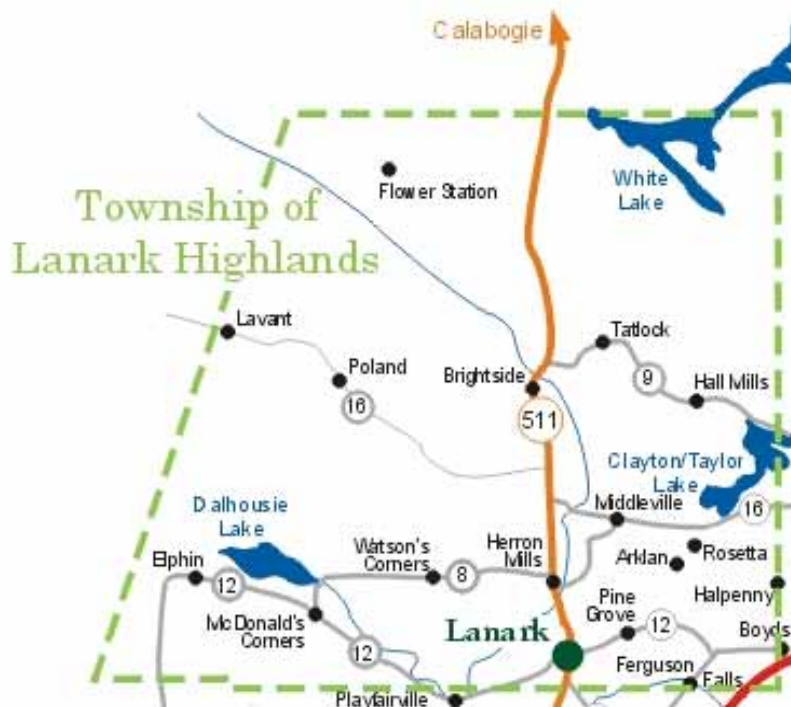
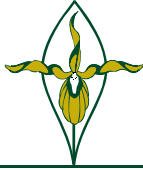




LANARK HIGHLANDS Police Services Board

2007-2010 Business Plan





LANARK HIGHLANDS

Lanark Highlands Police Services Board

Message from the Chair

The Lanark Highlands Police Service Board is now in its 6th year of operation. We see that over the next three years our challenge will be to increase public awareness on the function of the Board.

The Board opened the “Extended Service Office” within the Municipal Building, at 75 George Street Lanark in August 2001; unfortunately it was closed in the summer of 2005 as the space occupied by the office was required for additional Municipal staff. Over the next year new space will be provided in the Municipal Building and the office will be re-opened. An Extended Service Office is an important link between the Police, the Public and the Community.

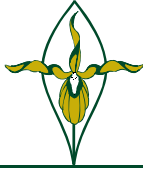
The Board continues to secure funding for additional R.I.D.E. programs and additional programs specifically focused towards the youth of our community. We are pleased with the participation at the Lanark Highlands Youth Centre and the interest taken by the LHYCI Board in youth activities and working with the O.P.P. in Youth Programs.

The board members regularly review reports of O.P.P. activity in the township and in the county as a whole. We receive delegations that have various concerns to bring to our attention and we make policy recommendations to council. We participate in the Lanark County Association of Police Service Boards bringing forth issues to seek broader support and listen to the experiences of other Police Service Boards within Lanark County.

The Board has been well served by our secretary Mary Kirkham and by our police members Sergeant Mark Koehler, Constable Brent Boyce and Constable Paige Whiting. We have also received excellent service from the Detachment Commander, Gerry Salisbury. Our police serve and protect on our roads, snowmobile trails, lakes and rivers. They work with our youth and address issues of property, personal safety and emergency response to name a few of the challenges that our police professionals handle.

We present to you the 2007-2010 Lanark Highlands Police Service Board Business Plan, which reflects priorities that have been expressed by the public. This plan provides a focus for our police service and lets you (the public) know where your tax dollars are being directed when it comes to policing in the Township of Lanark Highlands.

Bob Fletcher – Chair
Lanark Highlands Police Services Board



LANARK HIGHLANDS

Lanark Highlands Police Services Board

Detachment Commander's Message

Lanark County/Sharbot Lake Detachments (Ontario Provincial Police (office located on Highway #7 Perth)

Policing in Ontario continues to present several challenges, especially with the ever-changing environment we live in. As the Detachment Commander responsible for policing in Lanark Highlands, I look forward to meeting these future challenges in partnership with the local Police Services Board and the Community itself.

Our ultimate goal is to provide a safe and secure environment for all residents to live in, through proactive enforcement and a police response second to none. The officers that patrol Lanark Highlands are highly dedicated and professional and are proud to serve the local residents. Our continued strong relationship with the committee will build on the successes we have had to date.

I look forward to working, in partnership, with the municipality in the future, providing a service next to none.

G.T. Salisbury
Inspector, Detachment Commander
Lanark County / Sharbot Lake O.P.P.



LANARK HIGHLANDS

Lanark Highlands Police Services Board

Environmental Scan

Community Profile

The Township of Lanark Highlands consists of 1,034 square kilometres of rural countryside, which combines rolling hills, heavily forested areas, rocky terrain and countless streams, rivers and lakes. The major lakes include Clayton Lake, Dalhousie Lake, Flower Round Lake, Patterson Lake, Robertson's Lake, Taylor Lake and White Lake. The two primary river systems are the Clyde River and the Mississippi River. The settlement pattern is dominated by development: 1) in hamlets along major County and Township roads, and 2) along the shoreline of major lakes and rivers.

The major hamlets, which are each home to approximately 50 residents, include McDonald's Corners, Watson's Corners, Elphin, Hopetown and Middleville. Although their primary function is for residential purposes, the hamlets often contain a community hall, one or more churches, and a convenience store or gas bar. Major development around lakes and rivers, which now include both seasonal and permanent residents, includes Dalhousie Lake, White Lake, Patterson Lake, Robertson's Lake, Flower/Round Lake, Clayton Lake and Taylor Lake.

The urban-like setting occurs most in Lanark Village, located along the Clyde River. The Village is home to more than 800 residents and provides many of the necessary services and facilities that are typical of a small town (i.e. bank, grocery store, post office, etc.). The remainder of the 4,580 permanent residents and 6,000 seasonal residents are spread across the rural landscape.

One challenge that a rural municipality always concerns itself with is assuring that residents and small communities do not become isolated or socially separated from the remainder of the municipality.

This challenge, involves a number of complex issues, such as:

Physical Isolation – poor road access has created a primary obstacle for residents in the northwest and northeast corners of the township to overcome. The absence of direct-paved roads in these areas has made it difficult for members of the community to make use of the businesses and services available in the township, particularly Lanark Village. In order to overcome such an impediment, it is the responsibility of the municipality to ensure that the physical infrastructure is in place to allow easier access to such services and that efforts are made to provide comparable services (i.e. fire protection services, police protection services, economic development and community facilities).

Regardless of the community involved or the impediment that may exist, it is the responsibility of the municipality to ensure that all of Lanark Highlands is given an opportunity, and provided with the means, to become an equal partner and equal contributor to the well-being of the entire township. As a Board we share in that commitment by facilitating presentations to the Board and by holding our general meetings in various locations throughout the municipality.

Demographics

Since 1996 the population in the Township of Lanark Highlands has increased slowly but steadily. Growing from 4,629 in 1996 to 4,795 in 2001 and to 5,180 in 2006. The population is anticipated to reach 5,713 in the year 2009. This represents an average growth rate of only 0.78%.

Between the period 1996 and 2001 the number of households in the municipality grew by 189 and grew by a further 248 between 2001 and 2005. Residential growth is forecasted to be an average of 37 new housing units per year to the year 2009, which will bring the number of households (permanent residential) to a total of 2,228 in 2009.

The seasonal population of Lanark Highlands (predominately lake development) adds another 6,000 persons and another 1,000 seasonal residential units. (2001 stats). Conversion from seasonal to full-time residential units averages 2% per year. Approximately 50% of the seasonal residential population resides in Campgrounds, the largest being located on White Lake (300 units).

The average number of persons per household has remained relatively constant in recent years and there is no indication that significant changes will occur over the next ten-year period. The average household size is expected to remain constant at 2.60 persons per household to the year 2009.

The total population of Lanark Highlands can be broken down by percentages in the following age classifications:

Under 15 years	12%
15-25 years	15%
26-45 years	25%
46-64 years	29%
65 years and older	19%

Lanark County has a total income base of \$82.1 million, with an average income per household of \$45,135. This has resulted in area retail sales of approximately \$32.6 million. Through inflation and the projected increase in population, average household income could increase to \$59,557, with total retail sales reaching \$47 million, by 2006 (statistics Canada 1996: Strategic Projections Inc. 1999).

2005 Countywide Policing For Results Community Survey

1. Community Satisfaction

From the 2004 survey completed for the Lanark County Detachment of the Ontario Provincial Police, indicates as follows:

- 95.3% of respondent felt that they live in a community where neighbours help each other,
- 95.6% said they get along with their neighbours, and
- 93.2% felt their neighbours could be trusted.

Perceptions of selected violent crimes ranged from 20.8% of the respondents believing that child abuse was a problem to 24.8% believing that domestic violence was a problem.

Perceptions of youth issues ranged from 22.6% of the respondents believing that skateboarding on the sidewalks/streets was a problem to 72.1% of the respondents believing that a lack of youth activities / programs was a problem.

The respondents felt safe in the community with all of the community security measures being at the positive end of the scale with average values of at least 3 out of a possible 4.

All ratings of the OPP in the community were at the satisfactory level.

2. Crime and Disorder Issues

The 2004 county wide Policing for Results Community Survey also provided some insight into the crime and disorder issues facing Lanark County as a whole.

Respondents to the survey identified the following issues as problems:

Violence in local schools	45.3%
Domestic violence	24.8%
Drugs in schools	60.3%
Skateboards on Sidewalks/Streets	22.6%
Violence in schools	45.3%
Child abuse	20.8%
Sexual assault	22.1%
Elder abuse	22.4%
Amount (lack) of Youth Activities	72.1%
Youth gangs	23.8%
Youth Gathering on Streets	29.9%

3. Local Programs

The 2004 Policing for Results Community Survey included within its survey, questions regarding 'awareness' of programs' and 'local issues'. These questions were added to the survey as a result of input from local Police Services Boards.

Three program awareness questions and eleven local questions specific to the Lanark County Policing for Results identified the following:

Awareness of Local Programs:

Marine Unit	64.8% were aware of program
STOP Unit (Snowmobile Unit)	59.8% were aware of program
Bicycle Patrol	47.5% were aware of program

Local Questions:

- 49.1% were aware that the OPP could be contacted for assistance at 1-888-310-1122, 24 hours a day;
- 31.5% were involved in marine activities on our waterways or which 73.0% were satisfied with the level of visibility of the OPP on the waterways.
- 12.8% were involved in snowmobile activities or which 85.2% were satisfied with the level of visibility of the OPP snowmobile patrol;
- 77.4% were satisfied with the OPP's efforts to reduce illicit drug use;
- 86% were satisfied with the OPP's efforts to reduce domestic violence;
- 99.1% were aware that 9-1-1 is to be used only in an emergency;
- 80.7% were aware that every time 9-1-1 is called an officer must respond;
- 52.1% were aware that the local Municipality has a Police Services Board;
- 31.3% were aware that there is a local Community Services Officer; and
- Only 19.3% were aware that Lanark Highlands has an Extended Service Office located in the Municipal Building.

4. OPP Service

The Policing for Results Survey also included ratings on public contact with the OPP and satisfaction with that contact. 28.2% of the respondents to the survey had contact or reported to the OPP within the past two years. The survey questions related to investigation of crime, traffic enforcement, handling / investigation of property crimes, handling / investigation of violent crimes, and handling of nuisance activity. All questions rated "satisfied" or better level (3.00/4 to 3.24/4)

Challenges ahead

Throughout 2007-10 the Lanark Highlands Police Service Board will work through the objectives and commitments outlined on pages 8 to 13.

Community Policing - The mandate of Community Policing is to form a viable and active link between the community and police for the betterment of all, with a focus on the needs of the community as defined by the community, and concentrates on proactive as opposed to reactive initiatives. To achieve this goal the Board has identified a number of challenges that the community must overcome to bring policing services and the community closer together.

- 1/ Awareness of Police Services Board and its mandate;
- 2/ Constant contact and consultation with the community;
- 3/ Building on community partnerships (Lake Associations, Business and Tourism Association, Youth Groups, Seniors Groups, Community Organizations, etc)
- 4/ Becoming more proactive by involvement in the development of strategies and their associated activities, which address community issues/ (ATV Action Plan)



LANARK HIGHLANDS

Lanark Highlands Police Services Board

Mission, Values and Objectives Statement

Mission

The Lanark Highlands Police Services Board strives to protect life and property under the law, with full respect for human dignity and according to the highest standards of professional skill, integrity and accountability.

Values

The Lanark Highlands Police Services Board will uphold the following core values:

- Openness:** the board will be open and accessible to the public, government, and Police Services.
- Respect:** the Board will be respectful in its dealing with all members of the Public, government and Police Services.
- Accountability:** the Board will be fully accountable for its mandate of ensuring the provision of effective police services consistent with community values.
- Integrity:** in order to ensure public confidence, the members of the Board will uphold the highest levels of integrity.

Objectives

The primary objectives of the Lanark Highlands Police Services Board shall be:

1. To enhance accessibility and effectiveness of policing services in the Township of Lanark Highlands.
2. To provide an open, accessible forum with which to strengthen communications with the public on policing activities within the community.
3. To work towards addressing the issues identified and brought forward by members of the community, local government and Police Services as they pertain to Lanark Highlands.
4. To interact with representatives of other jurisdictions (i.e. Municipal, County, Provincial, Federal) in identifying and solving broader level issues affecting policing in the Township of Lanark Highlands.
5. To continue to lobby the Provincial Government to ensure consistency throughout the Province concerning the proper use of ATV's and ORV's. And to work with partners, particularly the health profession and environmental groups to develop a comprehensive and coherent plan for ATV/ORV use.



LANARK HIGHLANDS

Lanark Highlands Police Services Board

Business Plan Commitments

Commitment #1 – ***To increase police service visibility in Lanark Highlands; as a pro-active deterrent to the commission of offences.***

Situational Assessment: - In line with O.P.P. Community Policing initiatives, and in consultation with local Police Service Boards and Municipal Councils, officer visibility has been identified as a major concern of the police and residents throughout the years. Through pro-active initiatives Lanark County O.P.P. will strive to increase their visibility within their local communities.

Initiatives:

1. Media releases will continue to be issued with messages regarding local and Provincial initiatives, concerns and occurrences.
2. Detachment members to continue to be visible during peak traffic hours, 0700 to 1000 hours, and 1500 to 1700 hours. Team leaders will encourage members to complete administrative tasks during non-peak hours.
3. Zone Liaison Officer to attend PSB meetings, along with Team Leaders when possible.
4. Maintain and fully utilize Lanark County / Sharbot Lake Community Services Officer to liaise with local schools and community groups.
5. Increase the size and involvement in community events of the Detachment Auxiliary Unit.
6. Team members to continue to make strong effort to patrol school zones during morning, noon and afternoon high traffic times.
7. Team members to continue to patrol, utilizing radar when available, area highways and communities, and focusing attention to areas identified by communities as ones of concern. Along with this effort, to increase the number of routine vehicle checks completed by members and to utilize the "Electronic Speed Sign" to its fullest capacity.
8. Specialized Units (Marine, Mountain Bike, SAVE, MSV, MTV, B & E Unit) to be utilized to provide local community group presentations, and to attend meetings upon request.



LANARK HIGHLANDS

Lanark Highlands Police Services Board

Business Plan Commitments

Commitment #2 – To increase public awareness of youth programs and initiatives.

Situational Assessment: after consultation with the officers and general public, it was determined that mischief incidents have been identified as a major concern throughout Lanark Highlands. All of the township has been impacted by regular incidents of mischief. The majority of these offences are occurring during the late evening and early morning hours. The areas affected have received regular patrols, but the individuals commit the acts when the officers are out of sight. Many victims neglect to report incidents of mischief to the police or often report the incident too long after the fact.

Initiatives:

1. Work with youth groups to promote youth activities and programs, including supporting and promoting the Lanark County Justice Program. Explore alternative youth programs and develop and distribute information packages / pamphlets on preventative measures to reduce incidents of mischief.
2. The Media Relations Officer will be asked to submit a press release to the local news agencies outlining preventative measures (i.e. increased lighting) to deter the offenders from committing the acts. An added effort will be undertaken to promote reporting incidents of mischief to the police.
3. The Community Liaison Officers will consult with the Police Service Board and other groups for information on recent occurrences.
4. Officers will be asked to educate students in the local schools (in co-operation with the local school boards) about the legal repercussions of damaging property, including stressing the emotional and financial impact these crimes have on the local residents and businesses.
5. Continue to support the youth of Lanark Highlands activities through financial support for the Lanark Highlands Youth Centre Inc.



LANARK HIGHLANDS

Lanark Highlands Police Services Board

Business Plan Commitments

Commitment #3 – To increase the clearance rate of Business and Residential break and enters, within Lanark Highlands.

Situational Assessment: Police officers of Ontario are keenly aware that there are few criminal acts that can destroy a person's sense of safety and security as wholly as having one's home broken into and their personal belongings taken from them. While proactive policing may prevent some break and enters the police will never be able to totally eliminate the threat.

What the police can do that the average citizen does not have the power or ability to do is to investigate all break-ins and thefts thoroughly.

Every township in this county has shown a high rate of break and enters as well as thefts of motor vehicles such as all terrain vehicles, snowmobiles, lawn tractors, etc.

Studies have shown that 80% of criminal activity is perpetrated by 20% of the criminals. In other words, if police can target and prosecute the 20% of offenders, theoretically the reported crimes should decrease by almost 80%. Reduction of Break and Enter situations will free up officer's time.

Initiatives:

1. The public is to be encouraged report to the police through the Crimestoppers Program information about criminal activities.
2. Media releases will also make frequent appeals to the public to report any suspicious activities, persons, and or vehicles. This would include suspicions a person is operating a 'chop shop', or is 'fencing', or receiving stolen property.
3. The Board will encourage the OPP Detachment to work closely with informal 'neighbourhood watch and cottage watch programs' and provide media releases about alternative initiatives / deterrents to protecting the home.



LANARK HIGHLANDS

Lanark Highlands Police Services Board

Business Plan Commitments

Commitment #4 – To initiate “Preventative Measures” through education to prevent young children from drug use, especially in schools.

Situational Assessment - The Board is acutely aware that there is a strong tendency for young children to become involved with drugs. Prevention programs are designed to increase personal competencies so that a young person might resist taking or using alcohol, tobacco, or other drugs. Prevention in communities implies that the community strengthens its support of young people to make choices resulting in healthy lifestyles

Initiatives:

1. Presentations will be provided by the OPP at schools requesting information on drug abuse by youth.
2. Current presentations deal with (a) ‘gateway drugs’ (alcohol, marijuana, cigarettes), and touch on meth, ecstasy, etc and (b) true life experiences.
3. OPP are working in co-operation with the Leeds Grenville Lanark Health Unit to develop a program which will cover follow-up issues, such as: What a youth should do is someone becomes ill from taking alcohol / drugs? And Safe “Party” practices.
4. Work with both parents and schools to recognize the problems of drugs, by assisting with programs and public awareness.
5. That OPP take proactive enforcement actions through a street level drug enforcement program.



LANARK HIGHLANDS

Lanark Highlands Police Services Board

**PROTECTION TO PERSONS AND PROPERTY
= POLICE =**

2007 BUDGET

Budget Item	2006 Budget	2006 Actual	2007 Budget
SALARIES			
Salaries & Wages	1,000	1,000.00	1,000
Other Honorarium	2,000	2,975.00	3,000
MATERIALS and SUPPLIES	0	0	0
Office Supplies	100	0	50
Advertising	500	0	200
SERVICES & RENTS	0	0	0
Postage & Courier	50	0	50
Telephone	750	126.75	800
Travel	700	1,516.66	1,600
OPP Contract	470,800	429,992.00	458,461
Special Policing	10,000	12,500.00	10,000
RIDE Program	4,191	4,046.02	4,000
Equip Rentals	1,500	0	1,000
Assoc. & Convent	3,000	2,857.99	3,300
Public Information	1,000	120.69	500
CAPITAL			
TOTAL	495,591	455,135.11	483,961



Lanark Highlands Police Services Board

O.P.P. COSTING SUMMARY - TOWNSHIP OF LANARK HIGHLANDS
 Estimated Policing Costs for the period
 January 01, 2007 to December 31, 2007

Salaries and Benefits

Uniform Members	<u>Positions</u>	<u>\$</u>	
Inspector	0.05	5,545	
Staff Sergeant-Detachment Commander	-	-	
Staff Sergeant	-	-	
Sergeant	0.35	30,315	
Constables	3.23	248,812	
Total Uniform Salaries			284,672
Overtime (Provincial Average)			25,621
Contractual Payout (Vacation & Statutory Holidays)			7,565
Shift Premium			856
Benefits (23.5% of Salaries; 2% of Overtime)			67,410
Total Uniform Salaries & Benefits			386,124
Civilian Members	<u>Positions</u>	<u>\$</u>	
OAG 8	0.25	11,732	
OAG 6	-	-	
Caretaker 2	-	-	
Caretaker 1	0.15	6,219	
Communication Operators		5,946	
Prisoner Guards		2,541	
Total Civilian Salaries			26,438
Benefits (23.5% of Salaries; 15% Part-Time)			5,997
Total Civilian Salaries & Benefits			32,435
OSS Pay and Benefit Charge			-
Total Salaries & Benefits			418,559

Other Direct Operating Expenses

Operational Support	2,356	
RHQ Municipal Support	5,057	
Vehicle Usage	26,717	
Telephone	3,619	
Office Supplies	1,006	
Accommodation	508	
Uniform & Equipment	2,672	
Furniture & Equipment	-	
Cleaning Contract	-	
Mobile Radio Equipment Maintenance	2,073	
Office Automation - Uniform	6,915	
Office Automation - Civilian	331	
Total Other Direct Operating Expenses		51,253
OSS Financial Services Fee		589
2007 Total Estimated Gross Policing Cost		470,401
Provincial Services Usage		(11,940)
TOTAL ESTIMATED POLICING COST		\$ 458,461