



The Deep River Police Service Business Plan

2019 to 2022

Every three years, a Police Service Business Plan is developed with the objective to serve as a guide for the Police Services Board and the Chief of Police when making decisions involving the delivery of policing services to our Community.

Serving Our Community

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Chair & Chief's Message

On behalf of the Deep River Police Services Board and the Deep River Police Service, we are pleased to present the 2019-2022 Business Plan. This document renews our commitment to community policing and supports the partnerships within the community that we serve. The Business Plan is a forward-looking document that will help us shape our community's police service as our community evolves and strives for growth. This Business Plan serves as a road map for our future while policing adjusts to new requirements. It reinforces our Service's mission and values to keep our police service relevant to the needs of the community. Public safety and community service are at the heart of Deep River Police Service's activities. The Deep River Police Services Board has directed a Business Plan that will strengthen its ability to respond to the challenging and changing nature of policing this year and in the years ahead. It is well positioned to handle these difficult assignments on behalf of the community we serve in part thanks to the positive, cooperative and productive relationships it has built with residents, community organizations, service partners, and stakeholders. Together, we applaud and support the work of the police officers and civilian employees of the Police Service whose work is vital to the quality of life that we enjoy in our community. The Board is privileged to support these activities as the governance body for our police service; however, it is also cognizant and respectful of the financial realities facing the community we serve. As Board members, we are guided by the Police Services Act and at the same time we are the appointed representatives of the citizens of the area served by our Police Service. The Business Plan will support these relationships and outline the responsibilities in delivering quality service to Deep River in keeping our community safe.

Respectfully,

Barry Swarbrick
Chief of Police
Services Board

Sincerely,

Tracy Russell
Chair, Deep River Police

"Deep River is well served by the professional, dedicated and service-oriented officers and civilian employees of the Deep River Police Service."

Message from Deep River Police Association

The role of a police officer is forever changing. This can be directly influenced by the continued development in technology along with the legislative requirements we see on a daily basis. These changes require our members to be at the forefront of learning; not only have they adapted but excelled. It's also important to note that our style in training and way we approach the importance of respect for victims of crime and understanding of their needs has been a positive reflection to these changes. I truly believe that our members are excellent representatives of this community in which they serve.

The framework of your 2019-2022 Business Plan not only supports this forever change but also serves the best interests of the community and the members that carry out these daily tasks.

"...the police are the public and the public are the police..."

Sir Robert Peel, 1829

The Deep River Police Association supports the 2019-2022 Business Plan and looks forward to working together with the Chief, the Deep River Police Services Board, and our community.

Sincerely,

Matthew Barker – President
Deep River Police Association

About our Community



“Proud Home of Canadian Nuclear Laboratories”

The Town of Deep River has a population of approximately 4,200 people and is brimming with history, culture, recreational opportunities and natural beauty in a safe and family friendly environment.

Fortunate in our spectacular location nestled between Algonquin Provincial Park and the Ottawa River, Deep River is situated on the Trans-Canada Highway less than 2 hours from the City of Ottawa, close to the urban centres of Pembroke and Petawawa and with easy access to the new Ottawa Valley Recreational Trail. Deep River combines an array of sports and outdoor adventures along with supporting hotels and businesses, a culturally diverse population and a calendar rich in cultural and festive opportunities throughout the four seasons.

Established in 1945, Deep River is known internationally as the research home of Atomic Energy of Canada Limited and Canadian Nuclear Laboratories, with approximately 3,000 skilled employees and contractors working at the labs. The tremendous technical expertise that is resident in the area's population makes Deep River an excellent potential location for technical and knowledge-based businesses. Deep River is also a caring neighbour of Garrison Petawawa, one of Canada's oldest military bases. Several hundred of the 6,000 people who are directly connected to the Garrison choose to make Deep River their home.

The Mission of the Town of Deep River as articulated in the Town's 2019 Strategic Plan is: "To provide a beautiful, sustainable and progressive small-town environment in which citizens, businesses and institutions may achieve socio-economic prosperity and enjoy an excellent quality of life."

The six "Desired Outcomes" targeted in the Town's Strategic Plan include to:

- Increase the population;
- Provide transparent, fair and effective governance;
- Support an engaged population enjoying diverse recreational and cultural opportunities;
- Provide quality, reliable and sustainable infrastructure;
- Encourage a vibrant and growing business and commercial sector; and
- Ensure strong collaboration between community, businesses and neighbours.

Demographics -Town of Deep River*

Population: 4120

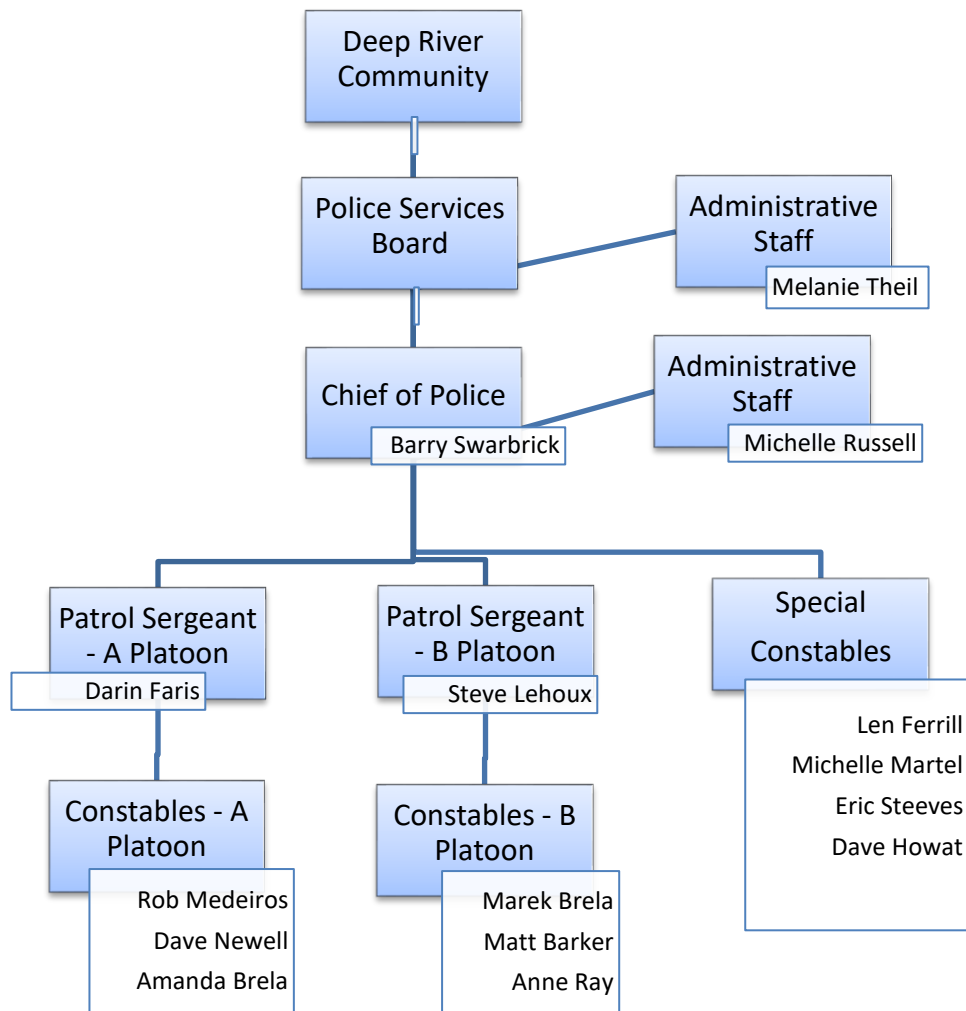
Age		% of population
0-19	830	20.1
20-29	400	9.7
30-39	490	11.9
40-49	425	10.3
50-59	645	15.7
60-69	605	14.7
70-79	420	10.2
80 and over	305	7.4

- Average Age of Population: 45.1. (Provincial Average 41.0)
- Median Age of Population: 47.6. (Provincial Median 41.3)
- Number of Occupied Private Dwellings: 1825
- Single Detached House: 1380
- Semi-detached House: 215
- Apartment or Flat in Duplex: 10
- Apartment in a building fewer than 5 stories: 215
- Other Single-attached house: 5
- Average Household Size: 2.2. (Provincial Average 2.6)

*Based on 2016 Government of Canada Census



Organizational Chart



About the Deep River Police Service

Governance: The Deep River Police Service has been serving Deep River since the town's inception in 1957 and proudly provides safety and security to the entire community. Governance of the local police service is through the Deep River Police Services Board. In 2019, the Police Services Board is composed of 3 members:

- Tracy Russell – Chair, Provincial Appointee
- Suzanne D'Eon - Mayor
- Kelly Lapping – Community Representative.

The main function of the Police Services Board is to provide governance of the police service through establishing priorities, objectives and policies, and monitor performance of their police service and its leadership.

Administration: Chief of Police Barry Swarbrick has primary responsibility for the administration of the Deep River Police Service, providing some operational backup and coverage on occasion. Administrative Secretary Michelle Russell supports the Chief.

Departmental Staff: Regular operational front-line service is supplied by the following uniform members of the police service:

Supervisors: Sergeant Steven Lehoux and Sergeant Darin Faris

Officers: Constable Rob Medeiros
Constable Dave Newell
Constable Amanda Brela
Constable Marek Brela
Constable Matt Barker
Constable Anne Ray

Part time officers: Constable Andrew Gagne and Constable John Riendeau.

Special Constable: The service utilizes provincially approved personnel for the purpose of assisting in the watching and/or escorting of prisoner's/court officer. These members include;

Officers: Special Constable Len Ferrill
Special Constable Eric Steeves
Special Constable Dave Howat
Special Constable Michelle Martel

Organization: Purpose & Structure

Vision:

To provide the highest standard of professionalism (well trained and disciplined) in partnership with our community.

Mission:

The Deep River Police Service strives to protect life, public and private property, under the law and with full respect for human dignity and according to the highest standards of professional skill, integrity, and accountability.

Core Values:

- Integrity and Loyalty
- Empathy and Fairness
- Impartiality and Transparency
- Respect and Civility
- Courage and Leadership
- Service that is committed to quality policing that is responsive to community needs and includes fiscal responsibility

Police Service Objectives:

- 1) To safely deliver effective police service, maintaining public peace while protecting our Community;
- 2) To Prevent crime, and carry out police duties with integrity, impartially and according to law.
- 3) To maintain and continue developing partnerships within the community relating to policing and safety.

Community Policing:

Community policing is the heart of our service. It is critical that we maintain a strong and visible presence in our vibrant and unique community. Improved visibility of our front-line officers in the neighbourhood will assist us in meeting our vision, mission and values.

Core Functions:

The activities of police services within the Province of Ontario are governed by legislation as per the Police Services Act. Policing continues to be one of the most heavily regulated professions.

In 1999, the Ontario Government introduced the Police Adequacy and Effectiveness Standards Regulation. This Regulation targeted six core functions that must be addressed by every police service in the province.

Deep River Police Service provides the six core functions necessary to ensure the delivery of adequate and effective police services;

- 1) Crime Prevention
- 2) Law Enforcement
- 3) Victim's Assistance
- 4) Public Order Maintenance
- 5) Emergency Response
- 6) Administration and Infrastructure

Additional Service Delivery:

The service deals with more than just criminal matters. The Deep River Police Service also provides service in the following areas:

- Missing persons
- Traffic enforcement, investigation and education
- School liaison
- Provincial offences
- Criminal records checks for citizens
- Mental Health
- Crime Prevention/Awareness
- Municipal By-Laws

The Deep River Police Service endeavours to provide the six core functions of policing to the community by using its own members or in some cases by contracting out as provided for in the Adequacy Standards Regulation. The Deep River Police Service aligns itself with the philosophy of "Community Policing" in which the police build

relationships with the community through interactions with local agencies and members of the public, creating partnerships and strategies for reducing crime and disorder.

Community- Engaging our citizens and investing in our partnerships for a safer community.

Professionalism- Well trained and disciplined, serving our community guided by our ethical principles of leadership, integrity and fairness while being accountable for our actions.

Crime Statistics

Review: This marks the 16th year in which the new records management system NICHE will have captured statistics. (Crime Severity Index 17.2 in 2017 and 24.7 in 2018). In a comparison of 2017 and 2018 we see that there were 128 reported criminal occurrences in 2018 as compared to 103 in 2017, an increase of 25 reported criminal occurrences.

Violent Crime: The number of violent crimes is up from 9 in 2016 to 13 in 2017 and 30 in 2018. There may be an increase in these types of occurrences but the Deep River Police Service maintains a near 100% clearance rate for these types of offences. Maintaining a high clearance rate of these types of occurrence is important to feeling secure within the community. In the community of Deep River, we still have and enjoy a feeling of safety and security.

Property Crime: The number of incidents of property crime continues to remain around 40 occurrences. In 2017 there were 36 occurrences and in 2016 there were 39 occurrences. This year's total is still less than the five-year average of 43 occurrences.

Yearly Crime / Clearance Comparison

Year	Violent Crime #/Clearance	Property Crime #/Clearance	Total Crime #/Clearance	% Change
2003	22/82%	142 / 24.6%	234 / 45%	0.04
2004	26/100%	110 / 38.2%	224 / 54%	0.09
2005	24/100%	128 / 21.9%	227/49%	-5%
2006	31/100%	115 / 23.5%	242 / 47%	-2%
2007	19/100%	133 / 18.1%	218 / 43.1%	-4%
2008	22/100%	111 / 27.9%	170 / 50.0%	6.9%
2009	20/90%	128 / 21.1%	199 / 43.7 %	-2.3%
2010	39/100%	100 / 28%	184 / 56.5 %	12.8%
2011	22/100%	76 / 25%	163 / 64.4 %	7.9%
2012	17/100%	90 / 22%	189 / 61.9 %	2.5%
2013	23/91.3%	48/18.8%	112 / 58.9%	3.0 %
2014	18/83.3%	52/18%	103 /52.4%	6.5%
2015	18/100%	49/18.4%	100 /44.6%	7.8%
2016	9/88.9%	39/23.1%	60/45.0 %	.4%
2017	13/100%	36/36.1%	57/57.9	12.9%
2018	30/100%	40/22.5%	94/67	9%

Strategic Priorities

Increase Visibility of Community Policing:

Police Visibility Within the Community

Goal	Support a healthy community through crime prevention, visibility and engagement.
Actions	<ul style="list-style-type: none">• Maintain police visibility in our community which includes foot patrols/bicycle patrols in the downtown core, schools, businesses and waterfront.• Maintain business property checks. Continue to collaborate with community partners to address community issues.• Develop and implement a Community Safety and Well-Being Plan.
Measures	<ul style="list-style-type: none">• Feedback from the community and the students. Continue to review monthly foot patrol hours.• Number of meetings with community partners• Number of public messages related to crime prevention (Radio, Facebook, Newspaper)• Research the viability to develop a Deep River Police Service Website.• Track development and implementation of Community Safety and Well-Being Plan through Annual Reporting.
Timeline	Ongoing

Promote Road Safety

Goal	Promote road safety through accountability, education and enforcement.
Actions	<ul style="list-style-type: none">• Utilize social media to educate the public on traffic safety initiatives.• Promote R.I.D.E programs through social media including education regarding the use of drugs and impairment.• Maintain a high visibility of R.I.D.E programs at different locations and times.• Focus on preventing use of hand-held devices while operating a vehicle through service campaigns including enforcement and education.• Continue to promote bicycle safety and seatbelt usage.• Facilitate car seat clinics.• Provide winter driving tips to new driver's and seasoned drivers through presentations on safe winter driving and through the use of social media.
Measures	<ul style="list-style-type: none">• Number of traffic related initiatives• Maintain a low level of motor vehicle collisions• Increased number of Social Media posts• Number of presentations
Timeline	Ongoing

Educate and Engage Youth

Goal	Youth Engagement; to collaborate with youth in the town to encourage trust and communication through education and personal interaction.
Actions	<ul style="list-style-type: none">• Increase engagement of officers with our youth at school, community and sporting events.• Assign one member per platoon as Community Service Officer.• Members continue to provide school tours. School presentations.• Encourage Crime Stoppers programs within schools.• Develop trust relationships with the students.
Measures	<ul style="list-style-type: none">• Number of school visits, sporting events, and community gatherings attended.• Number of Crime Stoppers tips• Community Referral Program (intersections).
Timeline	Ongoing



Attend to the Needs of the Senior Community

Goal	Enhance the pro-active policing response to the needs of seniors.
Action	<ul style="list-style-type: none"> • Meetings with senior groups such as the Senior Friendship Club to determine and assess needs. • Participate in senior group events supported by local business, volunteer and social agencies. • Provide presentations covering off topics such as frauds and elder abuse. • Partner with Alzheimer Society to address needs of people suffering dementia and other related medical issues and continue training in this area. • Continue to have a liaison dedicated elder abuse Investigator for the police service and provide the training to recognize and investigate elder abuse. • Officer's visits to Long Term Care residences.
Measures	Number of presentations with regards to seniors
Timeline	Ongoing

Community Based Crime Prevention and Community Mobilization:

Maintaining and Developing Community Partnerships

Goal	Enhance community partnerships.
Actions	<ul style="list-style-type: none">• Increase the exposure and improve the image of the Deep River Police Service with all community agencies (e.g. NRFS, Mental Health Crisis Team, Mackenzie Community School and Victim Services.)• Review and present crime prevention programs. These may include:<ul style="list-style-type: none">a. Lock it or Lose it Programb. Crime Stoppersc. Presentations on fraud preventiond. Recognition of counterfeit currency• Pursue and take part in opportunities for community involvement
Measures	<ul style="list-style-type: none">• Development of Community and Well Being Plan• Number of Crime Prevention Programs.• Number of presentations.
Timeline	Ongoing



Supporting Mental Health & Wellness:

Mental Health & Wellness

Goal	Enhancing our response to Mental Health Issues.
Actions	<ul style="list-style-type: none">• Service members to continue to receive regular training in the area of mental health.• Enhance working relationship (collaborating) with the various action committees including Mental Health Crisis services and North Renfrew Family Services, focusing on mental health issues and addictions in our community• Review current process of mental health act apprehensions to reduce officer's time spent in emergency rooms. Continue working on protocol with Deep River and District Hospital.
Measures	<ul style="list-style-type: none">• Decrease in repetitive calls to same location.• Number of referrals to various mental health groups.• Review calls to ensure handled safely and effectively, supporting all parties involved.• Increased positive response from Mental Health agencies.
Timeline	Ongoing

Monitoring and Tracking Vulnerable Persons

Goal	Maintain a Vulnerable Person's Registry
Actions	<p>Using Niche RMS (Records Management System) technology people can be voluntarily flagged to assist police in providing the best response possible.</p> <ol style="list-style-type: none"> Wandering Persons Autism Registry Elderly and vulnerable
Measures	Track number of RMS entries, online entries and hardcopy regarding Vulnerable Person's Registry.
Timeline	Ongoing

Assistance to Victims

Goal	Victim Support Through Community Partnerships.
Actions	<ul style="list-style-type: none"> To maintain our partnerships with Victim Services and the Victim Witness Assistance Program (VWAP) Continue to educate and train officers and strengthen requirements for referrals to Victim Witness Assistance Program (VWAP) and Victim Services. Increase victims' awareness of services. Work with our community groups and social agencies to help victims of crime.
Measures	<ul style="list-style-type: none"> Number of Victim Services Referrals To increase the distribution of support material for victims Increased referrals to VWAP and Victim Services. Number of victims followed up with by officers
Timeline	Ongoing

Employee Professional Development

Goal	Continuous training and development for all members of the Service is important as is succession planning.
Actions	<ul style="list-style-type: none"> • Review and update a training plan to assist members in developing the knowledge, skills and abilities for all positions within the organization. • Review and update three-year training plan.
Measures	<ul style="list-style-type: none"> • Number and types of courses taken throughout the year. • Three-year training plan updated.
Timeline	Ongoing

Health Teamwork for High Performance

Goal	To promote a healthy team environment both professionally and personally.
Actions	<ul style="list-style-type: none"> • Have outside agency attend to educate the officers on healthy choices including diet, exercise and stress reduction. • Debrief all major incidents • Continue to educate all members in the prevention of communicable diseases they may be exposed to during their duties such as Aids, Hepatitis A and B. • Review costing and viability of implementing Employee Assistance Program to support Police Service Staff.
Measures	<ul style="list-style-type: none"> • Reduction in sick time. • Reduction in W.S.I.B. claims
Timeline	Ongoing

Criminal Investigations:

Violent Crime

Goal	Continue to ensure violent crime investigations are properly handled.
Actions	<ul style="list-style-type: none">• Utilize an integrated approach to investigate incidents of violent crime. This includes:• Enhancing partnerships with local police partners.• Continue attending meetings with: Ontario Homicide Investigators Association (OHIA), Domestic Violence conferences, Sexual Assault Investigators Association Conference.• Continue having officers trained in investigative courses, such as Domestic Violence and Sexual Assault.
Measures	<ul style="list-style-type: none">• Maintain high clearance rates for all violent crime• Zero complaints from victims.• Investigations are properly handled.• Number of courses officers attended.
Timeline	Ongoing

Sexual Assault Victimization

Goal	Prevent Sexual Assault Victimization
Actions	<ul style="list-style-type: none"> • Ensure best practices are employed in handling sexual assault cases. Cases involving children- joint investigations with the Children's Aid Society. Joint training initiatives with other police services. • Designated officers review process for monitoring sex offenders to ensure best practices including compliance checks. • Research and implement a wellness program for investigators. • Increase public awareness on Human Trafficking.
Measures	<ul style="list-style-type: none"> • Tracking through feedback from victim support agencies and victims themselves • Number of Officers trained in Sexual Assault Investigations and Human Trafficking.
Timeline	Ongoing

Cybercrime

Goal	Liaise with other police services to develop expertise to investigate internet related crime.
Actions	<ul style="list-style-type: none"> • Co-ordinate with other police services to be able to utilize their expertise to be able to investigate child luring, child pornography and other associated cases receiving assistance in solving these crimes while allowing a learning curve towards investigative techniques. • Training of officer(s) with regards to "Cyber Crime" including cyber bullying, threats.
Measures	Successful clearance of Internet related crimes
Timeline	Ongoing

Drug Enforcement and Prevention

Goal	Address community concerns in relation to drug related offences
Actions	<ul style="list-style-type: none"> • Continue with one lead drug investigator per platoon. • Continue with partnerships with surrounding Police Services, information sharing with regards to drug concerns. • Provide education within the schools with regards to the illegal use and the dangers of drug use including addiction. • Collaborate and educate our community and stakeholders on drugs and Cannabis legislation, to work together to reduce drug addiction and use. – Mackenzie Community School, Deep River and District Hospital, Phoenix Centre, North Renfrew Family Services, Family and Children Services, Mental Health Crisis Team. • Develop strategy for a more proactive and preventative approach and monitor the environment of illegal drug activity.
Measures	<ul style="list-style-type: none"> • Number of drug related presentations made. • Number of Social Media posts about drug awareness.
Timeline	Ongoing

Information /Technology:

Goal	To identify and plan for the future needs of the Service.
Actions	<ul style="list-style-type: none"> • Review our present computer systems ensuring the security of our information. • Monitor system and security effectiveness and replace computer systems when outdated. • Reach out to technical computer agencies if necessary, in order to ensure our computer security.
Measures	Computer systems operating properly, efficiently and securely.
Timeline	Ongoing