing Action Plan item 7.
4. PSB to request that the municipality publicize the need for private property owners to report illegal dumping to the township and mischief and trespass to the OPP.

5. The OPP will continue to provide the PSB with media releases and updates on any specialized communications programmes e.g. property identification etc.

## **PUBLIC SAFETY ENFORCEMENT**

### **Youth Crime**

#### **Goal:**

Promote positive relationships between police and youth in the community with the objective of reducing youth crime and providing support for youth victims.

#### **Situational Analysis:**

The initial 2005 Public Consultation and subsequent administrative updates yielded the following findings:

Citizens' concerns regarding youth crime focused on mailbox and school bus vandalism, youth gathering hotspots and concerns with drugs and alcohol use, as well as the presence of drugs in schools. Citizen input also favoured enhanced OPP/youth communications and restorative justice approaches.

A follow-up interview with the Executive Director of the Youth Action Committee (YAK) further emphasised the alienation experienced by a segment of our youth population and the debilitating influences of adult criminal activities, poverty and homelessness, which ultimately contribute to youth crime. The need for positive police/youth communications, relationships and intervention programs was also highlighted and will be addressed in the Crime Prevention segment of this business plan.

The August 2011 Public Consultation reinforced the importance of YAK to community youth, the importance of OPP involvement with youth groups and the extension of OPP programs to the high schools serving our community. The process also elicited a recommendation that OPP provided drug awareness education programs in elementary schools, be extended to grades four and five. Direct OPP involvement by individual officers in youth sports and other activities was encouraged by participants.

#### **Action Plan:**

1. The OPP will continue to identify youth gathering hotspots and implement regular monitoring.
2. The OPP will maintain communication with, and support the activities of YAK and/or other youth organizations to identify and participate in programs that address the needs of Tay Valley Township youth.
3. The OPP will continue with a communication process with the students, staff and parents at Glen Tay Public School, particularly Grades 6, 7 and 8.
4. The PSB will continue to support OPP youth-focused education programs through the provision and funding of materials as identified by the OPP.

#### **Performance Indicators:**

1. Receipt of an annual briefing from the OPP on the status of this initiative.

## **PUBLIC SAFETY ENFORCEMENT**

### **Assistance to Victims**

#### **Goal:**

To ensure timely and meaningful communication with victims and maintain liaison with existing victim assistance services.

#### **Situational Analysis:**

The initial 2005 Public Consultation and subsequent administrative updates yielded the following findings:

The OPP provides extensive referrals to various victim assistance services for victims of all types of incidents, including those involved in traumatic incidents. Community input reflected overall satisfaction with OPP-provided victim assistance. Victim Assistance Agencies in Lanark County include, but are not limited to, the following: Victims Services, Victim Witness Assistance Program (VWAP), Interval House, Tri-county additions, Lanark County Mental Health, Trauma Management, Domestic Violence Organisation of Lanark County, Children's Aid, Legal Aid, Elder Abuse Society of Lanark County, Kids' Help Phone, Operation Go Home, Sexual Assault Crises Centre, Alwood Drug Addiction Centre.

Ontario Regulation 3/99 made under the Ontario Police Services Act, entitled "Adequacy and Effectiveness of Police Services", requires police forces to establish procedures on providing assistance to victims that reflect the principles of the Victims' Bill of Rights, 1995 and set out the roles and responsibilities of members of the police force in providing assistance to victims.

The August 2011 Public Consultation provided additional findings which follow:

The issue was raised as to whether the PSB and the OPP work sufficiently closely with the Glen Tay Public School to ensure that students and school staff are aware of all relevant Victim Assistance Agencies and how they can be accessed and more broadly how members of the public are made aware of victim support services and programs in the community. A specific request was also made that victims of crime be automatically updated on outcomes of OPP investigations.

#### **Action Plan:**

Original Action Plan items have been modified as appropriate and new Action Plan items added as a result of the August, 2011 Public Consultation.

1. OPP to maintain communications with and referrals to victim services agencies in Lanark County.

2. Develop and implement communication processes for residents of Tay Valley to educate them on the broad range of services available to victims. Specific to this item, the August 2011 Public Consultation recommended that PSB/OPP-provided lists and contact information for Victim Assistance programs, be placed in washrooms in schools, pubs and arenas and other public buildings (e.g. YAK, churches, youth centres, libraries)
3. The OPP Lanark County Detachment Commander shall confirm to the PSB on an annual basis that the OPP meets the victims assistance standards set out in Ontario Regulation 3/99, insofar as the operations of the detachment are concerned.

**Performance Indicators:**

1. Receipt of an annual report from the OPP on the status of above action plan.
2. The PSB will provide a list of organizations and programs including their contact information, through the municipal website and program information postings in schools, churches, youth centres, libraries, recreational facilities, lake associations and municipal public buildings.

## **PUBLIC SAFETY ENFORCEMENT**

### **Road Safety**

#### **Goal:**

Reduce road accidents, improve safety on roadways, enforce laws regulating the use of public roadways and improve police visibility to a wider community.

#### **Situational Analysis:**

The initial 2005 Public Consultation and subsequent administrative updates yielded the following findings:

Our residents strongly supported existing traffic safety initiatives, such as the RIDE program and the speed limit enforcement campaign in the hamlet of Glen Tay. They also identified a desire to build on existing programs and initiatives including the RIDE program, seatbelt check and child car seat checks, speed limit enforcement and the expansion of the Glen Tay initiative to other villages and hamlets. Subsequently the program was indeed expanded to include the hamlets of Balderson and Fallbrook.

In addition, concerns were raised respecting school bus safety. Members of the farm community expressed concern about drivers' impatience with slow-moving farm vehicles and passing in unsafe situations.

As a result of identified issues within each municipality in Lanark County, in particular within Tay Valley, a Speedtrak electronic speed-monitoring sign was purchased in partnership with the other Section 10 Boards in Lanark County. The speed sign data is utilized by the PSB to establish priority areas for OPP enforcement based on aggressive driving patterns.. The Electronic Speed Monitoring Sign is deployed by Tay Valley Township staff upon direction of the PSB, to targeted areas of speeding concern for a total of twenty days annually up until 2012, following which the sign was deemed inoperable. In 2013 Council authorized the purchase of a dedicated pole mounted sign to be deployed within targeted areas in the Township, an action strongly supported by the community.

The August 2011 Public Consultation provided additional findings which follow:

There was adamant support for the PSB's continuing use of the Electronic Speed Sign to monitor and act upon aggressive driving. In addition strong support for the RIDE Program was expressed.

Focus on distracted driving, particularly the use of cell phones, as well as lack of seat belt use were raised as concerns. Inspector Salisbury commented that approximately 31% of all fatal accidents involve the lack of seat belt use.

Members also expressed desire for a greater emphasis on respecting slow moving farm vehicles and recommended the placement of permanent signs on major roads in agricultural areas urging caution when approaching or overtaking farm vehicles. This was acted upon by the PSB and Council in the 2011-2012 timeframe with signage placed in major farming areas.

Additionally, the need for public education regarding slow moving farm vehicles, school bus safety and the use of ATVs was emphasized. Concerning ATV's, public education/ training is addressed within the Community Patrol Initiative (pages 18-19).

Bicycle safety emerged as a problem area with participants expressing frustration with organized bicycle club members riding two and three abreast creating perceived unsafe situations for all road users. It was recommended that the Township and County consider the addition of bicycle lanes when resurfacing or reconstructing roads. In 2013 the County announced its 10 year plan to pave County Road shoulders for bicycle use.

### **Action Plan:**

Original Action Plan items have been modified as appropriate and new Action Plan items added as a result of the August, 2011 Public Consultation.

1. Maintain existing initiatives and expand targeted traffic safety campaign to PSB-identified areas including random but systematic ongoing checks in those areas.
2. Investigate the incidence of violations of school bus safety laws and establish an action plan to deal with these violations, if warranted. Ensure that officers are highly visible during school bus transportation hours.
3. Continue to participate in provincial, regional and detachment initiatives regarding traffic enforcement and education in support of the Provincial Traffic Safety Program (PTSP), the 2008 approach to traffic safety, and Vision 2010, the seatbelt compliance program. The PTSP includes the following high visibility strategies: black and white patrol vehicles, aircraft enforcement, criminal traffic interdiction activities and the use of the OPP's results-driven policing model. Specific programs which support this model include the RIDE, seatbelt and aggressive driving initiatives.
4. Deploy and utilise the electronic-speed sign on a rotational basis throughout Tay Valley Township to educate and deter speeders and aggressive drivers and to conduct routine speed surveys to identify problem areas for targeted enforcement as well as other deterrent measures as needed.

**Performance Indicators:**

1. For Action Plan Items 1 and 3 the OPP will report to the PSB on a quarterly basis on the targeted traffic safety campaigns initiated by the PSB and the detachment, regional and provincial traffic enforcement and education programs initiated by the OPP. The reporting will include the date, duration and location of the deployment, the number of vehicles stopped, the number of warnings issued and the number of charges laid.
2. For Action Plan Item 2 the OPP will maintain proactive patrols during peak hours of school bus travel to reduce incidence of school bus safety violations.
3. The Township staff will provide the statistical data from the electronic speed sign deployment to the PSB and the PSB will forward the data to Council and the OPP in a timely manner.

## **COMMUNITY PROBLEM SOLVING**

### **Crime Prevention**

#### **Goal:**

Provide community crime prevention initiatives to ensure the safety of township residents and the security of their property.

#### **Situational Analysis:**

Extensive community input was provided on the value of crime prevention initiatives including appreciation for the OPP's current school programs and lake association actions. While education programs in schools should be maintained, concerns were nonetheless expressed regarding bullying, particularly on school buses, drinking and driving, and drug use, indicating a potential for program expansion. While responsibility for safety in school buses rests with the Ministry of Education, the OPP recognises bullying as an issue and participates in the delivery of anti-bullying programs.

The OPP Lanark County Detachment Community Services Officer routinely conducts a variety of programs for children in elementary schools (Kindergarten to Grade 8) in the county, including Glen Tay Public School in our township. Books, videos and "PowerPoint" presentations are employed to deal with such topics as personal safety, bullying, substance abuse and impaired driving, Internet safety, safe cycling and railway safety. The presentations are adapted to meet the needs of specific age groups (grades) and are modified and expanded as the need arises.

A specific area of identified need pertains to youth at high risk. The societal factors outlined in the Youth Crime segment of this business plan as well as the impact of family violence can result in these young people becoming either the victims of crime or the perpetrators of crime. The Youth Action Committee (YAK), located in the Town of Perth, provides valuable programs to the youth of this area, including the youth of our township. The opportunity exists for the pro-active intervention by the OPP to build a leading-edge partnership with community youth service providers, such as YAK.

While computer-based interaction has become a way of life for all age groups, the unregulated nature of the Internet poses specific challenges. Of particular concern to many is the potential for identity theft and various other fraudulent schemes. The OPP has a provincial division devoted to internet offences comprising two segments. One segment deals with child exploitation and the other with internet fraud and theft and identity theft.

Given current population demographic projections in Ontario, the need for programs focused on elder abuse has emerged. Crimes against elders can include telemarketing fraud, home improvement fraud, power of attorney abuse, theft of personal property and physical abuse. While not highlighted as a current issue in our

public consultation sessions, the PSB wishes to assure itself that the OPP has programs in place to address these issues as they emerge.

**Action Plan:**

1. The OPP will maintain and enhance programs for the protection of children in the elementary schools in the township.
2. The PSB and the OPP will determine the nature and extent of programs in place in the elementary and secondary schools in the Town of Perth which serve the youth of our municipality and will investigate the opportunity for the OPP to provide programs in partnership with Perth Police Service.
3. The OPP will continue to maintain communications with and support for community youth service providers, such as YAK, to support existing programs and to develop new initiatives assisting youth at risk.
4. The OPP will maintain and introduce programs to protect the public from internet crime and to protect seniors from fraud, theft and abuse.
5. The OPP will utilize provincially-mandated crime prevention programs that are available through the general headquarters of the OPP i.e. provincial programs such as E-crime, the Violent Crime Linkage Analysis System (VICLAS), Project P and the Crime Prevention section including a new proactive program, Safeguard Ontario.
6. The PSB and the OPP will emphasize and promote the use of Community Watch and Crime Stoppers.
7. The PSB/OPP will engage local service clubs in supporting and promoting crime prevention programs specific to their goals and interests.

**Performance Indicators:**

1. Receipt of annual reports from the OPP describing crime prevention programs maintained and introduced as well as presentations made during the period to school children, youth, seniors and the general public.

## **COMMUNITY PROBLEM SOLVING**

### **Community Patrol**

#### **Goal:**

Promote safe use of watercraft and recreational vehicles and enforce laws governing the use of same. Enhance police visibility through routine patrols of roadways, waterways and recreational trails.

#### **Situational Analysis:**

The initial 2005 Public Consultation and subsequent administrative updates yielded the following findings:

Comments from the Lake Association participants indicated a high level of support for marine patrols and a desire to see an expanded program with increased levels of enforcement. Marine concerns cited included speeding, the improper use of personal watercraft and liquor infractions. The OPP continues to commit to an environmentally-responsible management of its watercraft through a regular maintenance program.

The snowmobile STOP program, including its many volunteers, is valued by the community and is seen as an effective program to enhance the safety of snow trails. Although the use of ATVs was originally not permitted on public roads in our Township, the Council passed a By-law on June 14th 2011 allowing ATV's on all Tay Valley municipal roads with associated speed restrictions, vehicle requirements and personal safety requirements. It must be noted that use of ATV's on Lanark County roads and Provincial highways is not permitted. There are also trails, such as the Trans Canada trail which traverses the municipality, that are designated for the use of ATV's, and the legislated safety and operational regulations governing such use must be enforced.

The August 2011 Public Consultation provided additional findings which follow:

Concern was expressed that the existence of an ATV By-Law and its terms and conditions was not known broadly within the community. In addition the PSB was requested to support the Township's offer of a training program for ATV users and to encourage participation.

#### **Action Plan:**

Original Action Plan items have been modified as appropriate and new Action Plan items added as a result of the August, 2011 Public Consultation.

1. OPP will ensure that major lakes with adequate access facilities are targeted for marine patrols.
2. OPP will report results of marine patrols and snowmobile patrols to the PSB on a seasonal basis.

3. OPP will maintain patrols of snowmobile trails and encourage the continued participation of volunteers in the Snowmobile Trail Officers on Patrol (STOP) program.
4. OPP will enforce Highway Traffic Act provisions as well as Tay Valley Township ATV By-Law provisions relative to ATV use on Township municipal roads.
5. OPP Lanark Detachment will continue to utilize the Provincial Snowmobile, ATV & Vessel Enforcement (SAVE) Team to assist with patrols of the lakes and recreational trails within Tay Valley.
6. OPP will provide education and public communications to promote the safe use of all recreational vehicles.
7. The OPP Auxiliary Unit will be utilized to increase visibility within the municipality through accompanying officers on patrol and assisting with community events.
8. The PSB will request that the Township augment a public awareness program highlighting the existence of the new ATV By-Law and its provisions.
9. The PSB will support any township initiated training program for ATV users.

**Performance Indicators:**

1. Receipt of annual report referred to in Items 1 to 6 above.
2. The Detachment Commander will provide an annual report to the PSB stating the number of hours and events provided by members of the Lanark Auxiliary Unit.

## **COMMUNITY PROBLEM SOLVING**

### **Criminal Investigation**

#### **Goal:**

Maintain mandatory levels of criminal investigation services as stipulated in the Ontario Adequacy Standards Regulation, including drug related offences, and the routine reporting of same.

#### **Situational Analysis:**

The initial 2005 Public Consultation and subsequent administrative updates yielded the following findings:

While overall it was recognized that Tay Valley Township has a comparatively low crime rate, our respondents highlighted illegal marijuana grow operations and illicit drug use as areas of major concern.

In the absence of community input to the contrary, and based on PSB/OPP regular meetings, there is general satisfaction with all other areas of criminal investigation.

Ontario Regulation 3/99 made under the Ontario Police Services Act, entitled "Adequacy and Effectiveness of Police Services", requires police forces to designate criminal investigators, ensure adequate training and supervision of criminal investigators, prepare a criminal investigation management plan, develop and maintain procedures on and processes for undertaking and managing general investigations and other specified investigations and establish procedures and processes in respect of specified investigative supports and physical evidence, among other requirements.

The August 2011 Public Consultation reinforced all aspects of enforcement as a primary concern particularly as illicit drug use leads to many other crimes.

#### **Action Plan:**

1. Maintain regular quarterly reporting to the PSB on criminal offences including drug offences (e.g. possession, trafficking, "grow operations").
2. The OPP will continue its high priority focus on street level drug enforcement through dedicated detachment resources.

#### **Performance Indicators:**

1. Receipt of OPP quarterly reports on Action Plan Item 1.
2. Receipt of OPP annual reports on Action Plan Items 2.

## **INTERNAL AND EXTERNAL COMMUNICATION**

### **Community Satisfaction**

#### **Goal:**

Develop and implement techniques for assessing community satisfaction with police services.

#### **Situational Analysis:**

“Effective policing depends greatly on the level of confidence and respect that police officers and staff attract from the public. The public must be assured that they can count on receiving fair, prompt and professional service in all their interactions with the police. We need to continually monitor community satisfaction to ensure that quality service standards are met and exceeded.”<sup>1</sup>

The OPP originally assessed public satisfaction with police services by means of a “Policing for Results” (PFR) survey process which, in past surveys, reflected a generally high level of satisfaction with police services expressed by respondents whose overall perceptions of problems in the community focused overwhelmingly on youth issues. Respondent’s concerns included assaults, alcohol offences, loitering, internet crime and trespassing, but these concerns were not viewed as serious problems.

The OPP now uses a new Community Satisfaction Survey managed by an independent company. In 2010 the first survey was completed and the results indicated that over 95% of the residents felt very safe in the community. The 2013 results showed that 98.9% of the residents felt safe or very safe. The community felt that the OPP should focus their priorities on traffic safety, property crime reduction, reduction of illegal drug use and increased visibility.

The PSB’s inaugural public meetings in the business plan development process set the stage for the public assessment of current OPP services and provided a forum to identify potential improvements. This process worked well with public feedback indicating overall satisfaction with OPP service and desire for expansion of various initiatives, as well as feedback on areas for new initiatives. The Business Plan Update process in 2011 was set up in a similar manner and resulted in community input reflected throughout this document. In 2013 the community was invited to provide input via the Township annual brochure/newsletter. No additional comment resulted.

The Ontario Police Services Act (PSA) sets out a complaints process by which any member of the public may make a formal complaint about the policies of, or services provided by a police force, or about the conduct of a police officer and this is specified within PSA Regulation 263/09 Public Complaints – Local Complaints. Members of the public also have the option of filing a formal complaint under Part V of the PSA via the

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<sup>1</sup> Paragraph taken from Hamilton Police Service Annual Performance Report 2002 published by the Corporate Planning Branch of the Hamilton Police Service in August, 2003.

recently established Province of Ontario Office of the Independent Police Review Director (OIPRD) which opened in October 2009. Specific forms and information can be obtained at any police office in Ontario or can be e-filed at the OIPRD website. The OIPRD's goal is to provide an objective impartial office to accept process and oversee the investigation of public complaints against Ontario's police. While both of the preceding provisions of the PSA deal with formal complaints, it is recognized that not all complaints are considered formal complaints and may only be regarded as issues or concerns expressed by members of the community. This said, issues or concerns that are brought forth to the PSB and/or the Detachment Commander that are deemed to be informal in nature are investigated and reported back to the PSB. Relative to formal complaints lodged with the OIPRD, these are reported back to the Chief Superintendent and Commander of Professional Standards at OPP HQ.

**Action Plan:**

1. The PSB will undertake an annual review of the complaints lodged with the Detachment Commander and the OIPRD, including the initial determination of the complaints, the resolution of the complaints and the response to the complainants. It will examine and amend local policies of the OPP as required to improve police service to the community.
2. The PSB will continue a public consultation process to update the Business Plan every three years.
3. The PSB will utilize the OPP Community Satisfaction Survey results as an integral part of the environmental scanning process to support the update and renewal of the Business Plan.
4. The PSB Chair will forward any informal issues/concerns from the public to the Detachment Commander for resolution and the Detachment Commander will report back in writing to the Chair of the PSB.

**Performance Indicators:**

1. Receipt of OPP quarterly reports on the status of informal issues/concerns will be reported to the PSB.
2. Receipt of OPP quarterly reports on the status/resolution of formal complaints received by the OIPRD but forwarded to the Detachment Commander for investigation/resolution
3. Receipt of OPP communication on resolution of any formal complaint received and investigated by the OIPRD in which OIPRD advisement to the OPP is only to the Chief Superintendent and Commander of Professional Standards at OPP Head Quarters.
4. Receipt of a Biennial Community Satisfaction Survey from the OPP
5. PSB publication of an updated Business Plan every three years

Reference should be made to the "External Communications" initiative for the communications element of the customer satisfaction determination process.

## **INTERNAL AND EXTERNAL COMMUNICATION**

### **Internal Communication**

#### **Goal:**

Jointly maintain and enhance communications between the PSB and the OPP to improve our information sharing, problem solving and decision-making processes and ensure that the PSB can meet its reporting commitments to the Tay Valley Township Council.

#### **Situational Analysis:**

The PSB and the OPP are committed to good communications practices and have mutually benefited from established meeting processes, reporting procedures and a readiness by the Detachment Commander to develop and promote new protocols and practices.

These reports also include mandatory reporting of secondary employment, informal issues/concerns and other information relating to major incidents, community crime prevention, traffic and community policing initiatives as well as the status of the policing contract between the Township and the OPP. A key performance indicator, namely “calls for service”, is considered essential by the PSB to manage the contract and is reported by the OPP on a quarterly basis.

Given the implementation of the business plan, new initiatives will emerge creating additional reporting requirements and further demands on effective internal communications.

The PSB has developed a protocol with the OPP concerning the reporting of major or unusual incidents. The PSB has also participated with other police services boards in Lanark County and the OPP in the development of joint protocols in order to meet reporting requirements mandated by the Police Services Act.

The PSB and the Township have entered into a protocol for the sharing of information. This protocol addresses the sharing of information with municipal council concerning PSB meetings, annual reporting on policing issues and statistics and business plan consultation, development and publication.

OPP Eastern Region Headquarters hosts an annual Police Services Board conference for all boards in Eastern Ontario. This conference is conducted in a forum that provides an opportunity for all boards to share best practices and provides the boards with training tools to assist them in performing their duties as Section 10 boards in an effective and efficient manner. The conference also provides educational sessions for board members to enhance their knowledge.

### **Action Plan:**

1. The OPP will provide analysis of statistics and assessment of trends in quarterly reports and an indication of measures planned to counteract the perceived trends.
2. The OPP will maintain reporting of calls for service data on a quarterly basis.
3. The OPP will ensure maintenance of currently provided quarterly report format and content.
4. The OPP will ensure the participation of the Detachment Commander at all PSB meetings in decision-making situations.
5. The PSB will ensure that it meets the reporting requirements of the Protocol between the PSB and the Township regarding the sharing of information and more particularly that the PSB provide an Annual Report to Council and an annual update on the Business Plan progress.
6. The OPP will review and report on the progress of Business Plan objectives in accordance with the timelines identified in the various strategic initiatives.
7. The PSB will provide a schedule of quarterly meeting dates at the beginning of each year.
8. The PSB Chair will conduct an annual performance appraisal of the Detachment Commander as required by the Police Services Act and as set out in the protocol for "Monitoring of the Performance of the Detachment Commander".

### **Performance Indicators:**

1. Receipt of OPP quarterly reports providing an analysis of statistics and assessment of trends with an indication of measures planned to counteract perceived trends.
2. Receipt of OPP quarterly reports providing data on calls for service for the reporting period and year to date for each of criminal, traffic and other incidents.
3. Receipt of PSB meeting minutes confirming attendance of the Detachment Commander or his designate.
4. Receipt by Council of an Annual PSB Report and annual Business Plan update.
5. Receipt of OPP quarterly and/or annual reports on the progress of business plan objectives described in the action plans for the various strategic initiatives.
6. Receipt of PSB correspondence confirming the provision of a schedule of quarterly meeting dates at the beginning of each year to the Council and the OPP.
7. Record in the minutes of the Spring meeting of the PSB each year confirming the completion of the annual performance appraisal of the Detachment Commander and the transmittal of the performance appraisal to the OPP Eastern Region Commander

## **INTERNAL AND EXTERNAL COMMUNICATION**

### **External Communication**

#### **Goal:**

Foster open and positive communications between the OPP and Tay Valley Township residents and ratepayers.

#### **Situational Analysis:**

Communication is a key driver to the public's perception of OPP effectiveness and visibility.

Township residents are currently informed by the OPP of that effectiveness and visibility in a number of ways including;

- a) news releases and newspaper articles concerning public safety issues, crime prevention initiatives and topical reporting of criminal and traffic incidents of note,
- b) regular participation in the meetings of the Interlake Working Group established in early 2004 to address the concerns of this predominantly seasonal population, and
- c) attendance at a number of township recreational and cultural events to support Township activities, educate the public and enhance the OPP's profile in the community.

While these activities are highly informative and valued by residents and ratepayers, public input suggested an even greater emphasis on police communications.

An opportunity exists to enhance and expand external communications through the use of the Township website, waste site notice boards and information brochures.

During the course of the August 2011 public consultation a youth representative emphasized the importance of using social media such as Facebook in communications between the OPP and the youth community.

#### **Action Plan:**

1. The PSB will post the Annual Report to Council, the Three Year Business Plan and the annual updates to the Plan on the Township website.
2. The PSB will identify key recreational and cultural events and the OPP will ensure their participation to enhance a positive police image through expanded media coverage.
3. The OPP will utilize access to the township website to facilitate dissemination of news releases and information concerning community crime prevention and public safety initiatives.
4. The OPP will continue to participate in the Interlake Working Group.

5. The OPP will continue to disseminate crime prevention and public safety information and news releases through existing channels.
6. The PSB will consult with the OPP on their current use of Facebook as well as OPP H.Q. policy relative to same.

**Performance Indicators:**

1. The posting on the Township website of the Annual Report to Council, the Three Year Business Plan and its Annual Updates.
2. Receipt of PSB correspondence advising the OPP of the key recreational and cultural events planned for the year and requesting the OPP's participation. Receipt of minutes of the Township's Committee of the Whole and Council meetings providing an update from the Recreation Working Group concerning events and OPP participation.
3. Receipt of updates from the Detachment Commander of Lake Networking Group meetings.
4. Receipt of periodic OPP news releases and media updates concerning community crime prevention and public safety initiatives.

## **RESOURCE MANAGEMENT**

### **Human Resources**

#### **Goal:**

Review the adequacy of OPP staffing levels to meet the needs of the community on an annual basis, in conjunction with the Detachment Commander.

#### **Situational Analysis:**

Feedback from our public consultation process reinforced PSB opinion that the township is well served by high quality OPP personnel. There was strong public support for investments in officer and civilian training including areas of specialized focus. Township police staffing requirements to date have been determined on the basis of an OPP deployment model process based on multiple service criteria applied over a multi-year horizon. In fact, the PSB has reviewed the service provided by the OPP on an annual basis and the contractual agreement has shown a decrease in the number of officers required in the municipality based on overall calls for service.

#### **Action Plan:**

1. The OPP Detachment Commander or designate will report to the PSB on an annual basis confirming that each member assigned to Tay Valley Township meets the required training standards as set by the *Police Services Act*.

#### **Performance Indicators:**

1. Receipt of report as indicated in Number 1 above.
2. The PSB shall receive on a monthly basis a staffing report as provided by the Detachment Commander indicating the total hours of service provided to the municipality.

## **RESOURCE MANAGEMENT**

### **Technology**

#### **Goal:**

Improve the effectiveness of OPP service and enhance police officer and public safety through the application of technology.

#### **Situational Analysis:**

While the application of technology to OPP operations and support services is a provincial policy and budgetary responsibility, the PSB strongly supports the continued investment of provincial resources to ensure that the OPP remains a leader in technological innovation.

#### **Action Plan:**

1. The Detachment Commander will review annually with the PSB any technological requirements that are seen to provide an enhanced service to the community.
2. The PSB will discuss with Detachment Commander his role and influence in provincial technology directions and systems enhancements.
3. The PSB will support the technological requirements of the Lanark County OPP Detachment through the provision of funds in its annual budget for the purchase of specialized equipment for the benefit of Tay Valley residents.

#### **Performance Indicators:**

1. Annual Status Report of OPP initiated technology programs implemented to improve service in the community.

## **RESOURCE MANAGEMENT**

### **Facilities**

#### **Goal:**

Ensure that the OPP has adequate and effective facilities to meet policing standards as legislated and support service to the community.

#### **Situational Analysis:**

The Lanark OPP Detachment serves Tay Valley Township from its host location at 75 Dufferin St Perth. This handicapped accessible building contains cells, has twenty four hour security, a property room, a breathalyser room, forensic identification and administrative offices. The facility meets all legislative requirements under the Adequacy Standards

#### **Action Plan:**

1. The Detachment Commander will complete an annual audit on the facilities and report the results to the PSB

#### **Performance Indicators:**

1. PSB annual receipt of the audit report.

## **CONCLUSION**

### **Priorities**

While continuing to enjoy a relatively safe community, our rural nature does not make us immune from crime. Drug crimes in Lanark County overall have recently emerged as a significant concern and OPP special initiatives in this area are important to Tay Valley Township.

The overall proactive and collaborative relationship between the OPP and the PSB serves Tay Valley Township well and the comprehensive nature of action plans and initiatives in this document reflect that collaboration.

In reviewing this plan, however, one area of concern emerges, namely the need for high level policing service performance indicators in order to compare local operational performance against both provincial averages and appropriate rural area benchmarks. These fundamental performance indicators comprise calls for service and response times. In this plan, the PSB has identified the need for quarterly reporting of data on calls for service for each of criminal, traffic and other incidents (as categorized in the OPP Annual Report) and the range and average of response times for each of the call priority levels defined by the OPP.

Tay Valley Township ratepayers appear well satisfied in general with OPP policing services and public interest is largely focused on the effectiveness of traffic initiatives which are well-documented in this plan.

This business plan further enhances the positive relationship that exists between the OPP and the community and provides a realistic strategic plan for the future of policing in Tay Valley Township.

### **Acknowledgements**

The PSB acknowledges the support and contribution of the following members of the community who participated in the initial focus groups conducted at the outset of the business planning process:

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Gordon Hill	Martin Yates	
Kate Jones	Philip Jones	Ormond Lee
Ian McDonald	Carol Dillon	Mel Dillon
Betty McNicoll	Gerry McSweeney	John Miller
Dave Morrow	Ken Parks	Eric Peters
Greg Saunders (Fire Chief)		
Curtis Thompson (Warden, Murphy's Point Provincial Park)		

The PSB extends its sincere appreciation to the following members of Council for their participation in the initial focus groups and their encouragement during the development of the Business Plan:

Reeve Keith Kerr	Deputy Reeve Susan Freeman	Councillor Bill Avery
Councillor Mark Burnham	Councillor Brian Campbell	Councillor Wayne Jordan

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Reeve Keith Kerr	Deputy Reeve Susan Freeman
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Councillor Greg Hallam	Councillor Wayne Jordan

The PSB recognizes the contributions of Kathy Coulthart-Dewey, former Chief Administrative Officer, in providing the community profile background material for the plan and her timely support and encouragement during the process and Joanne Gallagher, Administrative Assistant, in transcribing Township and Police Services Board by-laws in the body of the plan document and the contributions of PSB Secretary Amanda Mabo to the 2011 Public Consultation Meeting.

Finally, the PSB is pleased to acknowledge the significant involvement of its OPP partner in the various stages of the development of its inaugural three year business plan under the leadership of Inspector Gerry Salisbury, Detachment Commander, and with the support of the following officers under his command:

Staff Sergeant Greg Bulloch	Sergeant Rob Croth	Sergeant Jim Birtch
Sergeant Jeff McCann	Constable Paige Whiting	Constable John Morrison

The PSB is also pleased to acknowledge the contributions of the following officers to the 2011-2013 Business Plan update process including the August 2011 public consultation:

Inspector Gerry Salisbury  
Staff Sergeant Mark Zulinski (public consultation)  
Sergeant Rob Croth  
Constable David Bird (public consultation)

Particular thanks are extended to the OPP for the guidance and advice rendered to the PSB in the review, refinement and expansion of the strategic directions and initiatives in the plan and the formulation and critical review of the relevant action plans and performance indicators.

## APPENDIX 1: STATISTICS

Figure 1.1

<b>LANARK COUNTY POLICING STATISTICS 2009-2013</b>																	
Municipalities Policed by the OPP																	
Selected Criminal Code Offences - ASSAULTS																	
Municipality	2009 Incidents			2010 Incidents			2011 Incidents			2012 Incidents			2013 Incidents			2013 % of Total	
	Reported	Cleared	% Cleared	Reported	Cleared	% Cleared	Reported	Cleared	% Cleared	Reported	Cleared	% Cleared	Reported	Cleared	% Cleared	Reported	
Beckwith	15	11	73.33	14	14	100.00	12	11	91.67	10	10	100.00	10	10	100.00	6.99	
Carleton Place	81	70	86.42	82	71	86.59	72	69	95.83	60	53	88.33	74	67	90.54	51.75	
Drummond/North Elmsley	12	12	100.00	15	15	100.00	12	12	100.00	3	3	100.00			#DIV/0!	0.00	
Lanark Highlands	10	10	100.00	22	22	100.00	13	13	100.00	17	16	94.12	11	10	90.91	7.69	
Mississippi Mills	41	38	92.68	49	46	93.88	36	33	91.67	27	26	96.30	23	19	82.61	16.08	
Montague	6	5	83.33	14	12	85.71	13	13	100.00	13	12	92.31	12	12	100.00	8.39	
Tay Valley	10	9	90.00	17	16	94.12	12	10	83.33	9	9	100.00	13	12	92.31	9.09	
<b>Total</b>	<b>175</b>	<b>##</b>	<b>88.57</b>	<b>213</b>	<b>##</b>	<b>92.02</b>	<b>170</b>	<b>##</b>	<b>94.71</b>	<b>139</b>	<b>129</b>	<b>92.81</b>	<b>143</b>	<b>130</b>	<b>90.91</b>	<b>100.00</b>	

Source: OPP Lanark County Detachment Annual Statistical Reports, 2009 to 2013

\*DNE became a 5.1 municipality in 2012.

Figure 1.2

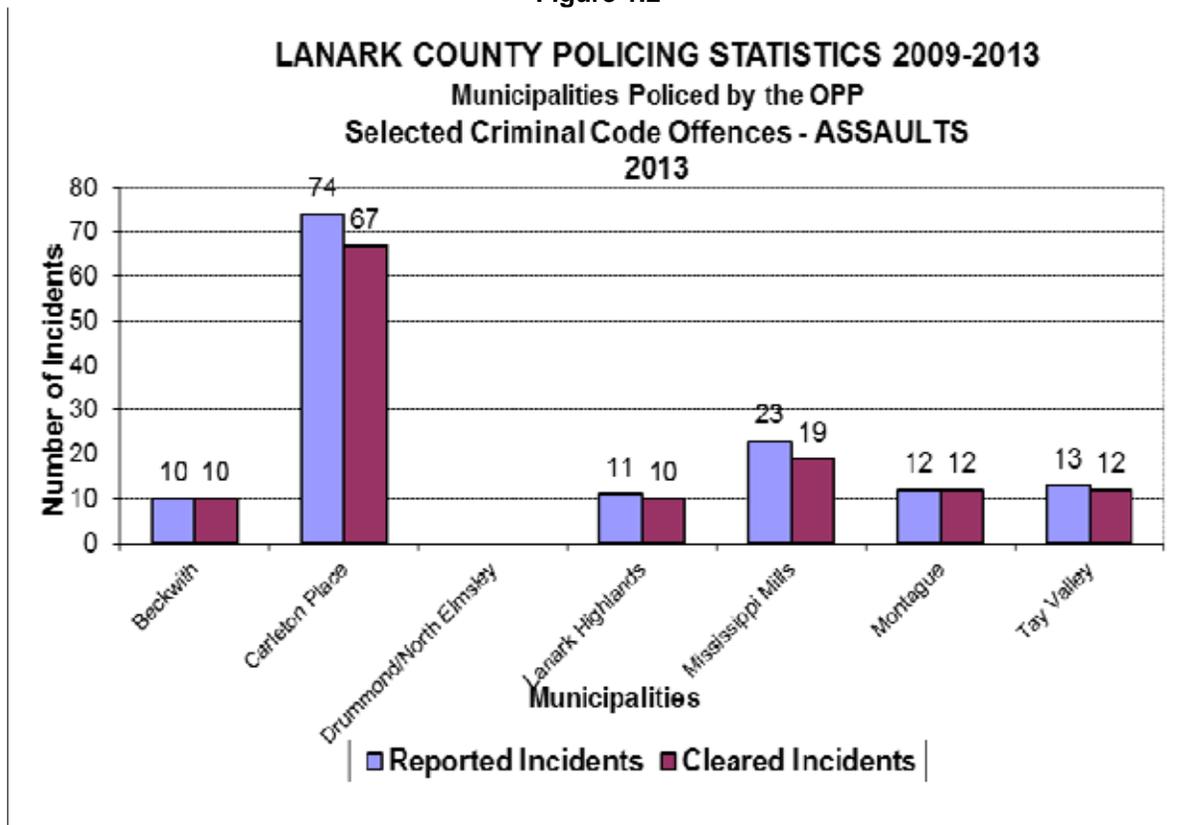


Figure 1.3

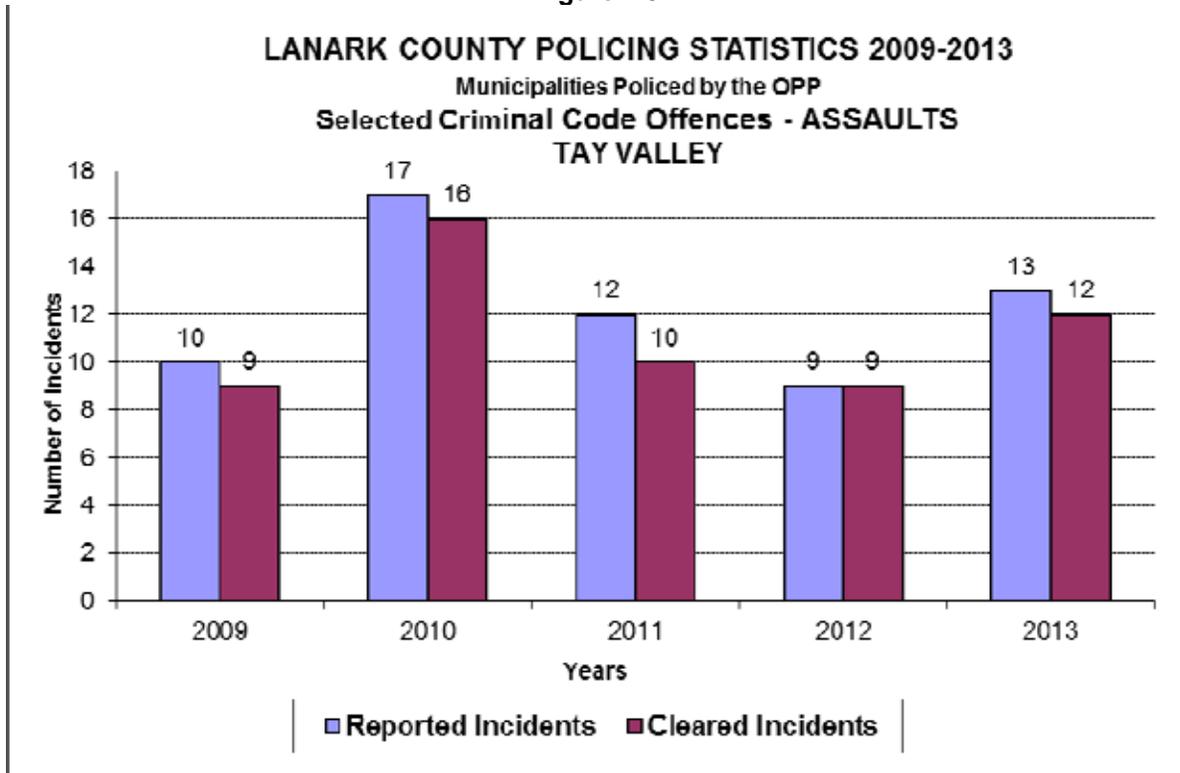


Figure 1.4

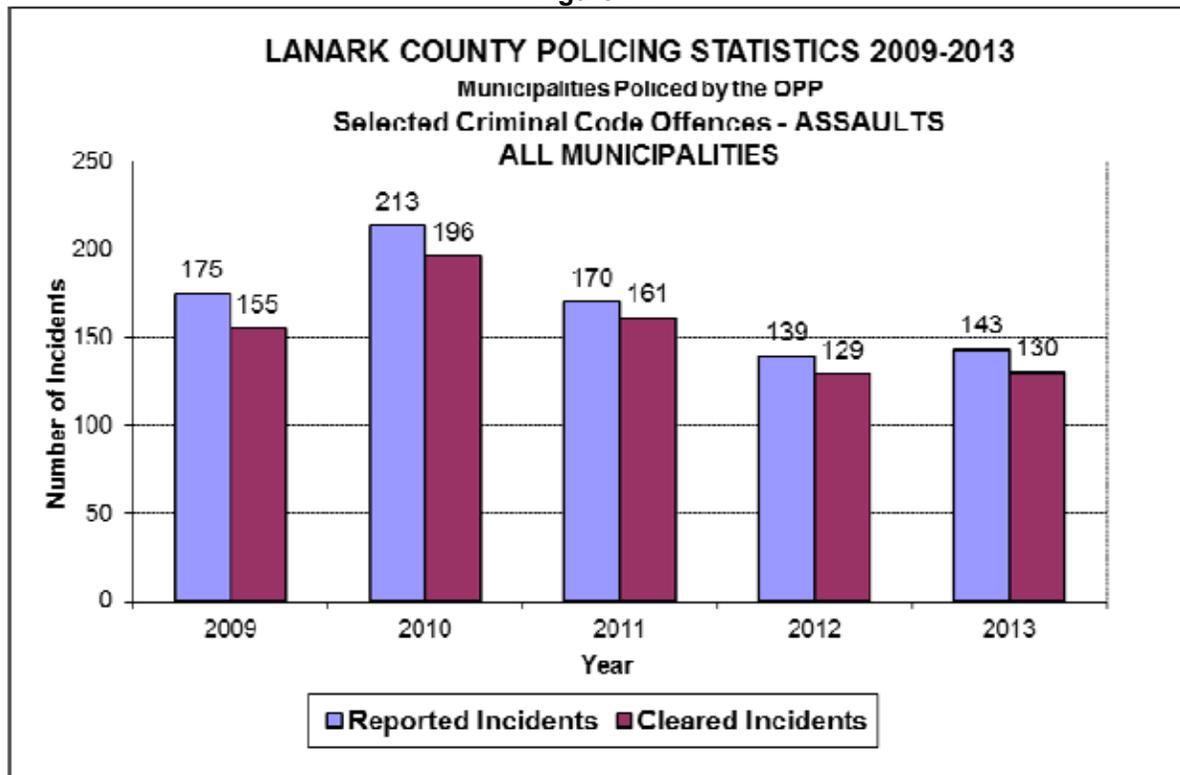


Figure 2.1

LANARK COUNTY POLICING STATISTICS 2009-2013																	
Municipalities Policed by the OPP																	
Selected Criminal Code Offences - BREAK AND ENTER																	
Municipality	2009 Incidents			2010 Incidents			2011 Incidents			2012 Incidents			2013 Incidents			% Change 2009-2013	2013 % of Total
	Reported	Cleared	% Cleared	Reported	Cleared	% Cleared											
Beckwith	11	1	9.09	22	4	18.18	9	1	11.11	14	4	28.57	7	0	0	-36.36	9.86
Carleton Place	30	4	13.33	38	6	15.79	42	10	23.81	29	7	24.14	14	4	28.57	-53.33	19.72
Drummond/North Elmsley	44	16	36.36	9	0	0.00	13	0	0.00	6	1	16.67	1	0	0	-97.73	1.41
Lanark Highlands	26	2	7.69	26	2	7.69	15	2	13.33	53	32	60.38	13	2	15.38	-50.00	18.31
Mississippi Mills	31	4	12.90	34	9	26.47	33	7	21.21	17	6	35.29	12	0	0	-61.29	16.90
Montague	16	4	25.00	23	4	17.39	15	4	26.67	9	2	22.22	13	0	0	-18.75	18.31
Tay Valley	18	5	27.78	27	5	18.52	38	4	10.53	15	3	20.00	11	2	18.18	-38.89	15.49
<b>Total</b>	<b>176</b>	<b>36</b>	<b>20.45</b>	<b>179</b>	<b>30</b>	<b>16.76</b>	<b>165</b>	<b>28</b>	<b>16.97</b>	<b>143</b>	<b>55</b>	<b>38.46</b>	<b>71</b>	<b>8</b>	<b>11.27</b>	<b>-59.66</b>	<b>100.00</b>

Source: OPP Lanark County Detachment Annual Statistical Reports, 2009 to 2013

\*DNE became a 5.1 municipality in 2012.

Figure 2.2

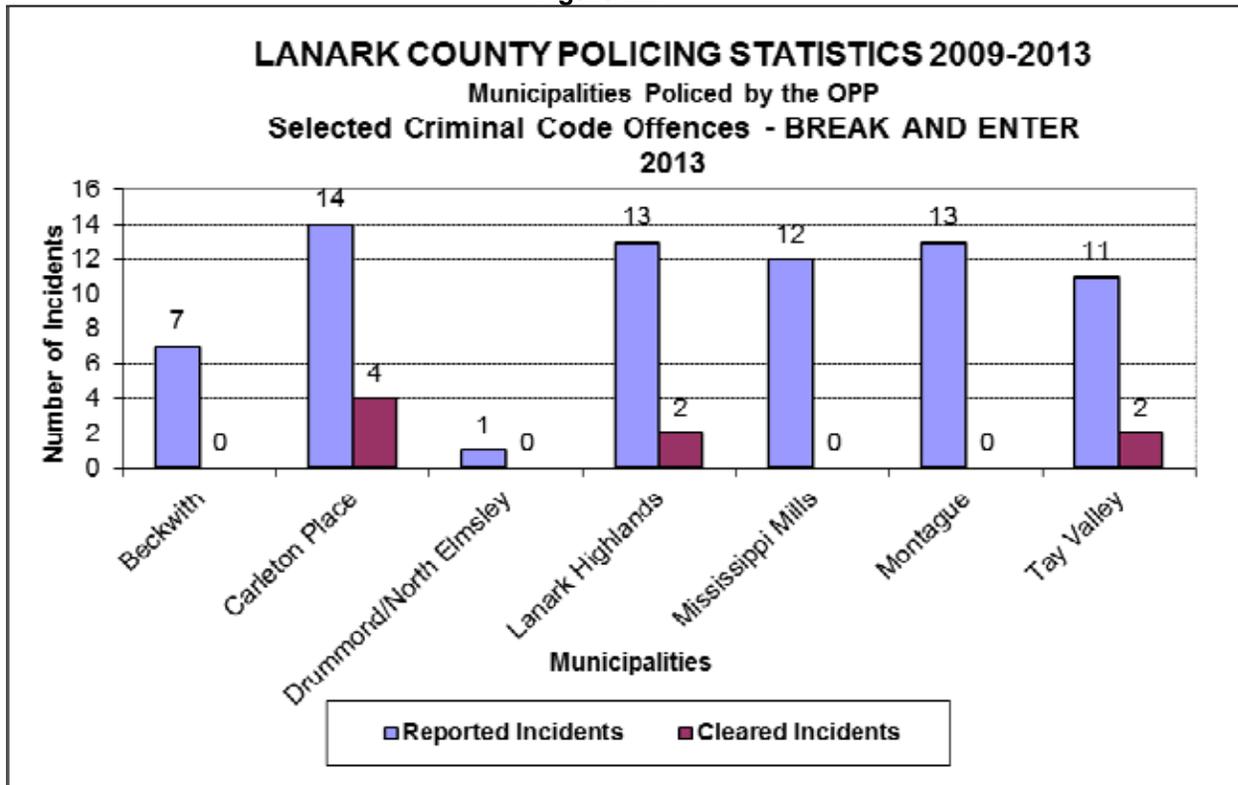


Figure 2.3

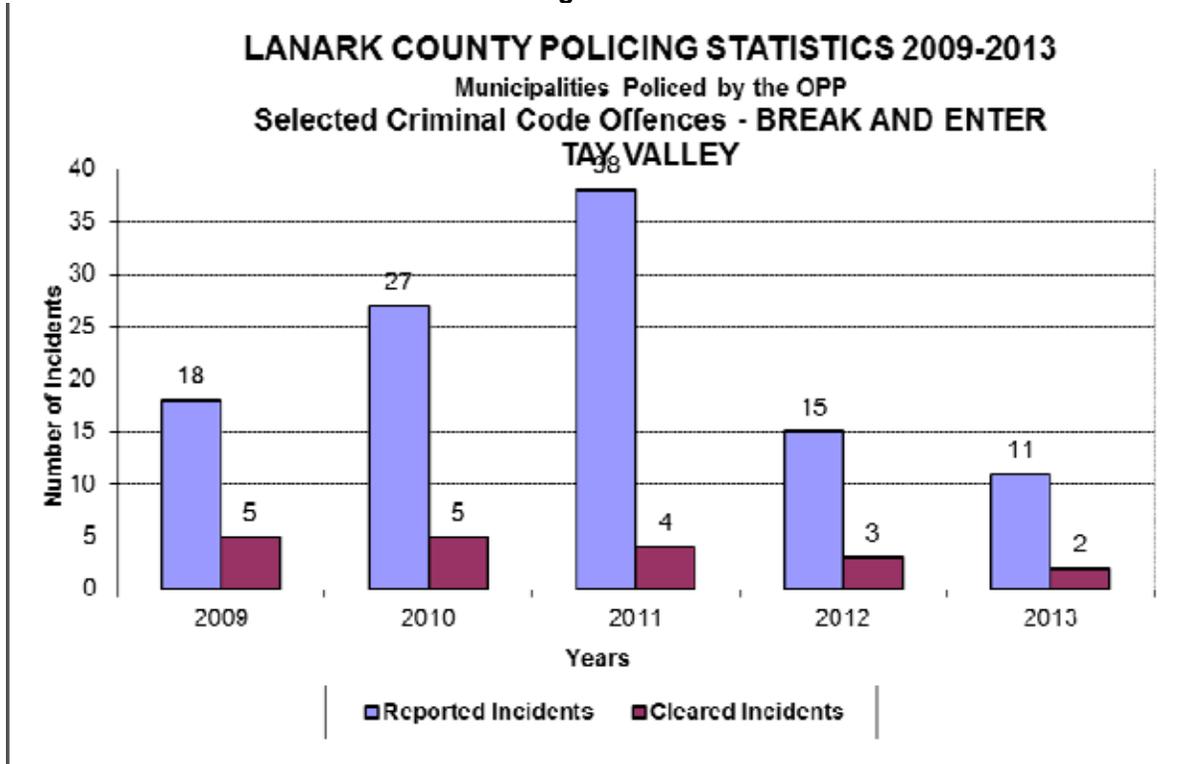


Figure 2.4

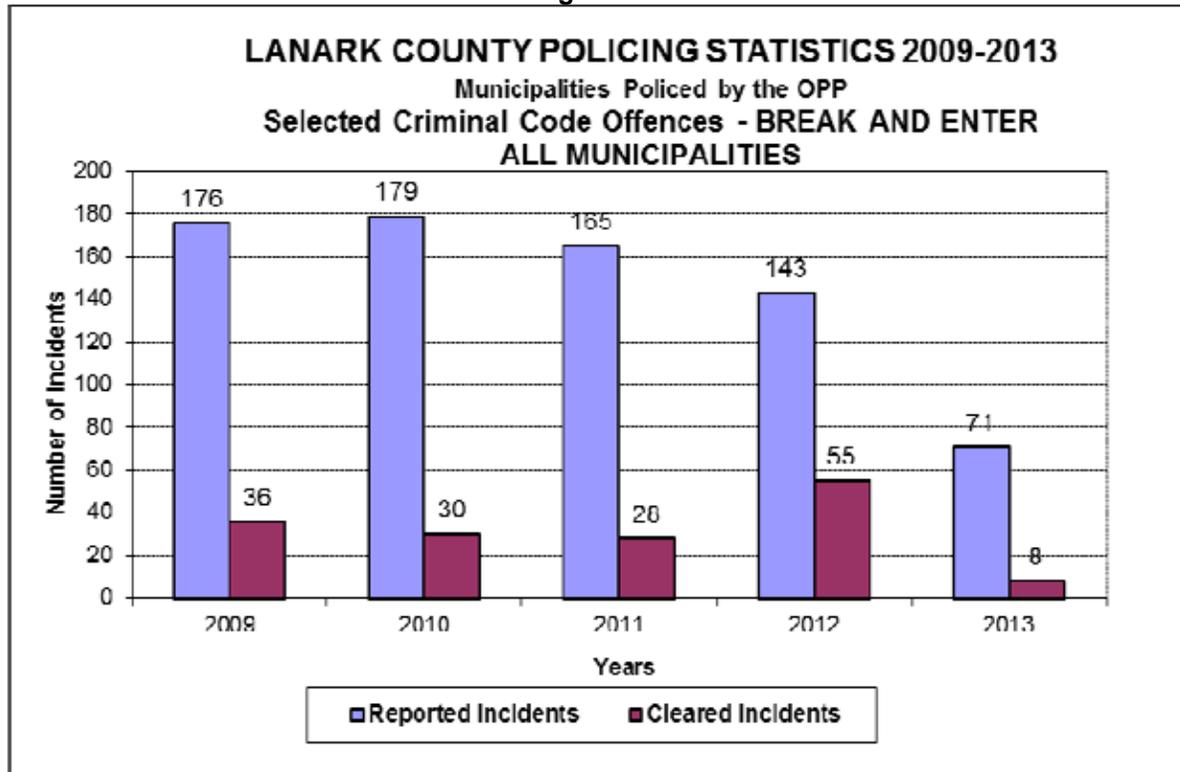


Figure 3.1

LANARK COUNTY POLICING STATISTICS 2009-2013																	
Municipalities Policed by the OPP																	
Selected Criminal Code Offences - THEFT																	
Municipality	2009 Incidents			2010 Incidents			2011 Incidents			2012 Incidents			2013 Incidents			% Change 2009-2013	20113% of Total
	Reported	Cleared	% Cleared														
Beckwith	24	3	12.50	38	4	10.53	24	2	8.33	23	7	30.43	20	2	10.00	-16.67	6.60
Carleton Place	152	39	25.66	120	27	22.50	138	26	18.84	78	14	17.95	132	40	30.30	-13.16	43.56
Drummond/North Elmsley	19	0	0.00	36	7	19.44	27	3	11.11	12	3	25.00	0	0	#DIV/0!	-100.00	0.00
Lanark Highlands	36	1	2.78	30	4	13.33	27	3	11.11	19	4	21.05	22	4	18.18	-38.89	7.26
Mississippi Mills	76	10	13.16	46	9	19.57	68	9	13.24	43	4	9.30	79	12	15.19	3.95	26.07
Montague	10	3	30.00	28	3	10.71	12	0	0.00	12	4	33.33	19	5	26.32	90.00	6.27
Tay Valley	23	2	8.70	32	5	15.63	31	3	9.68	21	2	9.52	31	0	0.00	34.78	10.23
<b>Total</b>	<b>340</b>	<b>58</b>	<b>17.06</b>	<b>330</b>	<b>59</b>	<b>17.88</b>	<b>327</b>	<b>46</b>	<b>14.07</b>	<b>208</b>	<b>38</b>	<b>18.27</b>	<b>303</b>	<b>63</b>	<b>20.79</b>	<b>-10.88</b>	<b>100.00</b>

Source: OPP Lanark County Detachment Annual Statistical Reports, 2009 to 2013.

\*DNE became a 5.1 municipality in 2012.

Figure 3.2

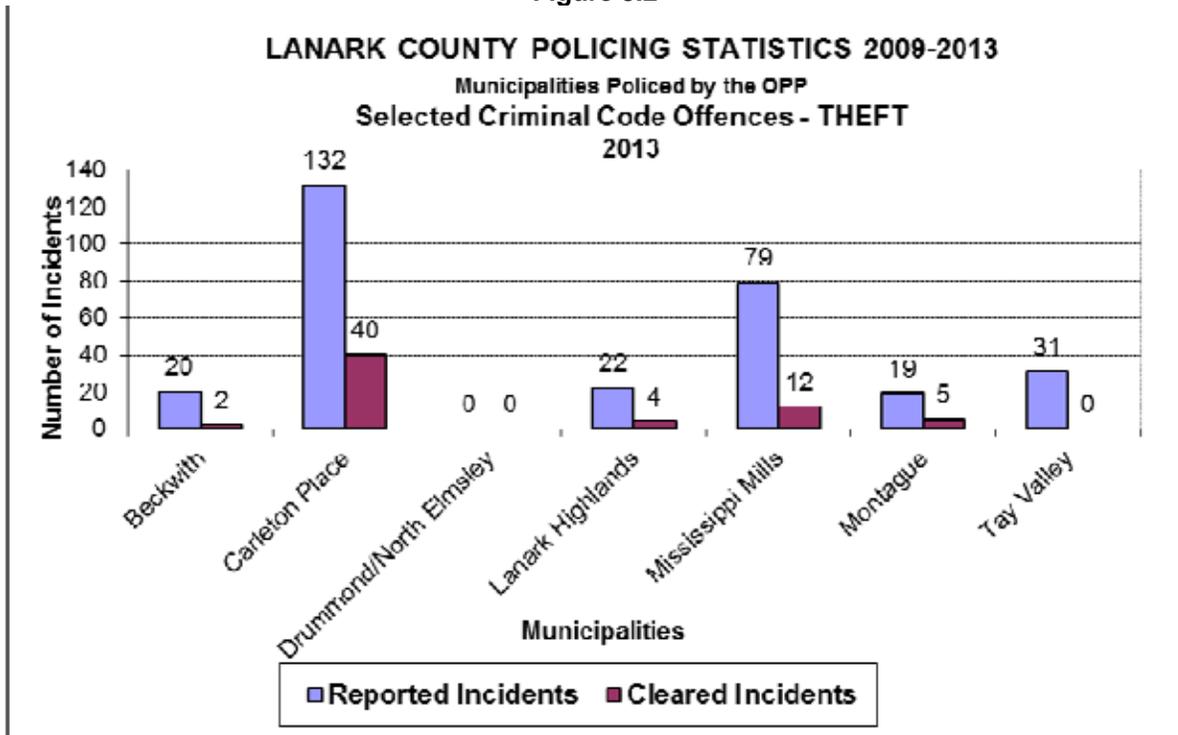


Figure 3.3

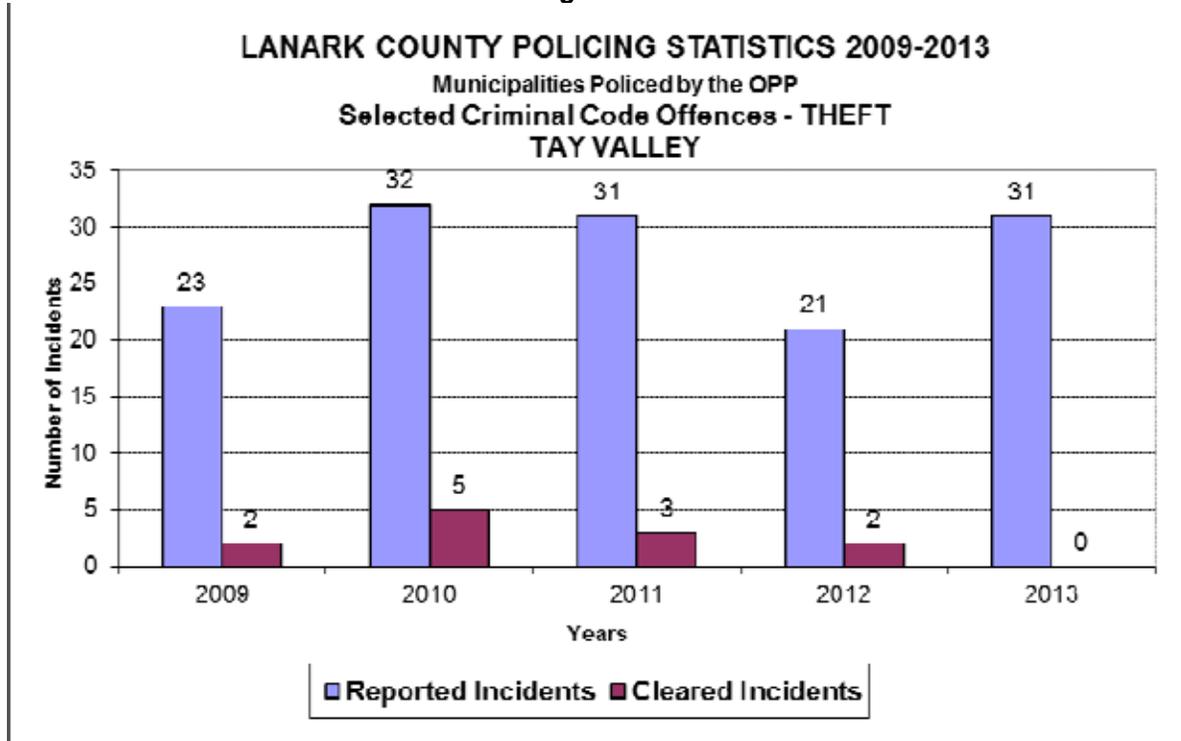


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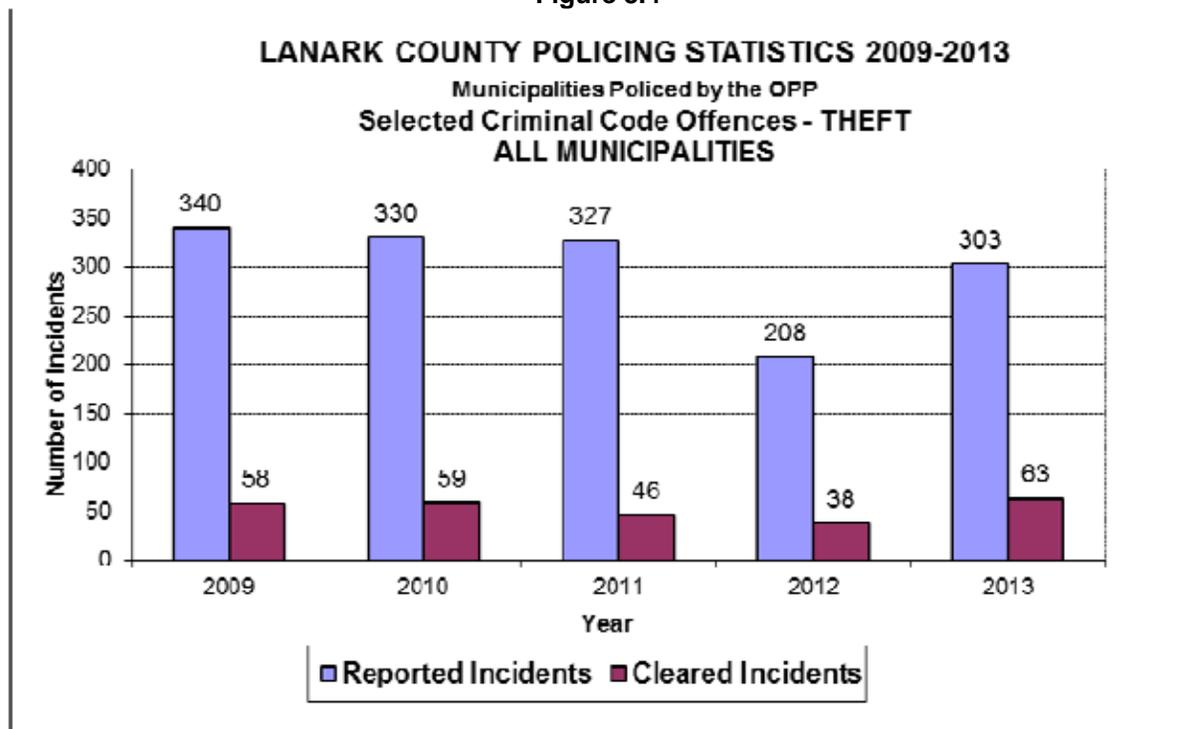


Figure 4.1

LANARK COUNTY POLICING STATISTICS 2009-2013																	
Municipalities Policed by the OPP																	
Selected Criminal Code Offences - MISCHIEF																	
Municipality	2009 Incidents			2010 Incidents			2011 Incidents			2012 Incidents			2013 Incidents			% Change 2009-2013	2013 % of Total
	Reported	Cleared	% Cleared														
Beckwith	38	3	7.89	27	5	18.52	35	3	8.57	31	6	19.35	13	4	30.77	-65.79	5.73
Carleton Place	237	48	20.25	178	34	19.10	183	33	18.03	133	38	28.57	95	24	25.26	-59.92	41.85
Drummond/North Emsley	15	3	20.00	46	4	8.70	39	4	10.26	20	3	15.00	0	0	#DIV/0!	-100.00	0.00
Lanark Highlands	26	6	23.08	27	9	33.33	28	8	28.57	14	3	21.43	18	6	33.33	-30.77	7.93
Mississippi Mills	99	15	15.15	107	18	16.82	89	16	17.98	78	14	17.95	61	12	19.67	-38.38	26.87
Montague	19	1	5.26	16	3	18.75	23	8	34.78	20	4	20.00	12	2	16.67	-36.84	5.29
Tay Valley	28	3	10.71	29	7	24.14	18	2	11.11	27	2	7.41	28	3	10.71	0.00	12.33
<b>Total</b>	<b>462</b>	<b>79</b>	<b>17.10</b>	<b>430</b>	<b>80</b>	<b>18.60</b>	<b>415</b>	<b>74</b>	<b>17.83</b>	<b>323</b>	<b>70</b>	<b>21.67</b>	<b>227</b>	<b>51</b>	<b>22.47</b>	<b>-50.87</b>	<b>100.00</b>

Source: OPP Lanark County Detachment Annual Statistical Reports, 2009 to 2013

\*DNE became a 5.1 municipality in 2012.

Figure 4.2

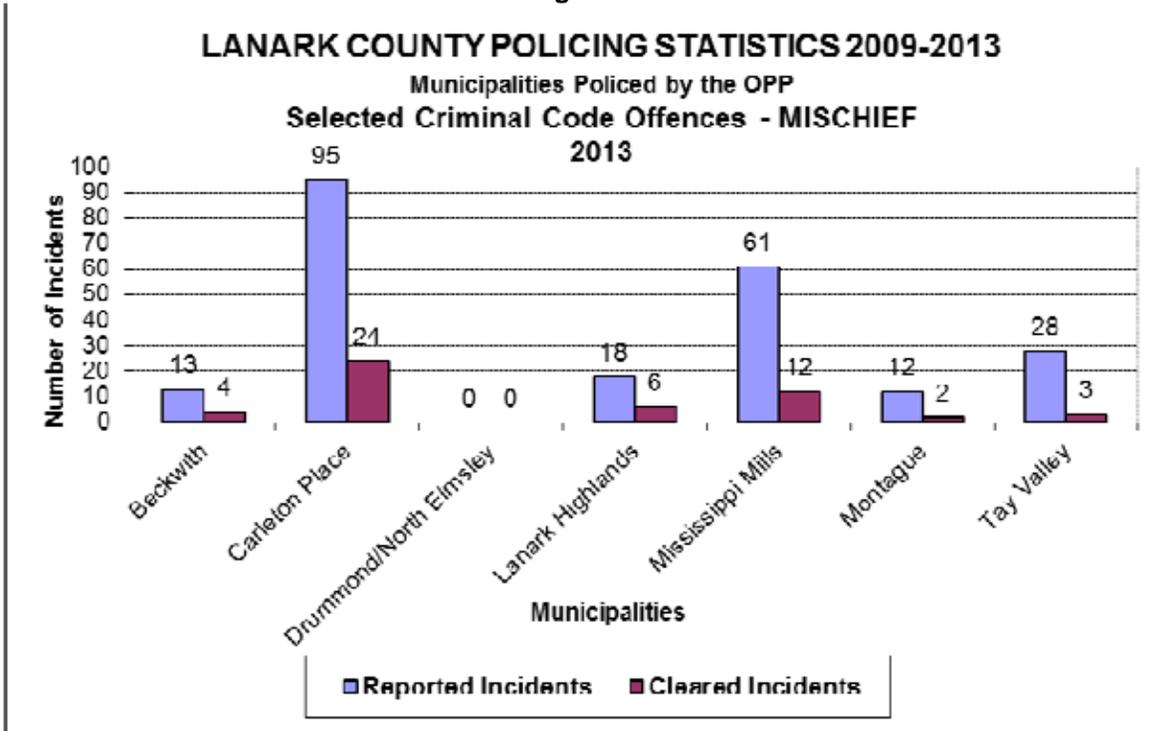


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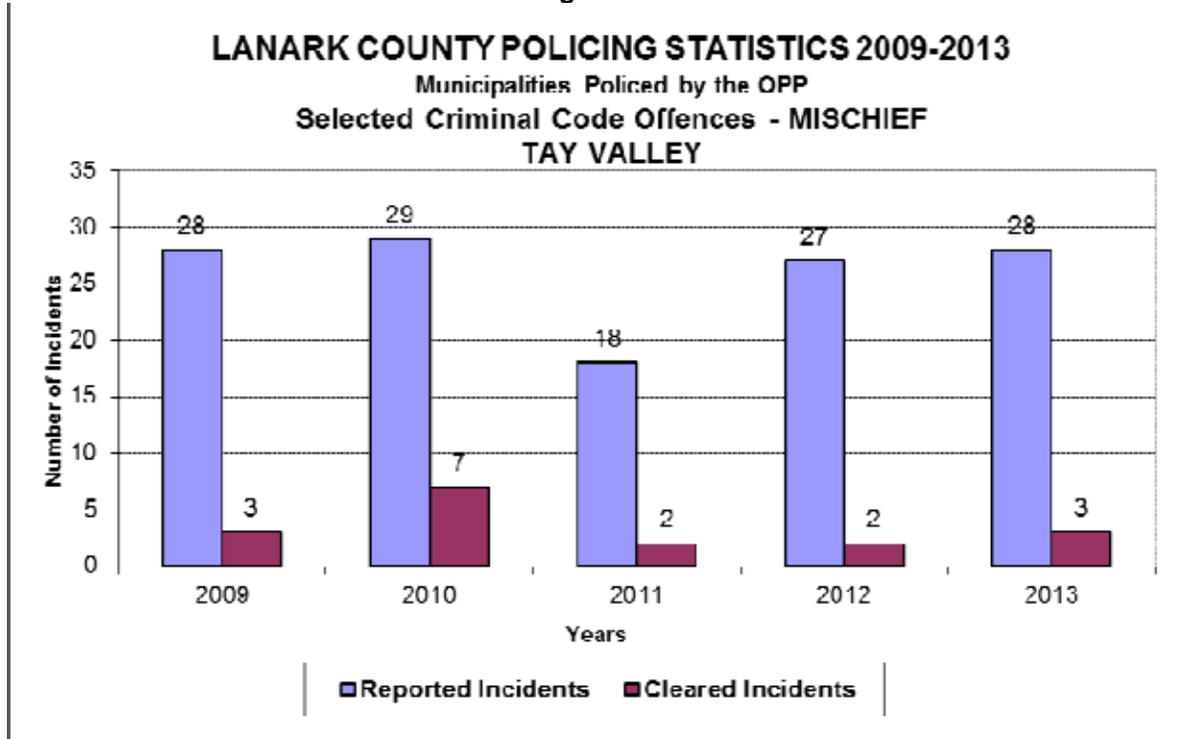


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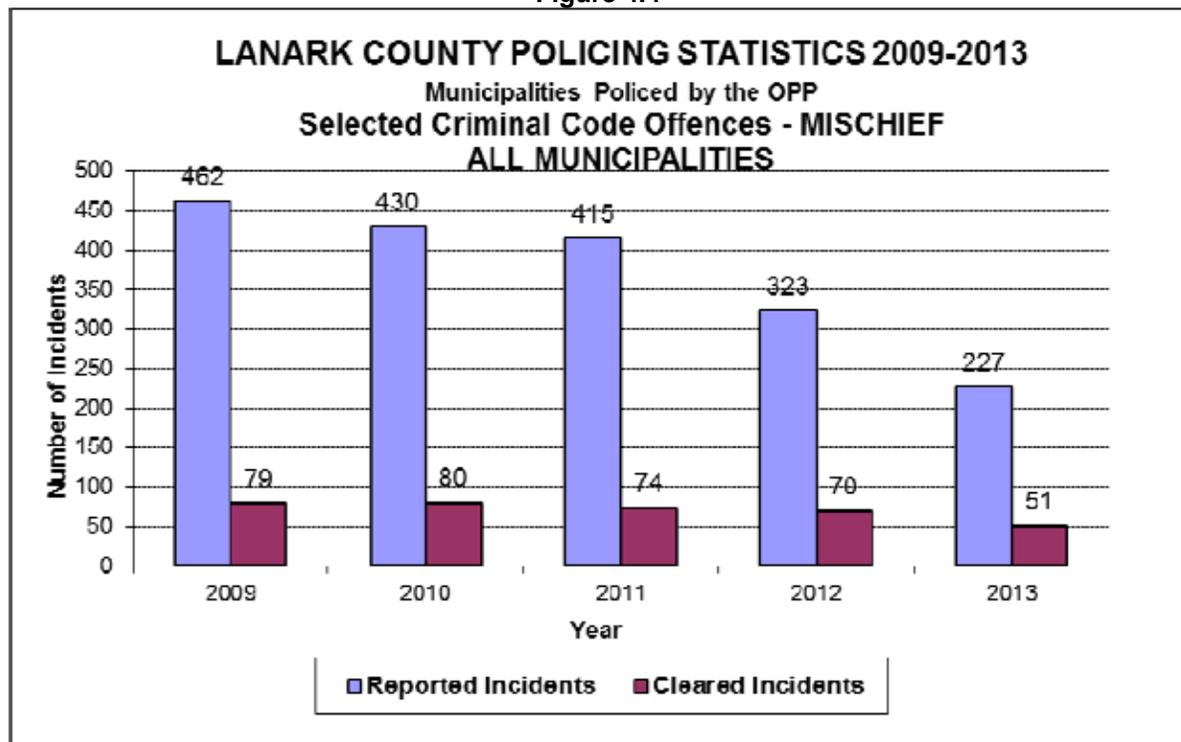


Figure 5.1

LANARK COUNTY POLICING STATISTICS 2009-2013																	
Municipalities Policed by the OPP																	
Selected Criminal Code Offences - DRUG OFFENCES																	
Municipality	2009 Incidents			2010 Incidents			2011 Incidents			2012 Incidents			2013 Incidents			% Change 2009-2013	2013 % of Total
	Reported	Cleared	% Cleared	Reported	Reported												
Beckwith	14	12	85.71	6	5	83.33	13	11	84.62	6	5	83.33	2	2	100	-85.71	3.39
Carleton Place	31	26	83.87	34	32	94.12	34	28	82.35	32	29	90.63	24	22	91.67	-22.58	40.68
Drummond/North Emsley	16	16	100.00	8	6	75.00	15	13	86.67	0	0	NDIVD	0	0	NDIVD	-100.00	0.00
Lanark Highlands	9	7	77.78	20	18	90.00	8	5	62.50	12	10	83.33	10	10	100	11.11	16.95
Mississippi Mills	13	10	76.92	19	18	94.74	15	14	93.33	6	5	83.33	14	14	100	7.69	23.73
Montague	1	1	100.00	11	9	81.82	5	4	80.00	1	0	0.00	1	1	100	0.00	1.69
Tay Valley	13	12	92.31	18	16	88.89	4	4	100.00	7	6	85.71	8	5	62.5	-38.46	13.56
Total	97	84	86.60	116	##	89.66	94	79	84.04	64	55	85.94	59	54	91.53	-39.18	100.00

Source: OPP Lanark County Detachment Annual Statistical Reports to Sec 10 Boards, 2009 to 2013

\*DNE became a 5.1 municipality in 2012.

Figure 5.2

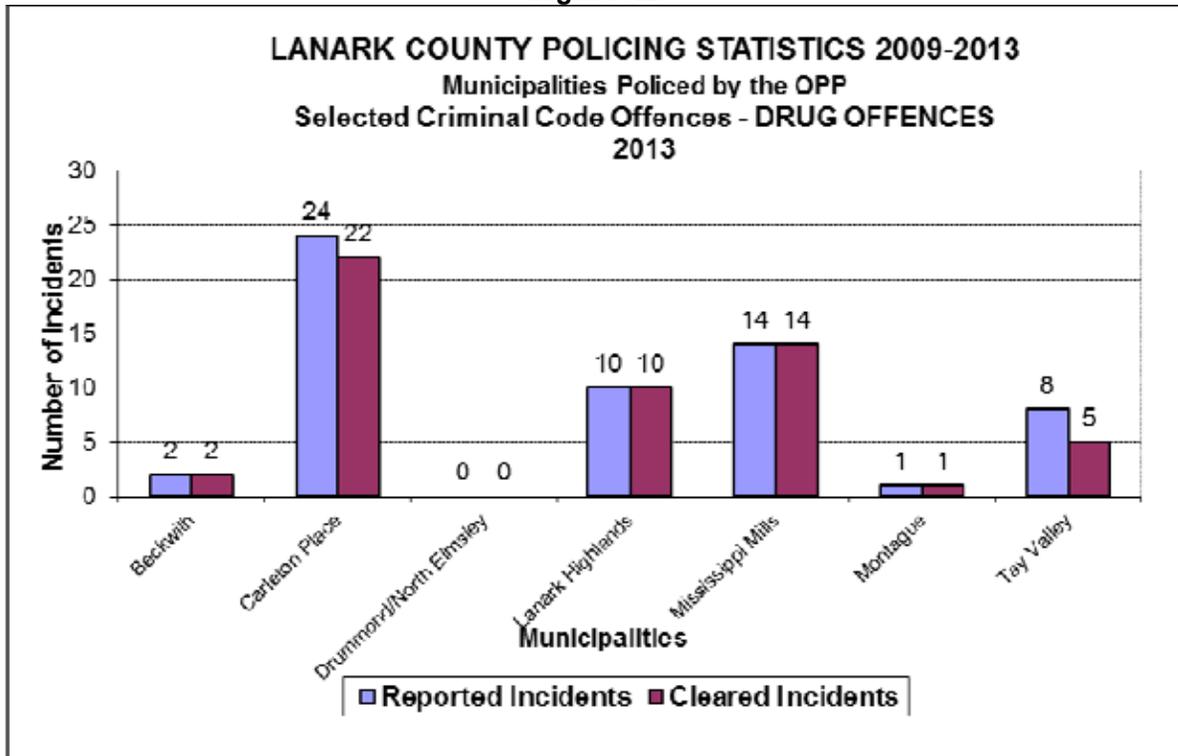


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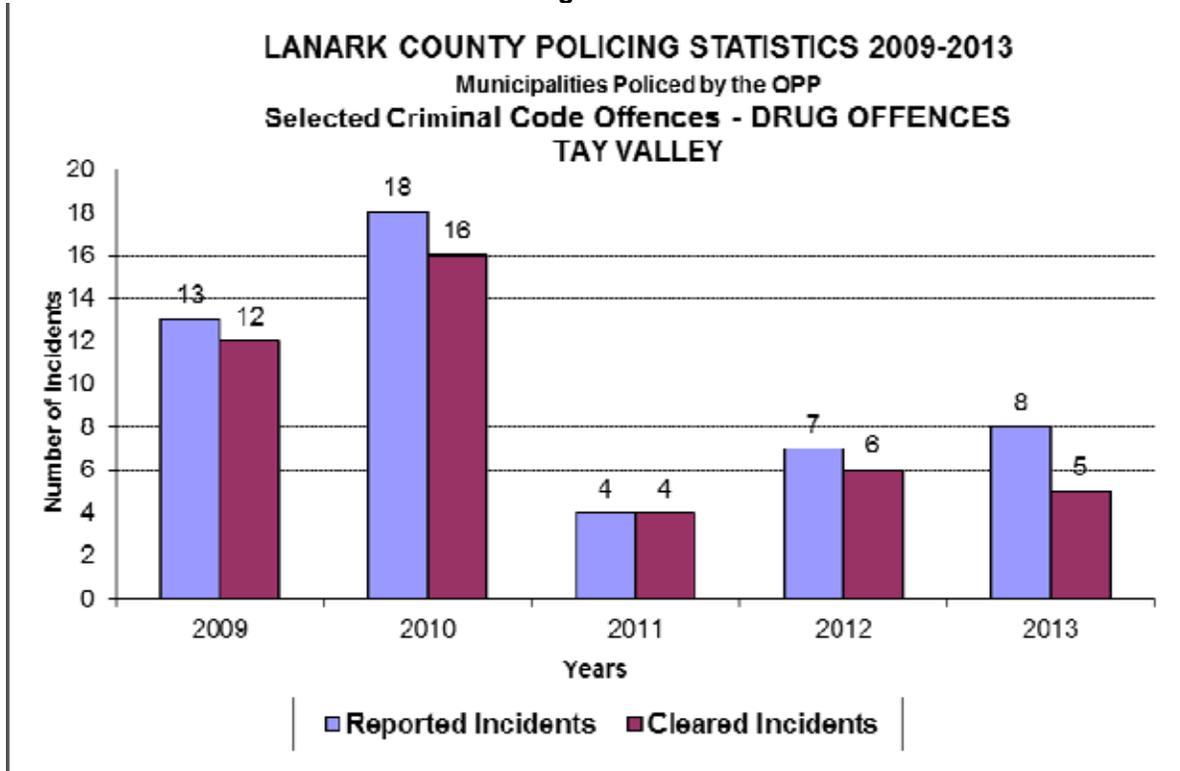


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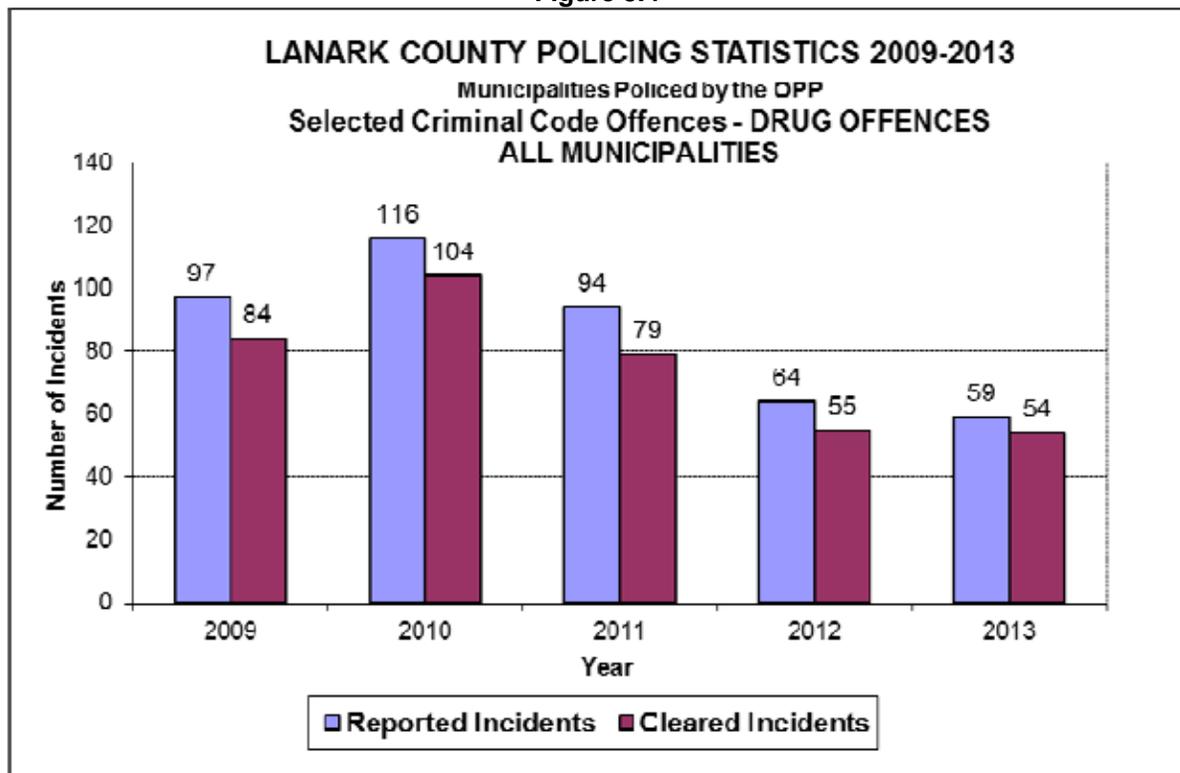


Figure 6.1

LANARK COUNTY POLICING STATISTICS 2009-2013																			
Municipalities Policed by the OPP																			
MOTOR VEHICLE COLLISIONS																			
Municipality	2009 Incidents			2010 Incidents			2011 Incidents			2012 Incidents			2013 Incidents			% Change 2009-2013		2013 % of Total	
	Personal Injury	Property Damage	Fatality	Personal Injury	Property Damage	Personal Injury	Property Damage												
Beckwith	19	114	1	13	112	0	13	96	0	9	95	0	9	67	0	-52.63	-41.23	20.45	9.48
Carleton Place	7	177	0	16	161	0	13	164	0	8	177	1	13	200	0	85.71	12.99	29.55	28.29
Drummond/North Elmsley	20	141	2	22	117	0	18	144	1	6	59	1	0	16	0	-100.00	-88.65	0.00	2.26
Lanark Highlands	16	118	1	15	126	1	21	142	1	12	125	0	8	68	1	-50.00	-42.37	18.18	9.62
Mississippi Mills	21	226	0	15	228	1	27	229	1	15	287	1	7	238	0	-66.67	5.31	15.91	33.66
Montague	9	55	0	3	55	1	9	59	1	8	40	0	2	25	0	-77.78	-54.55	4.55	3.54
Tay Valley	9	105	2	8	115	1	19	128	1	12	108	0	5	93	0	-44.44	-11.43	11.36	13.15
Total	101	936	6	92	914	4	120	962	5	70	891	3	44	707	1	-56.44	-24.47	100.00	100.00

Source: OPP Lanark County Detachment Annual Statistical Reports, 2009 to 2013

\*DNE became a 5.1 municipality in 2012. \*Provincial Highway incidents are not captured in the stats

Figure 6.2

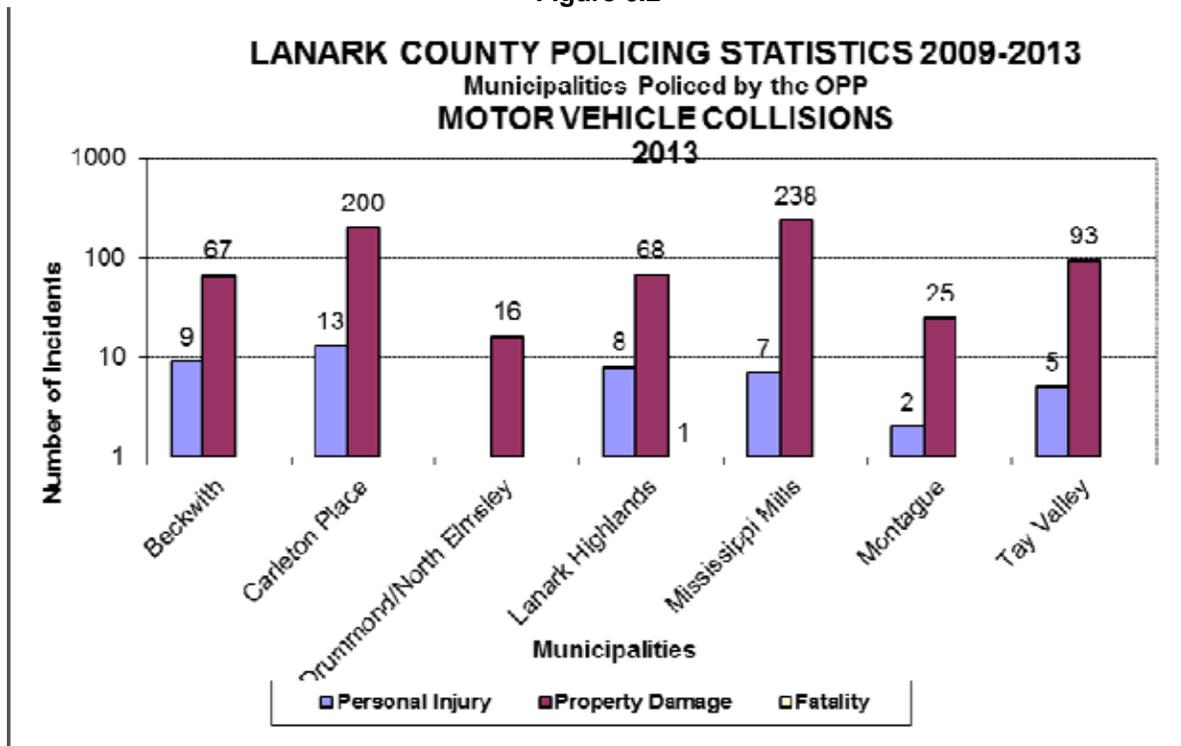


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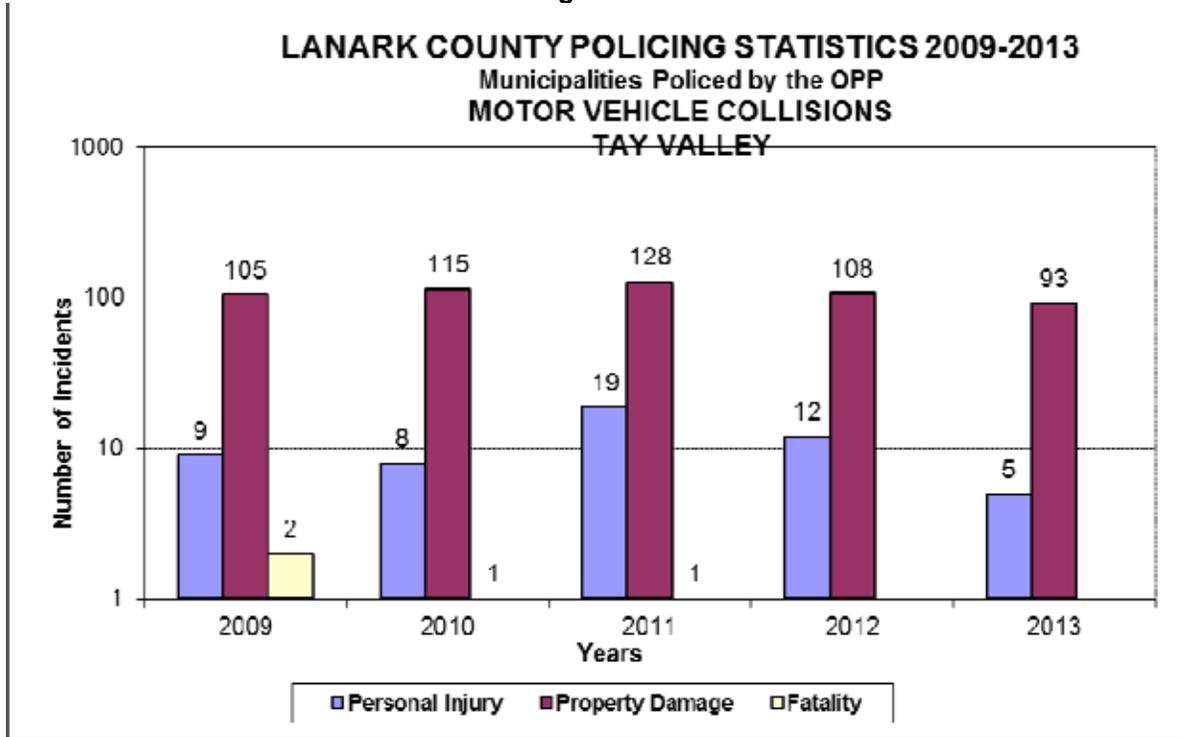


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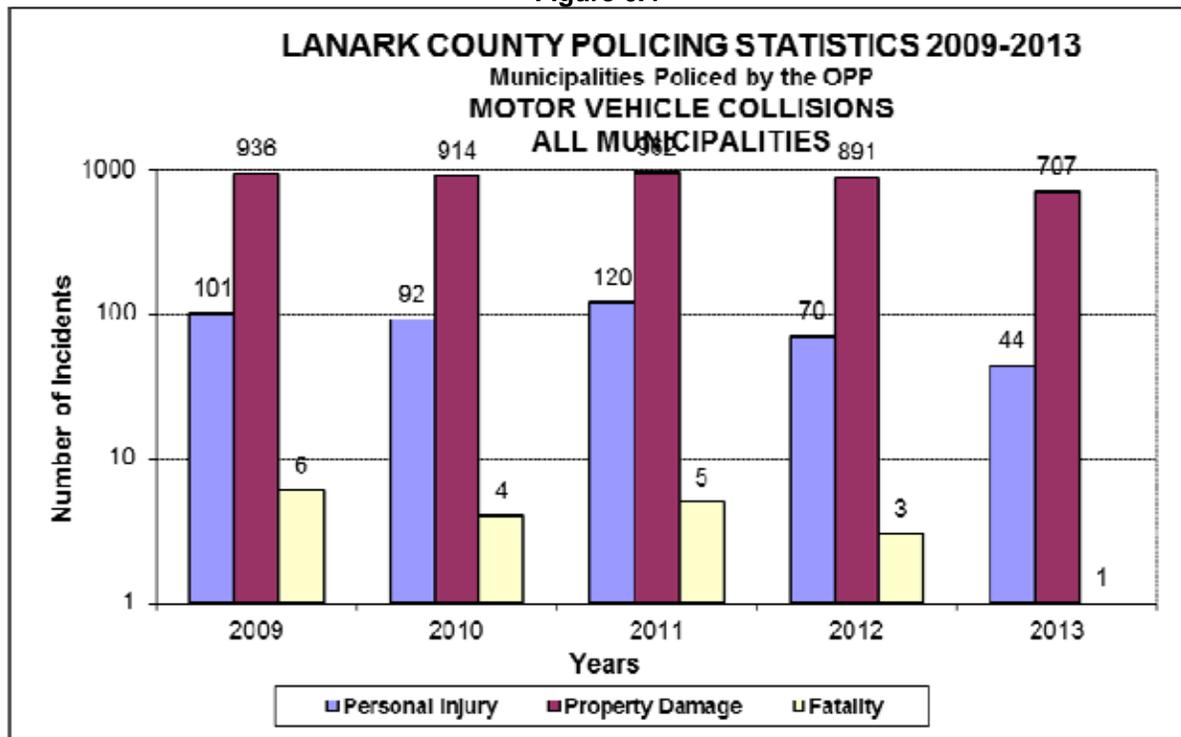


Figure 7.1

LANARK COUNTY POLICING STATISTICS 2009-2013							
Municipalities Policed by the OPP							
PROVINCIAL OFFENCE NOTICES							
Municipality	2009 Incidents	2010 Incidents	2011 Incidents	2012 Incidents	2013 Incidents	% Change 2009-2013	2013 % of Total
Beckwith	1033	1185	1322	1331	1519	-47.05%	25.13%
Carleton Place	1054	944	799	721	794	-24.67%	13.13%
Drummond/North Elmsley	2046	2103	1864	1162	1146	-43.99%	18.96%
Lanark Highlands	243	326	219	169	207	-14.81%	3.42%
Mississippi Mills	1372	1430	1099	819	1163	-15.23%	19.24%
Montague	306	431	272	311	517	68.95%	8.55%
Tay Valley	794	1085	745	745	699	-11.96%	11.56%
<b>Total</b>	<b>6848</b>	<b>7504</b>	<b>6320</b>	<b>5258</b>	<b>6045</b>	<b>-11.73%</b>	<b>100.00%</b>

Source: OPP Lanark County Detachment Annual Statistical Reports, 2009 to 2013

\*DNE became a 5.1 municipality in 2012.

Figure 7.2

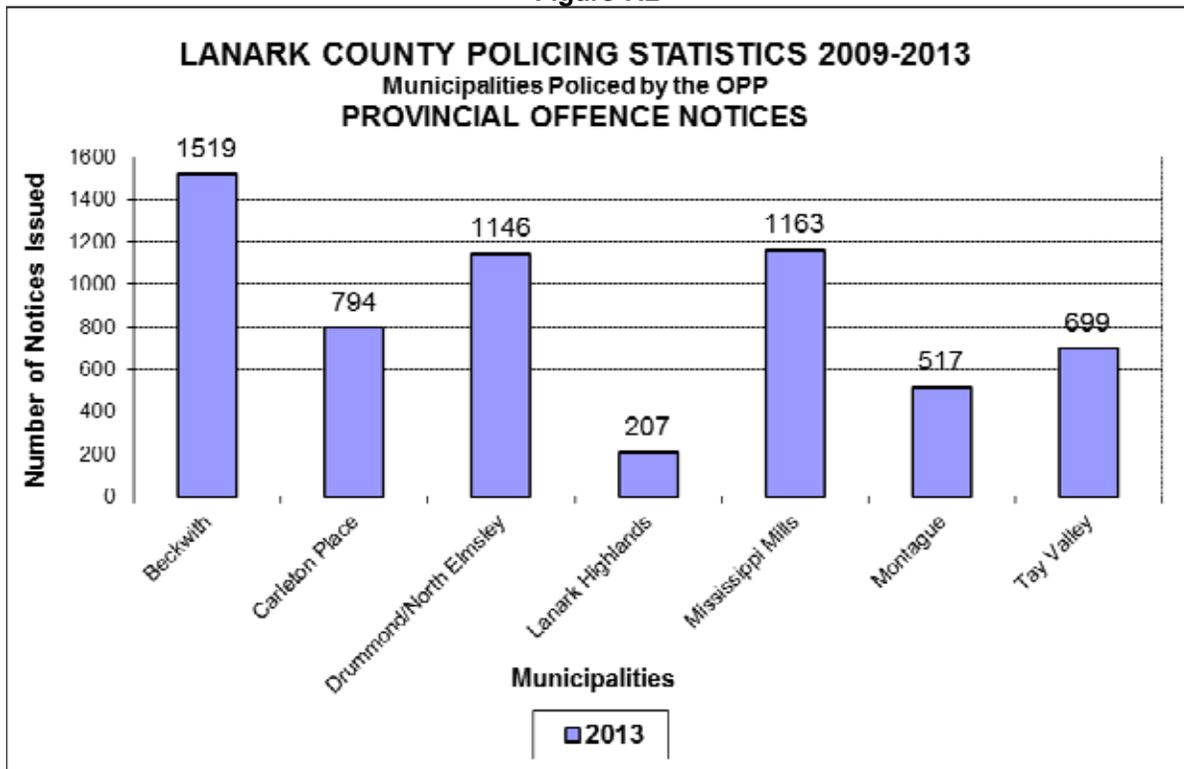


Figure 7.3

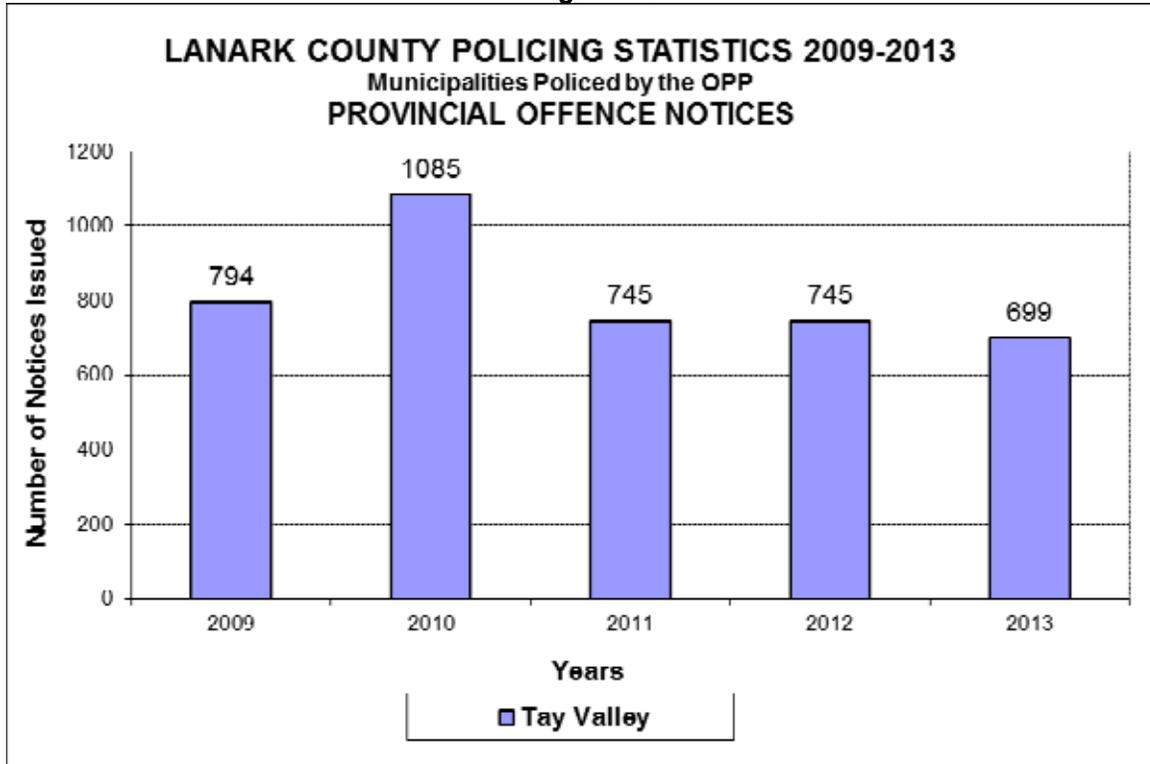


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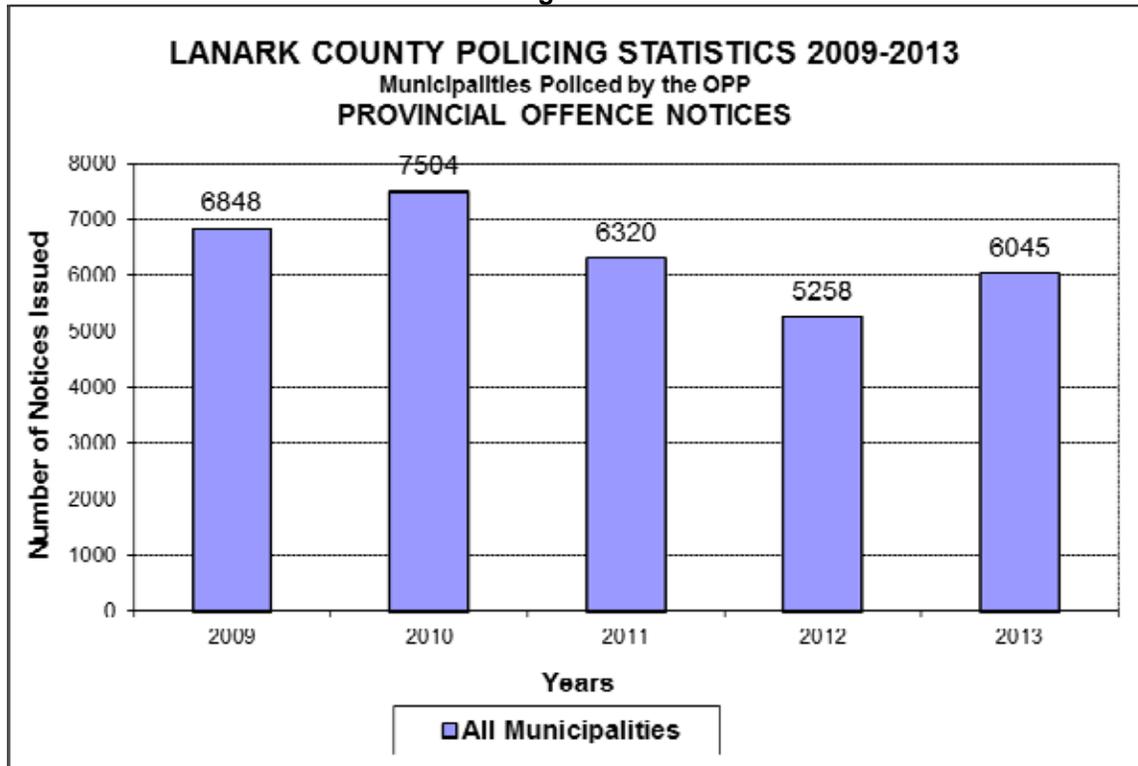


Figure 8.1

LANARK COUNTY POLICING STATISTICS 2009-2013							
Municipalities Policed by the OPP							
FALSE ALARMS							
Municipality	2009 Incidents	2010 Incidents	2011 Incidents	2012 Incidents	2013 Incidents	% Change 2009-2013	2013 % of Total
Beckwith	143	114	99	68	79	-44.76	11.63
Carleton Place	283	261	289	226	287	1.41	42.27
Drummond/North Elmsley					0	-100.00	0.00
Elmsley	135	115	103	39			
Lanark Highlands	51	51	46	38	27	-47.06	3.98
Mississippi Mills	162	151	137	148	164	1.23	24.15
Montague	57	68	67	54	74	29.82	10.90
Tay Valley	82	71	79	73	48	-41.46	7.07
Total	913	831	820	646	679	-25.63	100.00

Source: OPP Lanark County Detachment Annual Statistical Reports, 2009 to 2013

\*DNE became a 5.1 municipality in 2012.

Figure 8.2

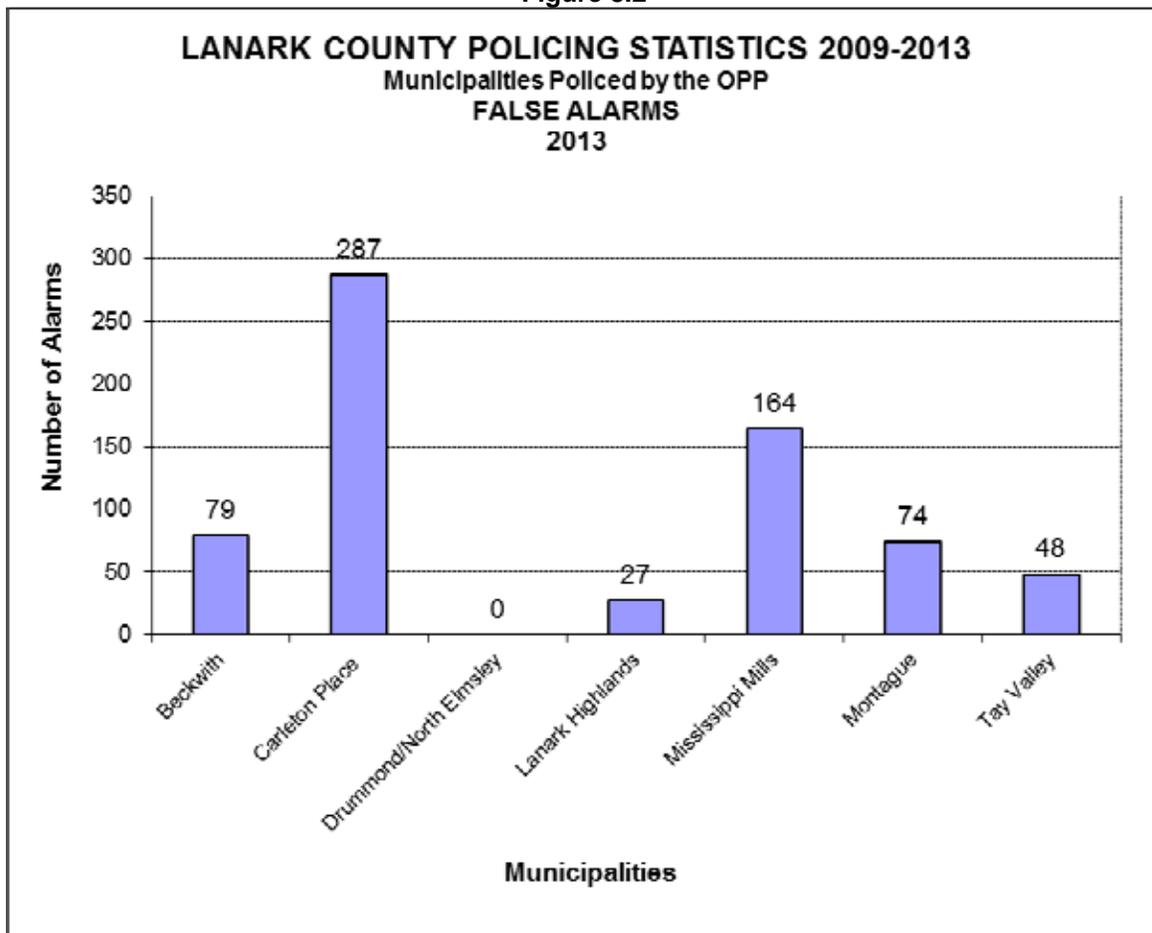


Figure 8.3

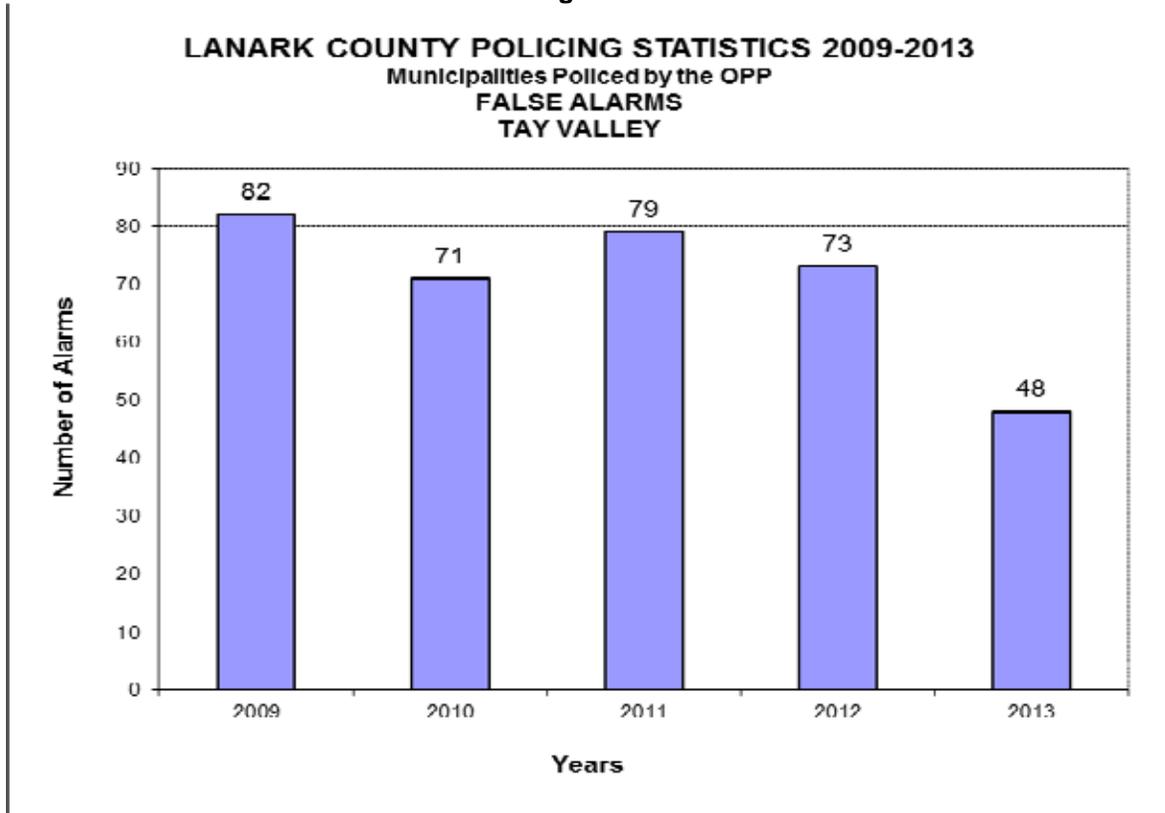


Figure 8.4

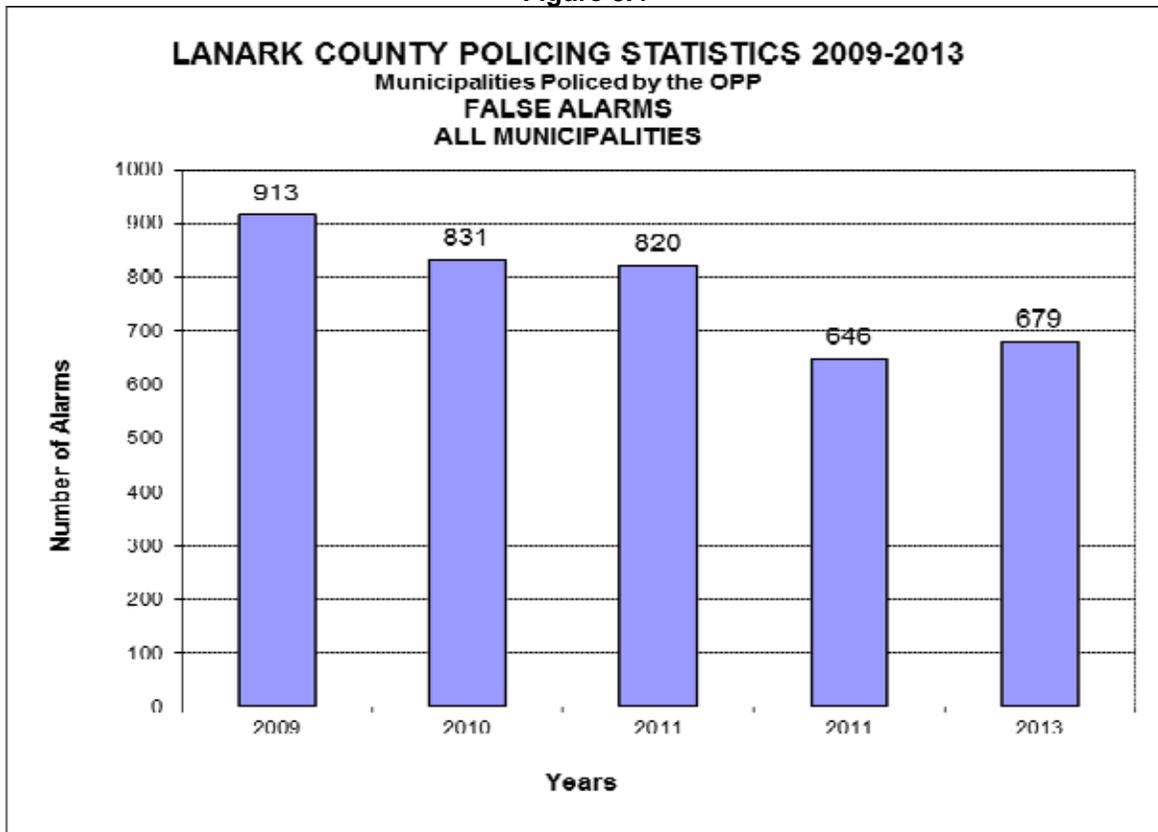


Figure 9.1

LANARK COUNTY POLICING STATISTICS 2009-2013							
Municipalities Policed by the OPP							
CAR/DEER COLLISIONS							
Municipality	2009 Incidents	2010 Incidents	2011 Incidents	2012 Incidents	2013 Incidents	% Change 2009-2013	2013 % of Total
Beckwith	62	45	57	53	34	-45.16	13.65
Drummond/North Elmsley	85	67	72	34	5	-94.12	2.01
Lanark Highlands	64	71	72	67	66	3.13	26.51
Mississippi Mills	91	95	94	74	77	-15.38	30.92
Montague	23	21	29	27	27	17.39	10.84
Tay Valley	45	47	56	55	40	-11.11	16.06
<b>Total</b>	<b>370</b>	<b>346</b>	<b>380</b>	<b>310</b>	<b>249</b>	<b>-32.70</b>	<b>100.00</b>

Source: OPP Lanark County Detachment Annual Statistical Reports, 2009 to 2013

\*DNE became a 5.1 municipality in 2012

Figure 9.2

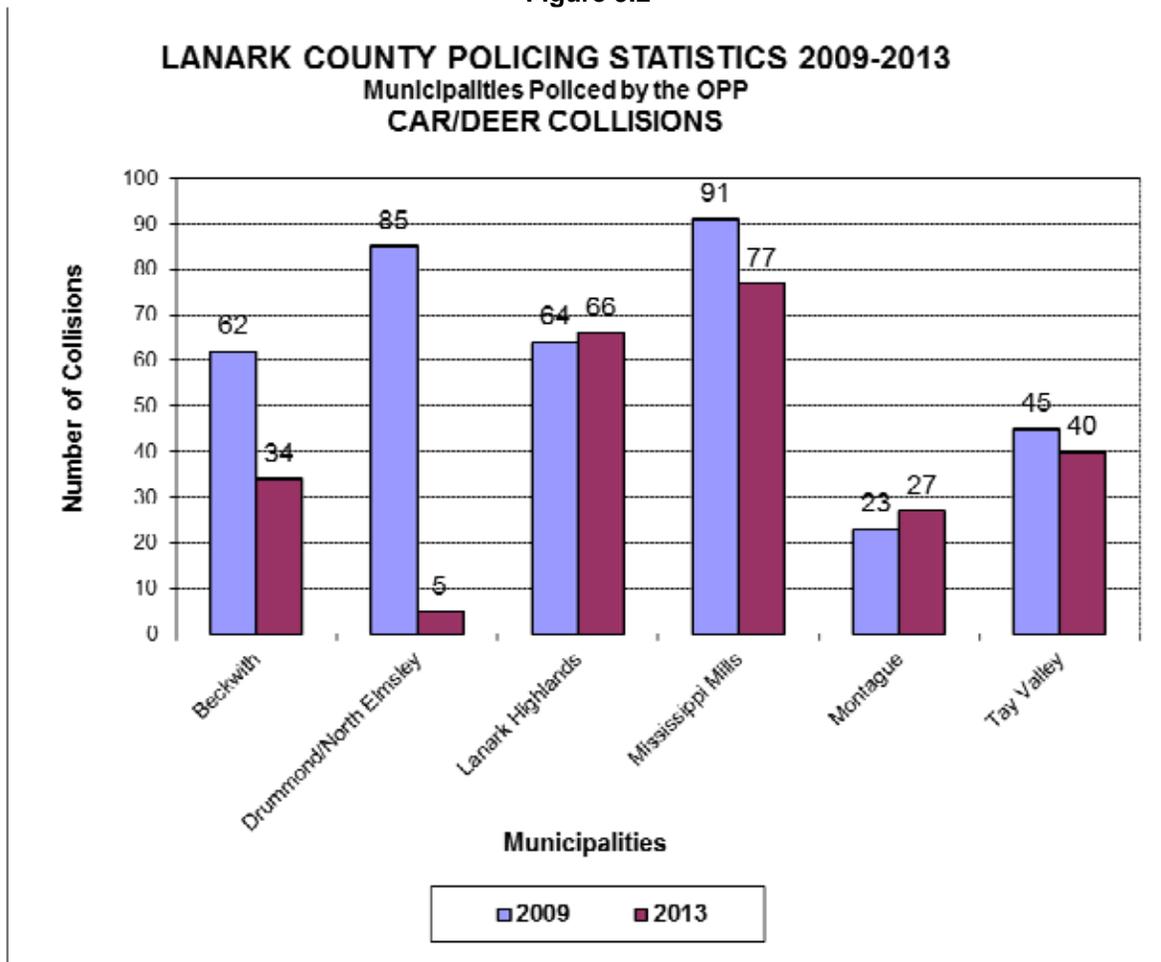


Figure 9.3

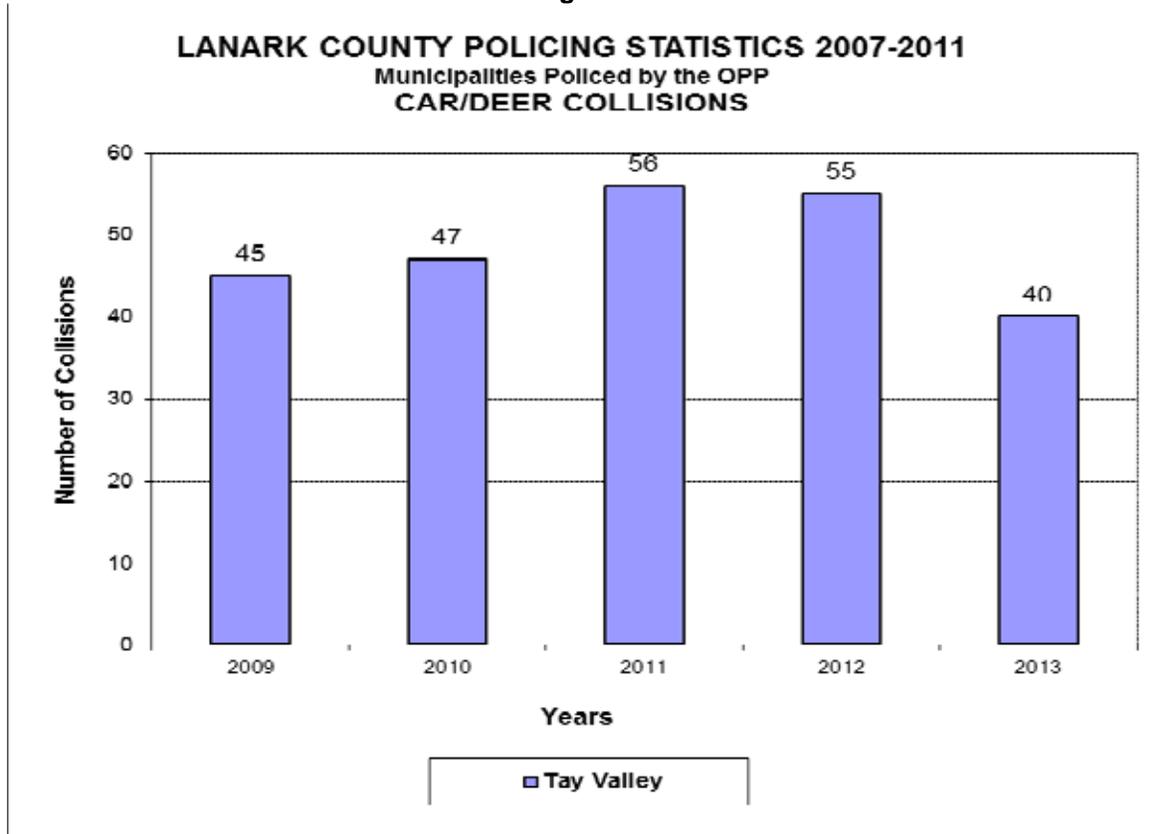


Figure 9.4

