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A Message from the Detachment Commander



As Detachment Commander of the Ontario Provincial Police in Leeds County it is my pleasure to present our 2007 Business Plan.

The OPP has been producing annual business plans at the detachment level since 1998. This level of accountability to our communities has resulted in more focused delivery of service. Our efforts in these areas will not cease as we continuously review the ways in which we do our business seeking better efficiency and effectiveness.

Notable accomplishments in recent business planning cycles were the reduction of break-ins and increased clearance rate and the increase in detachment marine patrols. In 2003, Leeds County dedicated one member to **"Project Islander", a joint forces street level drug initiative.** The purpose of this project is to reduce the availability of illicit drugs at the street level by targeting the source. This project remains part of our 2007 Business Plan. In 2005 Leeds County Detachment created a dedicated Traffic Enforcement Unit to address **the community's** concerns about excessive speeds on Provincial highways and county roads.

Leeds County continues with the identified commitments from previous Business Planning cycles, notably the reduction of break and enters and other property crimes, maintaining the level of motor vehicle collisions within the three year average, and providing a highly visible marine patrol during the summer recreational boating season.

I look forward to another year of working with our communities to identify the policing issues and develop cooperative solutions.

Inspector Jeroen Meinen

OPP Strategic Direction

Our Vision *"Safe Communities...A Secure Ontario"*

Our Mission *"Policing Excellence through our people, our work and our relationships"*

Our Values

As an organization, the OPP commits to working continually to earn the confidence of the citizens of and visitors to Ontario—a confidence that will not be taken for granted. The OPP fulfills this commitment by providing the best and most professional service possible, and by striving to build a culture of trust, and open and honest dialogue, with the communities it serves and among the people it employs. The organization commits to creating and sustaining a positive working environment in which all employees have equal opportunity to fulfill their potential within the profession.

Each OPP employee and volunteer appreciates the vital role they play in protecting the fundamental rights of all people in Ontario. As such, each commits to always putting the interests of the **public and the OPP's Vision** and Mission before any personal and private interest, and to demonstrate pride in their profession and the OPP through personal conduct that reflects a belief in the value of:

- **Accountability**
- **Respectful Relationships**
- **Fairness, Courage and Caring**
- **Continuous Learning**
- **Diversity**

<i>2005- 2007 Strategic Objectives</i>	<i>2005 –2007 Mission Critical Issues</i>
<p style="text-align: center;"><i>Our Work</i></p> <p>Provide for safe communities and a secure Ontario through high performance policing.</p> <p style="text-align: center;"><i>Our People</i></p> <p>Attract, develop, support and retain a professional workforce that reflects OPP values and ethics.</p> <p style="text-align: center;"><i>Our Relationships</i></p> <p>Engage in and strengthen our relationships and trust with the people we serve, our justice sector partners and our stakeholders.</p> <p style="text-align: center;"><i>Our Infrastructure</i></p> <p>Support service delivery through technology, equipment, facilities, business processes and communications</p> <p><i>Through Our Work, Our People, Our Relationships, Our Infrastructure OPP business planning commitments support our Mission Critical Issues and demonstrate the organization's core values</i></p>	<p style="text-align: center;"><i>Responsible Fiscal Management</i></p> <p>Responsible Fiscal Management is the demonstrated commitment to fiscal accountability through compliance with established fiscal policies and procedures while balancing core policing responsibilities, unpredictable policing demands and advances in technology with the OPP's fiscal allocation.</p> <p style="text-align: center;"><i>Relationship Building with Aboriginal Communities</i></p> <p>The OPP's relationship with Aboriginal communities is a core business of the organization. The OPP through developed and ongoing relationships will continue providing policing assistance to Aboriginal communities and supporting First Nations Police Services.</p> <p style="text-align: center;"><i>Meeting the Needs of Diverse Communities</i></p> <p>Diversity is about the recognition and respect for the mix of similarities and differences in skills, knowledge, perspective, background and experiences that are necessary to meet organizational needs. Through valuing and understanding diversity, members are prepared to deliver effective policing services with respect and professionalism.</p> <p style="text-align: center;"><i>Supporting Marginalized Persons</i></p> <p>Marginalized persons are individuals who are isolated, excluded or alienated from mainstream society, often because of personal traits or circumstances considered undesirable by the dominant or majority culture, e.g. mental illness, homelessness. Marginalized persons have limited means, support, influence and power to change their situation or social status.</p> <p style="text-align: center;"><i>Professionalism</i></p> <p>Professionalism is the cornerstone of the Ontario Provincial Police. By living the Promise daily every member of the organization demonstrates and recognizes the value of our professional image and its impact on the quality and effectiveness of OPP services, programs, credibility and public perception.</p>

Leeds County Detachment Environmental Scan

Leeds County Detachment area is bordered by the St. Lawrence River to the south and the Rideau Waterway System to the north, and includes Wolfe and Howe Islands. This Detachment provides policing services to six Townships plus one village with a total population of 35,000 and 20,000 households. The influx of tourists and cottagers to the area causes the summer population to triple.

Most of the area serviced by Leeds County OPP is rural with an economy based on tourism, agriculture and light industrial.

Detachments are located in the Townships of Elizabethtown-Kitley, Leeds and the Thousand Islands, and Rideau Lakes. The detachment in Elizabethtown-Kitley serves as the administrative host. The detachments at Leeds and Thousand Islands and Rideau Lakes serve as satellites, which provide for front line service delivery. Members provide service to Frontenac Islands by means of ferries departing from either Kingston or the Township of Leeds and the Thousand Islands.

Leeds County Detachment provides a wide array of Provincial as well as municipal policing services through the delivery of specialized services at the local level. These include the Leeds County Crime Unit, a designated Break and Enter investigator, participation in Project Islander - a joint forces street level drug initiative – full-time seasonal marine and snow vehicle patrols, as well as traffic and community services specialists.

A major international bridge at the Port of Lansdowne in Ivy Lea connects Highway 401 to Route 81 in the United States. This crossing is heavily traveled by passenger and commercial vehicles.

In the most recent “Policing for Results Community Survey”, residents of Leeds County indicated that they felt quite safe in their community. The greatest area of concern for residents was excessive speed on county and municipal roads as well as on Provincial highways.

Business Planning Commitments – An Overview

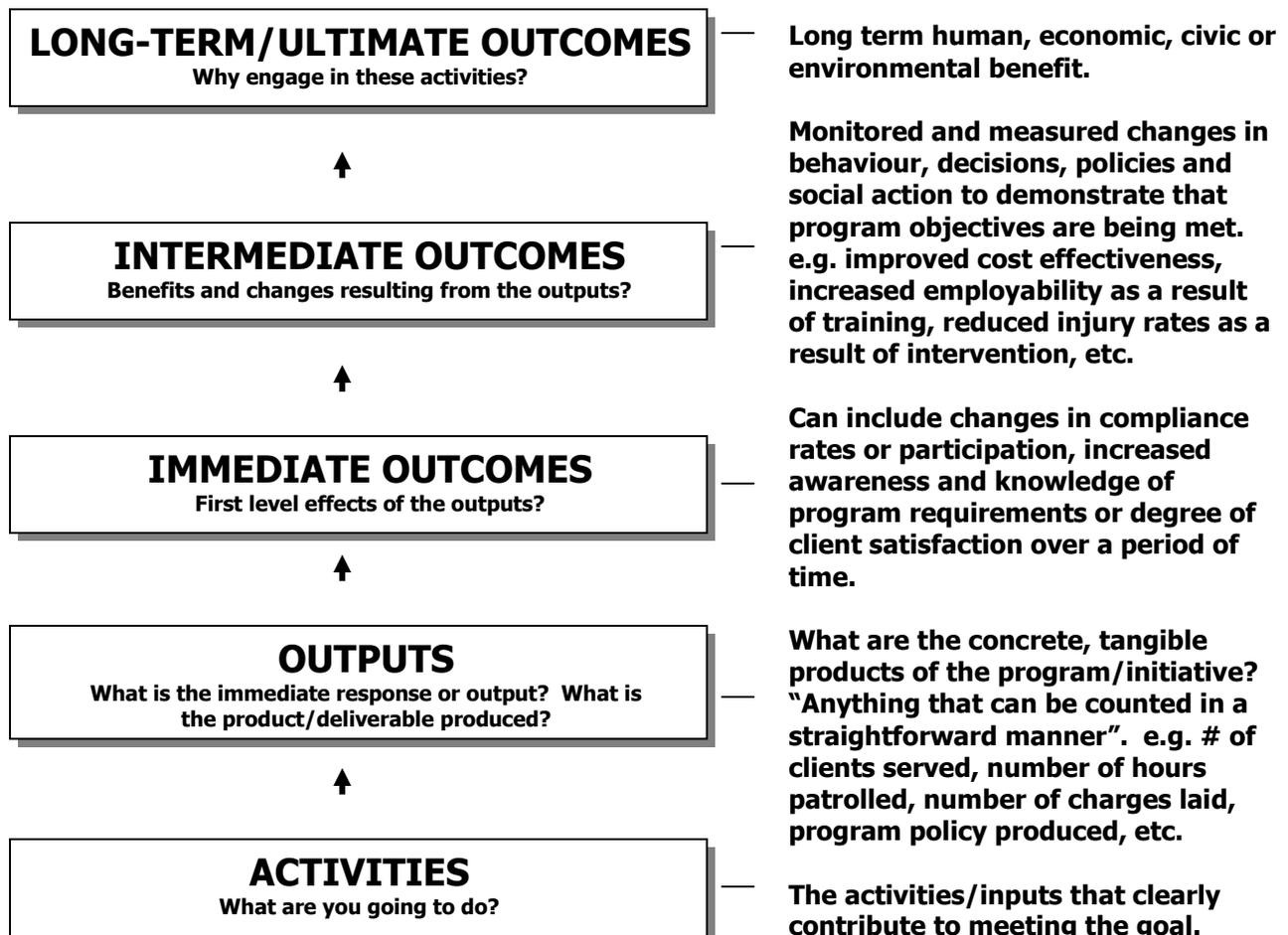
Commitment #	Goal	Page
1	Reduction of Property Crime	7
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3	Increase Enforcement of Illicit Drug Use	9
4	Maintain Incidence of Motor Vehicle Collisions	10
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Business Planning Performance Measures

The table outlined with each commitment supports the business plan by more fully describing specific goals, activities, outputs and outcomes that each commitment is intended to address.



Business Planning Performance Measures



Specific Commitments - details

Commitment #1 - Reduction of Break and Enters and Property Crime

Situational Assessment

Break and Enters cause a higher feeling of victimization than 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 distribution operations and localized drug purchasing.

The incident of break and enters throughout Leeds County has experienced a downward trend for several years.

Property crimes such as vandalism leave the community with an appearance that it is not maintained. Residents wish to live in a community that reflects local pride.

Mission Critical Issues (MCI)

- | | | | |
|---|--------------------------|---------------------------------|-------------------------------------|
| Responsible Fiscal Management | <input type="checkbox"/> | Supporting Marginalized Persons | <input type="checkbox"/> |
| Relationship Building with Aboriginal Communities | <input type="checkbox"/> | Professionalism | <input checked="" type="checkbox"/> |
| Meeting the Needs of Diverse Communities | <input type="checkbox"/> | | |

OPP Strategic Objectives

- Our Work**
 Our People
 Our Partnerships
 Our Infrastructure/Processes

Goal	Activity	Output	Lead
Maintain incident of break and enters and property crimes within a three year average	Assignment of one dedicated Break and Enter investigator who will be assisted by the Leeds County Crime Unit as required.	Monitoring of incidents of break and enters and property crimes. Assignment of directed patrols to areas of high incidence of break and enters.	Detective Constable Nowlan

Outcomes	Outcome Performance Measure			
Immediate: Identification of person(s) committing break and enters and other property crimes and prosecution of offenders Intermediate: Reduction of incidents of break and enters and property crimes within Leeds County Ultimate: A consistent reduction of the incidents of break and enters and property crimes year-to-year ensuring safe communities.		Property Crime Actual	Property Crimes Cleared	Clearance Rate
	2004	805	116	14.4%
	2005	824	151	18.3%
	2006	696	97	13.9%
	Target 2007	775	155	20%

Commitment #2 – Investigation of Violent Crime

Situational Assessment

Crimes of violence against persons often have a profound effect upon victims. They are an investigation that is reactive rather than proactive. Police must provide **more than the basic investigative role to ensure that victims' needs are met**. This is often accomplished through referral to community support groups and the use of specialized investigative resources accessed through Regional or General Headquarters.

Domestic investigations present situations in which violence will often escalate unless police intervention occurs. Children often witness these types of crimes. Effective investigation and referral are essential to getting victims lives back.

Mission Critical Issues (MCI)

Responsible Fiscal Management Supporting Marginalized Persons
 Relationship Building with Aboriginal Communities **Professionalism** ❖
 Meeting the Needs of Diverse Communities

OPP Strategic Objectives

❖ **Our Work** Our People Our Partnerships Our Infrastructure/Processes

Goal	Activity	Output	Lead
Ensure that investigations into crimes against persons are effective with persons responsible identified and prosecuted. Those victims of crimes against persons are provided with assistance services by referral.	Assignment of the Leeds County Crime Unit to all violent crimes that are above benchmark classification. Review of all incidents of domestic violence to ensure that investigations are completed and victim's needs are addressed.	Clearance rate of violent crimes above the Provincial Average. Needs of the victims of domestic violence are met, full compliance in referrals to local assistance agencies are made (VCARS, Interval House)	Detective Sergeant Roy Staff Sergeant Belear

Outcomes	Outcome Performance Measure			
Immediate: Ensure that victims of violent crimes are offered assistance services, ensure that effective investigations are completed		Violent Crime Actual	Violent Crime Cleared	Clearance Rate
Intermediate: Ensure that victims receive the assistance required when proceeding through the court system	2004	266	243	91.4%
Ultimate: A consistent approach to incidents of violent crimes ensuring safe communities.	2004	293	269	91.8%
	2006	196	177	90.3%
	Target 2007			93.0%

Commitment #3 - Increase Enforcement of Illicit Drug Use

Situational Assessment

Leeds County is not unique from other communities throughout Ontario in the availability of illicit drugs at the street level. Illicit drug use is often displayed in the community in the form of nuisance activity. Drug use by the student population has long been identified as a concern. Open drug use has the effect of a community perception of being less safe.

Rather than targeting the end user of drugs, the OPP will be targeting the supply at the street level with the goal of reducing the availability of illicit drugs.

Mission Critical Issues (MCI)

- | | | | |
|---|--------------------------|---------------------------------|--------------------------|
| Responsible Fiscal Management | <input type="checkbox"/> | Supporting Marginalized Persons | <input type="checkbox"/> |
| Relationship Building with Aboriginal Communities | <input type="checkbox"/> | Professionalism | ❖ |
| Meeting the Needs of Diverse Communities | <input type="checkbox"/> | | |

OPP Strategic Objectives

- ❖ **Our Work** Our People Our Partnerships Our Infrastructure/Processes

Goal	Activity	Output	Lead
Increase in enforcement of illicit drug use in Leeds County	Assignment of one dedicated drug investigator to participate in "Project Islander", a joint forces project between the OPP Drug Enforcement Section, Leeds County Detachment, the Brockville Police Service, and the Gananoque Police Service	Maintain the number of investigations and search warrants executed and prosecutions under the Controlled Drugs and Substances Act	Detective Constable Stefura (DES) Constable Nowlan (Leeds OPP)

Outcomes	Outcome Performance Measure			
		Warrants Executed	Charges	Value of Seizures
Immediate: Maintain the number of investigations by the members of Project Islander				
Intermediate: Increase in amount of illicit drugs seized and prosecutions conducted	2004	17	100	\$1,127,165
Ultimate: Reduced availability of illicit drugs at the street level	2005	17	160	\$2,092,802
	2006	19	64	\$3,281,967
	Target 2007	17	160	\$2,000,000

Commitment #4 – Reduction of Deaths and Injuries Due to Motor Vehicle Collisions

Situational Assessment

Leeds County Detachment has a mandate to patrol Highways 401, 15, and 137 as part of our Provincial policing duties. The Detachment also maintains the responsibility to patrol the county and municipal roads as part of our municipal policing duties. Many collisions can be attributed to driver error, speeding, and other aggressive driving habits as well as traffic volumes in general.

In 2006 Commissioner Fantino identified traffic safety as one of the core functions of the OPP. He also created Traffic Safety Command under the direction of Deputy Commissioner Carson. This new focus will **position the OPP as leaders in road safety and pursue our commitment to Canada’s Road Safety Vision 2010**. This will mean increased visibility of highway patrol officers and a consistent focus on traffic initiatives.

Mission Critical Issues (MCI)

- Responsible Fiscal Management Supporting Marginalized Persons
- Relationship Building with Aboriginal Communities **Professionalism**
- Meeting the Needs of Diverse Communities

OPP Strategic Objectives

- Our Work**
- Our People
- Our Partnerships
- Our Infrastructure/Processes

Goal	Activity	Output	Lead
Reduce the incidence of death and injuries due to motor vehicle collisions within three-year average.	Participation in all OPP corporate traffic initiatives	Assignment of dedicated members to participate in Spring & Fall Seatbelt campaigns, Aggressive Driving Campaign, Operation Corridor, and Festive Season Ride campaign.	Staff Sergeant Belear Sergeant Harrison
	Continuation of Paid Duty Agreement with the Thousand Islands Bridge Authority for enhanced traffic enforcement on the Thousand Islands Bridge.	Assignment of dedicated members to traffic enforcement on the Thousand Islands Bridge.	
	Acquisition of Provincial RIDE Grant for Rideau Lakes Township	Enhanced RIDE Program in the Township of Rideau Lakes funded by the Provincial RIDE Grant.	
	Front line members will conduct regular RIDE checks outside of the Festive Season RIDE program	Platoons will conduct a minimum of two RIDE check initiatives for each platoon monthly.	
	Creation of a Leeds County Traffic Enforcement Unit and establishment of traffic enforcement performance standards	Increased visibility on Provincial highways and county roads.	

Outcomes	Outcome Performance Measure			
Immediate: Public awareness of OPP traffic initiative to enhance voluntary compliance at all times		Motor Vehicle Collisions	Persons Killed	Persons Injured
Intermediate: Reduction in the number and severity of motor vehicle collisions	2004	1,013	8	246
Ultimate: Highways and roadways which are safer to travel	2005	985	5	283

Outcomes	Outcome Performance Measure			
	2006	865	10	240
3 Yr Average	954	7	256	

Commitment #5 - Provide Full-time Seasonal Marine Patrol

Situational Assessment

Since 1997 Leeds County has assigned three members full-time to marine patrol between Mid-May and Mid-September. The Detachment took delivery of a new 24’ SeaSwirl during the 2002 marine season. In 2003 a new 19’ Harbourcraft was added to the marine complement to enhance patrols of inland waterways.

The waterways serviced by Leeds County, notably the Thousand Islands Region of the St Lawrence River, the Rideau Waterway System, and the numerous inland lakes are heavily used by the recreational boater and are noted as a vacation destination.

Mission Critical Issues (MCI)

- Responsible Fiscal Management
- Relationship Building with Aboriginal Communities
- Meeting the Needs of Diverse Communities
- Supporting Marginalized Persons
- Professionalism**

OPP Strategic Objectives

- Our Work**
- Our People
- Our Partnerships
- Our Infrastructure/Processes

Goal	Activity	Output	Lead
Assignment of four dedicated marine officers for the 2004 marine season	Full-time marine patrols from mid-May to mid-September on the St Lawrence River, the Rideau System, and inland waterways in Leeds County Operational planning for special events on the St Lawrence River – annual poker runs, community festivals	Assignment of four members to full-time marine policing to ensure visibility and enforcement of the marine related legislation Separate schedule for dedicated marine members ensuring availability for community events along the St Lawrence River (Riverfest, Festival of the Islands, Gun Boat Weekend) Operational plans for each major event along the St Lawrence River (Alex Bay Poker Run, Thousand Islands Poker Run)	Staff Sergeant Belear Constable Mayhew

Outcomes	Outcome Performance Measure		
	Immediate: Public awareness of OPP Marine program to promote voluntary compliance with Federal and Provincial statutes		Vessels checked
Intermediate: OPP visibility on area waterways beginning mid-May through Labour Day.	2004	1,578	6
Ultimate: Consistent visibility and enforcement on the area waterways, promote boating safety and ensure enjoyment of recreational boating.	2005	2,139	4
	2006	1,887	0

Outcomes	Outcome Performance Measure		
	Target 2007	2,000	3