

DEEP RIVER POLICE SERVICE



STRATEGIC PLAN 2024-2027

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LAND ACKNOWLEDGEMENT

In the spirit of reconciliation, the Deep River Police Service Board acknowledges that the land on which our community is situated, is the traditional unceded and surrendered territory of the Algonquin Anishinaabe people. We also recognize the enduring presence of all First Nation, Metis and Inuit peoples on the land on which we serve.

EXECUTIVE SUMMARY

The Deep River Police Service Board is excited to release our four-year Strategic Plan that focuses on advancing policing by prioritizing the following:

- ***Community Relations***
- ***Crime Reduction & Community Safety***
- ***Organizational Excellence***

These priorities came from the results of various public consultation methods performed over the last year ranging from community surveys, facilitated focus groups of various stakeholders and partners within the community, as well as internal questionnaires. These priorities become the strategic direction and objective for the next four years, as required by the Ontario Police Services Act to align enhancement of our police service as well as meet operational legislative requirements. This strategic Plan will guide the Deep River Police Service's ongoing commitment to community safety and policing excellence on a day to day and long-term basis through ongoing societal changes and challenges.

The planning process was conducted by the Deep River Police Service Board in close collaboration with the Chief through a comprehensive process that included a background review of data, reports and information related to community policing, safety and security as well as stakeholder and community engagement activities. Some of the key community and stakeholder engagement activities was a community survey promoted through online and local newspaper methods in which over 150 community members completed. Four focus groups were widely promoted and facilitated with our community businesses, schools, and health care partners. Also, members of the police service provided feedback through an internal survey.

We listened and reviewed your feedback to help ensure that our Strategic Plan meets the needs of our community, our members, and legislative requirements. The review resulted in the formation of strategic priorities, objectives and action items for the next four years in line with the new Community Safety & Policing Act and the new Community Safety Wellbeing Plan.

MESSAGE FROM THE CHIEF

On behalf of the Deep River Police Service and its members, I am very pleased to present the 2023-2027 Strategic Plan.

Legislation dictates that the Police Services Board prepare a plan at least every four years, and our Police Service, as well as the Board welcome such an opportunity to consult, survey, and obtain valuable information that will guide our Service with regard to its priorities presently and in the future.

The priorities identified in this document are a result of several information gathering methods from both internal and external stakeholders, records management data, environmental trends and our Community Safety and Well Being Plan. These objectives serve as our focus to address identified risk factors striving to deliver effective policing and to exceed adequate levels of service.

It is through projects such as the development of this Plan, that all those responsible may recognize the value of working collaboratively and diligently toward a common goal: making our community a safer and more enjoyable place to live, work and play!

Dean Duchrow

Dean Duchrow, Chief of Police



MESSAGE FROM THE CHAIR

On behalf of the Deep River Police Services Board, I am pleased to present the Deep River Police Strategic Plan 2023-2026. The role of the Police Service Board is to set policy, provide good governance and oversee how policing is provided in the Town of Deep River. The Board's role is also to contribute to the safety and well-being of our community by working with local citizens and organizations to ensure that Deep River receives the policing it needs.



In collaboration with input from community stakeholders, obtained through meetings, surveys and police service members, I am extremely proud to share this community-focussed and results-based Strategic Plan. The plan lays out the mission, vision and values of the Police Service and identifies its objectives, priorities and core functions. Quantitative and qualitative performance objectives and outcomes have been included as a way of reflecting what the community identified as priorities and providing transparent results in accordance with the community's needs, values and expectations.

It will be the role of the Deep River Police, under the leadership of Police Chief Dean Duchrow, to ensure that the priorities and action items outlined in the Plan are implemented with an emphasis on the well-being and safety of the community. I would like to thank my colleagues on the Board, Tracy Russell, Kelly Lapping, Christian Kaiser, and Chief Duchrow for their commitment and dedication to the development of this Plan.

Sue D'eon

Suzanne D'Eon, Mayor, Police Service Board Chair

VISION, MISSION, VALUES

OUR VISION

To provide the highest standards of professionalism in partnership with our community.

MISSION

The Deep River Police Service strives to protect life, including 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

“A Police Service that is committed to quality policing, responsive to community needs, sustainable, and fiscally responsible.”



LEGISLATIVE REGULATIONS UNDER THE COMMUNITY SAFETY AND POLICING ACT

39 (1) *The police service board shall, in accordance with the regulations, if any, prepare and adopt a strategic plan for the provision of policing, which shall address at least the following matters:*

- 1. How the police service board will ensure the provision of adequate and effective policing in accordance with the needs of the population of the area.*
- 2. The objectives, priorities, and core functions of the police service.*
- 3. Quantitative and qualitative performance objectives and indicators of outcomes relating to,*
 - i. the provision of community-based crime prevention initiatives, community patrol and criminal investigation services,*
 - ii. community satisfaction with the policing provided,*
 - iii. emergency calls for service,*
 - iv. violent crime and clearance rates for violent crime,*
 - v. property crime and clearance rates for property crime,*
 - vi. youth crime and clearance rates for youth crime,*
 - vii. police assistance to victims of crime and re-victimization rates,*
 - viii. interactions with persons described in paragraphs 4 and 5 of this subsection,*
 - ix. road safety, and*
 - x. any other prescribed matters.*
- 4. Interactions with,*
 - i. youths,*
 - ii. members of racialized groups, and*
 - iii. members of First Nation, Inuit and Métis communities.*
- 5. Interactions with persons who appear to have a mental illness or a neurodevelopmental disability.*
- 6. Information technology.*
- 7. Resource planning.*
- 8. Police facilities.*

9. *Any other prescribed matters. 2019, c. 1, Sched. 1, s. 39 (1).*

Same

(2) The strategic plan must also provide an overview of the consultations that were conducted under subsection (3) and state whether and, if applicable, how the needs and concerns regarding policing identified during the consultations have been addressed by the plan. 2019, c. 1, Sched. 1, s. 39 (2).

Consultations

(3) In preparing or revising the strategic plan, the police service board shall consult with,

(a) the chief of police;

(b) the municipal council of any municipalities in the board's area of policing responsibility;

(c) the band councils of any First Nations in the board's area of policing responsibility;

(d) groups representing diverse communities in the board's area of policing responsibility;

(e) school boards, community organizations, businesses and members of the public in the board's area of policing responsibility; and

(f) any other prescribed persons, organizations or groups. 2019, c. 1, Sched. 1, s. 39 (3).

Considerations

(4) In preparing or revising the strategic plan, the police service board shall consider, at a minimum,

(a) the results of the consultations conducted under subsection (3);

(b) any community safety and well-being plans adopted by the municipalities or First Nations that are in the board's area of policing responsibility; and

(c) the needs of members of diverse communities in the board's area of policing responsibility, including the needs of members of racialized groups and of First Nation, Inuit and Métis communities. 2019, c. 1, Sched. 1, s. 39 (4).

Review and revision

(5) The police service board shall review and, if appropriate, revise the strategic plan in accordance with the regulations, if any, at least once every four years. 2019, c. 1, Sched. 1, s. 39 (5).

Publication

(6) The police service board shall publish the strategic plan on the Internet in accordance with the regulations made by the Minister, if any. 2019, c. 1, Sched. 1, s. 39 (6).

DEMOGRAPHICS OF THE TOWN OF DEEP RIVER

Information based on the most recent Government of Canada Census conducted in 2021.

2016 population	4109
2021 population	4175
Per cent change in population	1.6%
Average age	45.6 yrs.
Population density	83/sq km
Land area	50.27 sq kms
Number of private dwellings	1981

Age Groups	Both Sexes	Males (at birth)	Females (at birth)
0 – 14	16.2	16.8	15.3
15 – 64	57.6	58.6	56.4
65 and over	26.3	24.3	28.1

Indigenous identify*	255	6%
First Nation	125	3%
Metis	110	2.60%

Immigrant Status*		
Non-Immigrants	3460	84%
Immigrants (pre-1980 to current)	640	15.50%
Non-Permanent Residents	60	1.40%

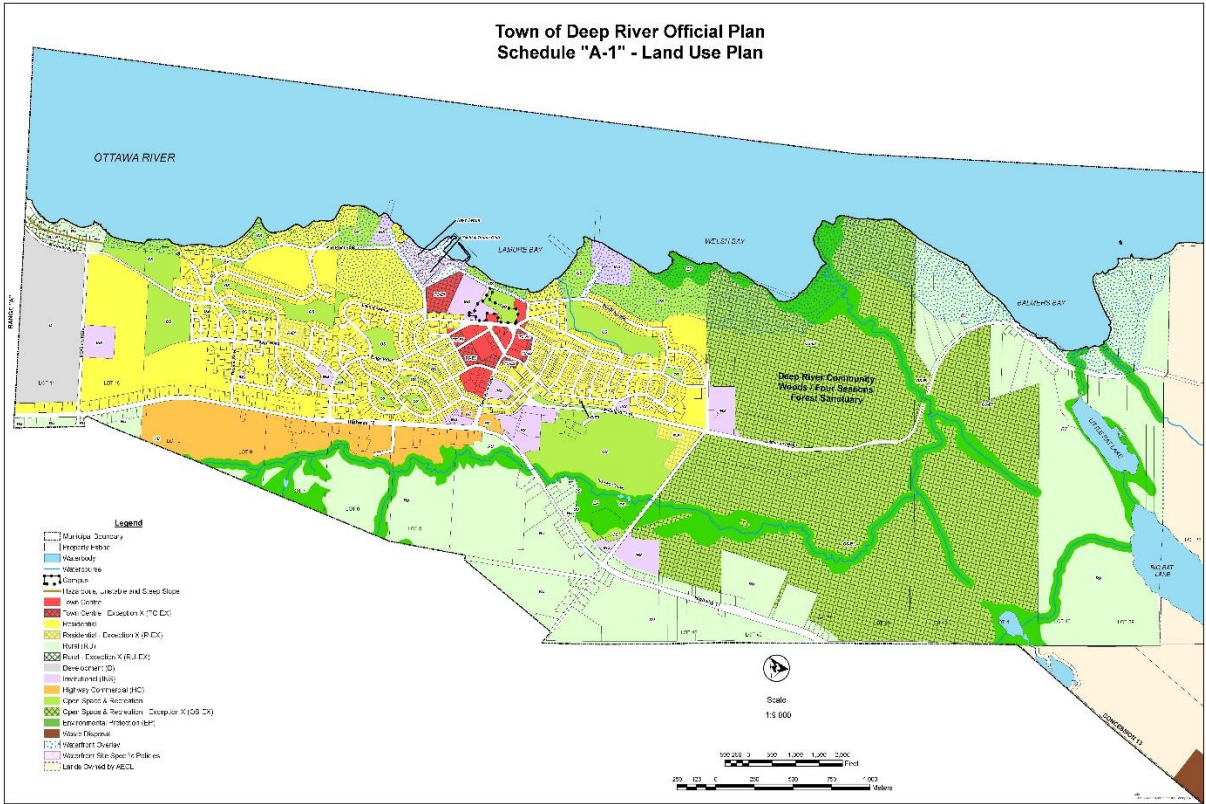
Visible Minority Population*	470	11.39%
Chinese	155	3.76%
South Asian	130	3.15%
Black	45	1.09%
Latin America	35	0.85%
Korean	25	0.61%
Arab	25	0.61%
Filipino	15	0.43%

* www12.statcan.gc.ca

Statistics Canada. 2023. (table). Census Profile. 2021 Census of Population. Statistics Canada Catalogue no. 98-316-X2021001. Ottawa. Released November 15, 2023.

<https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/index.cfm?Lang=E>

Town of Deep River Official Plan
Schedule "A-1" - Land Use Plan



STRATEGIC PRIORITIES

Community Relations	Crime Reduction & Community Safety	Organizational Excellence
<ul style="list-style-type: none"> • Foster existing relationships and create new ones including diverse/indigenous community groups • Build upon current public communications system enhancing inclusivity with youth/vulnerable groups • Address opioid crisis • Establish channels of communication for public feedback/concerns • Educate our community on relevant issues such as mental health • Continuously develop effective partnerships, education, and supports serving incidents relating to mental health. 	<ul style="list-style-type: none"> • Increase police visibility • Improve present focus on traffic safety/enforcement • Intensify enforcement of opioid trafficking in our community • Educate public on reducing odds of victimization or being revictimized of crime • Monitor analytics to determine focus of specific criminal trends 	<ul style="list-style-type: none"> • Continue to evolve with ever-changing IT upgrades • Develop a sustainable facilities plan • Promote organizational safety, wellness, and resiliency • Encourage higher level of engagement by our members • Improve internal communications

STRATEGIC PRIORITY 1: COMMUNITY RELATIONS

Action	Performance Indicator	Timeline
Increase interaction between community groups developing new relationships inclusive of ALL.	Number and diversity of interactive presentations/meetings attended/situation tables organized by DRPS members.	Monitored on a 1/4ly basis. Report separated by existing groups and new groups.
Build and expand current social media platforms with the aim to expand to youth and other vulnerable persons in our community.	Number of members of our existing platforms and number of new means of communicating specifically with youth and vulnerable persons.	Ongoing for course of this plan and results reported annually.
Continue engagement with Renfrew County's Harm Reduction Strategy to educate and address the present opioid crisis	A reduction in the number of opioid related calls for service responded to by the DRPS.	Statistics extracted 1/4ly and reported to the Police Services Board.
Develop a channel of communication via electronic survey/electronic suggestion box to encourage the public to share concerns and offer feedback.	Usage of survey, including number of items submitted and number of different members of our community making submissions.	Monitored monthly.
Educate members of our community on trending issues that affect us all such as Mental Health, drug addiction, Senior/cyber fraud, hate crimes...	Number of educational presentations and number of community members in attendance.	Monitored 1/4ly and reported to the Police Services Board.
Continuous development of partners in service relationship and protocols that support serving incidents involving mental health	Formal meetings with partner organizations established and held regularly (at least quarterly)	Launched in H2 2024, ongoing.

STRATEGIC PRIORITY 2

CRIME REDUCTION & COMMUNITY SAFETY

Action	Performance Indicator	Timeline
Increase police presence and visibility deterring potential for criminal behaviour.	Hours of foot patrol conducted, and data supported evidence of where to direct patrol.	Ongoing with 1/4ly reporting to Police Board.
Amplified attention focused on traffic safety/enforcement.	Number of traffic safety campaigns/events including RIDES. Enforcement results logged/collected.	Ongoing. Statistics tabulated monthly. Reported to Board 1/4ly.
Intensify opioid trafficking enforcement/investigations.	Number of arrests/drug seizures related to opioid trafficking.	Ongoing. Incidents related reported immediately and PSAs circulated for each event.
Reduce the likelihood of victimization and revictimization of crime	Number of persons falling victim to crimes. Number of presentations educating the public on how to prevent/reduce the risk of victimization.	Ongoing. 1/4ly reporting.
Criminal trends identified via analytics and strategies developed to combat those specific categories.	Number of strategies developed, and success gauged by reduction in type.	Reported as trends occur.

STRATEGIC PRIORITY 3

ORGANIZATIONAL EXCELLENCE

Action	Performance Indicator	Timeline
Develop a rolling 5-year resource plan to ensure long term delivery of services and safety/wellbeing of resources	Resourcing plan developed	12 months for initial plan development; annual review
Evolve and sustain ever-changing improvements/upgrades to IT.	Budget amounts spent on IT, and resources purchased such as bodycams.	Annual reporting to Police Services Board.
Develop a plan to ensure police facilities are sustainable for our future.	Annual needs, options and cost benefit analysis report presented to Board.	Annually
Improve organizational wellness and resiliency of our staff.	Number of incidents where EFAP utilized. Acquire a gym/quiet area thus promoting physical fitness/wellbeing.	By end of 2024.
Increase level of engagement of members aimed at delivering a higher level of service.	Number of members engaged in PSAs, presentations, and involvement in activities outside normal calls for service.	Reported 1/4ly.
Improvements to internal communication between all staff.	Internal survey to determine changes in current status of communication.	Bi-annually.