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A Message from the Essex County OPP Detachment Commander

A Message from the Essex County OPP Detachment Commander

Essex County OPP provides municipal policing services to the communities of Essex, Kingsville, Lakeshore, Pelee Island and Tecumseh.

Serving a full time population of over 100,000 residents, it is vital that our efforts are focused on areas that are of concern to local residents.

The Business Plan for 2010 serves as the guiding document for how the OPP will serve and protect the residents of Essex County.

It is clear that the residents of our community place high regard on traffic safety and our interaction with the youth of our towns.

Our officers will continue to focus on problem traffic areas and will keep our efforts to reduce impaired driving as one of our top priorities.

Additionally, we will strive to maintain the excellent reputation we have developed in providing such valuable community policing programs such as V.I.P., B.R.A.D., Project Lifesaver and Cops for Charity to all our residents.

As Detachment Commander for Essex County OPP, I am confident our focused efforts this year will ensure our communities remain safe and vibrant places to reside.

Inspector Rick Derus



Essex County OPP Environmental Scan

OPP Environmental Scan - At a Glance

Safe Communities: Despite general improvements in crime rates, the portion of Canadians who feel their neighborhoods are very safe from crime has edged down steadily over the past three years. Ongoing strategies to reduce violent and property crime occurrences will continue to be a priority within the Essex County OPP's jurisdiction. Western Region currently has one of the highest clearance rates for violent crime within OPP jurisdictions.

Crime and Traffic Trends: Traffic volumes continue to increase province wide. The OPP is firmly committed to the Road Safety Vision 2010 Project (a national effort to make Canada's roads the safest in the world), which has targeted a 30% decrease in the average number of road users killed and seriously injured during the 2008--2010 period compared to the 1996-2001 period. We remain committed to targeting and maintaining the number of patrol hours by front line officers, and raising the number of educational and enforcement initiatives. Every year the Highways see an increase in commercial vehicle traffic, this year we will increase our Commercial Motor vehicle focus and our road safety focus.

Property Crimes and illegal drug related crimes are still a concern for our residents. Through proactive policing and the development and support of school resource officers, Youth Crime officers and increased Street Crime units, the Essex County OPP is actively pursuing a mandate to decrease this current trend.

Demographics: In the coming years, the OPP will prepare to respond appropriately and effectively to its changing communities.

- By the year 2121, it is estimated that 19% of Canada's population will be greater than 65 years of age.
- The population of visible minorities continues to increase – by the end of 2016, visible minorities will constitute 20% of the population of Canada.

Fiscal Climate: Recent negative developments in the economic realm necessitate extreme fiscal prudence. With ongoing efforts to reduce the provincial debt while continuing to fund priority investments, the OPP must ensure that it continues to provide effective service delivery within its funding envelope.

(continued on next page)

Economic Environment: The downturn in the Canadian and US economies is expected to significantly impact Essex County businesses and residents. Ontario's manufacturing sector has been particularly hard hit. Uncertainty regarding the future of the auto sector is anticipated to have a profound and negative impact locally as the automotive sector continues to decline, areas of typical economic wealth are now bracing for a downturn in their fortunes.

Political Environment:

- The current political environment will be impacted as we move towards municipal elections in 2010 and provincial elections in 2011. An increased focus on Road safety has felt the benefit of new legislation targeting aggressive driving and street racing. This renewed focus on road safety will continue to be supported by the OPP as we increase our visibility on Western Regions road and in our communities.

Community Consultations

The OPP is committed to working in partnership with the communities we serve. We strive to provide effective and efficient services that address local needs. During the development of this business plan, efforts were made to engage in discussions with our local community representatives to jointly determine key issues and priorities.

The following Community Stakeholders were consulted during the development of this plan:

- Kingsville Police Service Board
- Lakeshore Police Service Board
- Tecumseh Police Service Board
- Essex Police Services Board
- Invitational Meetings
- Web Survey on Essex County OPP website (www.essexcountyopp.com)

Key issues identified through the Community consultation process were:

1. Speeding
2. Teenage vandalism
3. Increased visibility in community and schools

Business Planning Goals – Summary

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2008-2010 Business Plan (Year 3)

Goal #1 - Safer highways, waterways and trails

Situational Assessment:

Nationally, the annual cost of road crashes in terms of health care expenditures, property losses and related costs exceeds \$25 billion. Individuals polled agreed there is a need for greater enforcement of speed limits and there should be more police spot checks for drunk drivers. Traffic collisions occur throughout our four municipalities and the Provincial Highways in Essex County. Fatal, personal injury and property damage collisions are consistent with the three-year average. To reach the 2010 target levels, a concerted effort towards traffic safety must be maintained. Many of the collisions are the result of driver error or inattention; however the greatest contributing factor was non-compliance with the rules of the road. We must continue our efforts in traffic safety initiatives to remain on track with our National Road Safety Vision targets for 2010.

Through enforcement, visibility, and education we will reduce the number of motor vehicle collisions and reduce the seriousness of the impacts of those that do occur.

| Detachment Goal | Results To Be Achieved by 2010 | Activities | Lead | Linkages |
|----------------------------------------------|-------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|--------------------|-------------------------|
| P1 Safer Highways / Safer Communities | Remain focused on the Road Safety Vision 2010 Reduce fatalities on highways, waterways and recreational trails | 1. Continue to focus on alcohol, seatbelts and aggressive driving. | Detachment Manager | Highway Safety Division |
| | | 2. Remain on the alert while “looking behind the license plate” for additional concerns. | Detachment Manager | Highway Safety Division |
| | | 3. Develop and implement patrol and visibility strategies e.g. ATV patrol | Detachment Manager | |
| | | 4. Maintain number of vehicles checked in 2009 RIDE Program | Detachment Manager | |
| | | 5. Maintain 2009 levels of enforcement | Detachment Manager | |

Goal #2 – Enhance public safety and confidence through crime prevention and investigative excellence.

Situational Assessment:

We ensure public safety is our Core Focus. Safer communities reduced victimization and enhanced professional frontline service delivery. Community Safety will continue to be addressed as directed by the Police Service Boards of Kingsville, Lakeshore, Essex, Tecumseh, and the Municipal Council of the Township of Pelee Island. Foremost, our communities have identified reducing crime as a priority. This includes both Violent and Property Crimes. Proactive policing efforts will address social issues such as domestic violence awareness, personal safety awareness, and the reduction of property crime through environmental design (CPTED.)

Our communities have expressed concerns over groups of youths loitering in the community. Several groups have raised 'greater visibility' of our officers working with our youth as a priority. The youth in our community are our future leaders, community volunteers, workforce, and our greatest asset. Working with our youth will increase the opportunities for a positive interaction and influence on their future.

| Detachment Goal | Results To Be Achieved by 2010 | Activities | Lead | Linkages |
|----------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|---------------------------------------|
| <p>P2 Increase public confidence through Crime Prevention</p> | <p>Address the areas of concern to the public to ensure a consistent feeling of safety throughout the Province</p> | <p>1. Consult/liaise with Regional Abuse Issues Coordinator to assist with and address issues pertaining to victims of crime, both proactively and reactively.</p> | <p>D/Sgt Crime Unit</p> | <p>Victim Services Western Region</p> |
| | | <p>2. Protect our communities by supporting services as preventative programs such as Cottage Watch, Domestic Violence assistance, Neighbourhood Watch and VCARS.</p> | <p>Detachment Commander</p> | <p>Victim Services</p> |
| | | <p>3. Participate in RDP Process.</p> | <p>Detachment Commander</p> | |
| | | <p>4. Support the development and implementation of an OPP Youth Strategy.</p> | <p>Detachment Commander</p> | |

Goal #3 – Deliver professional frontline services, one contact at a time.

Situational Assessment:

Our goal is to provide safe communities and a secure Ontario through high performance policing. 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. Each OPP employee and volunteer appreciates the vital role s/he plays in protecting the fundamental rights of all people in Ontario. As such, each commits to always put the interests of the public and the OPP's Vision and Mission before any personal and private interest, and to demonstrate pride in his/her profession and the OPP through personal conduct that reflects a belief in OPP values and ethics.

| Detachment Goal | Results To Be Achieved by 2010 | Activities | Lead | Linkages |
|---------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|--------------------------------------|
| <p>P3 Deliver professional frontline services, one contact at a time</p> | <p>Provide the best possible service to every member of our community while building trust during each contact</p> | <p>1. Maintain Auxiliary volunteer hours.</p> | <p>Auxiliary Staff Sergeant</p> | <p>Auxiliary Policing</p> |
| | | <p>2. Identify and implement appropriate resolution strategies to effectively address all internal and public complaints in a timely manner.</p> | <p>Detachment Commander</p> | <p>Professional Standards Bureau</p> |
| | | <p>3. Continue dialogue between supervisors and managers with front line personnel through focus groups, meetings and personal contact.</p> | <p>Detachment Manager</p> | |
| | | | | |

Goal # 4 - Deliver responsive programs and services that meet the unique needs of the varied communities we serve.

Situational Assessment:

Diversity is about the recognition and respect for the mix of similarities and differences in skills, knowledge, perspectives, backgrounds and experiences that are necessary to meet organizational requirements. We build trusting relationships with the public, our partners and stakeholders. Earn trust. We are trusted by the diverse communities we serve, and by our partners, stakeholders and colleagues. In the Windsor-Essex County area, demographics indicate that it is home to the fourth largest foreign-born population in Canada. We will continue to support, encourage and initiate strategies to interact with these communities.

| Detachment Goal | Results To Be Achieved by 2010 | Activities | Lead | Linkages |
|-------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|-------------------------------------|
| <p>R1 Deliver responsive programs and services that meet the unique needs of the varied communities we serve.</p> | <p>Ensure that the communities that we serve are well represented as we develop and enhance our specific programs</p> | <p>1. Continue and enhance community-based communication and provide a solution focussed approach to identify and address local issues.</p> | <p>Detachment Commander</p> | |
| | | <p>2. Continue to support our aging population by supporting programs such as Crime Stoppers, Senior Busters and Phone Busters.</p> | <p>Detachment Commander</p> | <p>Investigation Bureau - Crime</p> |
| | | <p>3. Continue to support our children by supporting youth programs such as Cop Camp and Athletic League.</p> | <p>Detachment Manager</p> | <p>CPP Committees</p> |
| | | <p>4. Continue with efforts to expand Project Lifesaver in Essex County.</p> | <p>Detachment Commander</p> | <p>Project Lifesaver Ontario</p> |

Goal # 5 - Develop harmonious, trusting and mutually respectful relationships with Aboriginal communities.

Situational Assessment:

The OPP's relationship with Aboriginal communities is a key priority for the organization. In Ontario, approximately 60% of our First Nations population does not reside on reservations. The OPP, through developing relationships, will continue to provide policing assistance to Aboriginal communities and support First Nations police services.

| Detachment Goal | Results To Be Achieved by 2010 | Activities | Lead | Linkages |
|----------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|----------------------|----------------------------|
| R2 Develop harmonious, trusting and mutually respectful relationships with Aboriginal communities. | Ensure that the communities that we serve are well represented as we develop and enhance our specific programs | 1. Maintain representation at detachment level with Provincial Liaison Teams. | Detachment Commander | Aboriginal Policing Bureau |
| | | 2. Continue to meet with First Nations Representative to better understand their needs. | Detachment Commander | Aboriginal Policing Bureau |
| | | 3. Continue a local recruitment strategy aimed at Aboriginal communities by participation in the P.E.A.C.E. Program. | Detachment Commander | Aboriginal Policing Bureau |
| | | | | |

Goal #6 - Create a culture in which every employee is a leader and all contributions are valued

Situational Assessment:

We represent a professional and diverse workforce that is the Benchmark of Excellence. Be a leader. A sustainable stream of skilled and motivated employees who are proud to dedicate themselves to the OPP and who are reflective of the communities we serve.

Commissioner Fantino has committed to attracting, developing, supporting and maintaining a professional workforce and leadership that reflects OPP values and ethics.

| Detachment Goal | Results To Be Achieved by 2010 | Activities | Lead | Linkages |
|------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|----------------------|-----------------------------|
| W4 Create a culture in which every employee is a leader and all contributions are valued | Allow each employee to feel valued and respected as a leader in their own areas of influence | 1. Ensure 100% compliance with semi-annual interviews between supervisors and members to review performance evaluations. | Operations Manager | |
| | | 2. Communicate and model OPP leadership principals. | Detachment Commander | |
| | | 3. Ensure acting opportunities and career development activities are communicated to employees. | Detachment Commander | West Region Human Resources |

Goal #7 - Support workforce excellence through learning and development opportunities

Situational Assessment:

The OPP proudly provides a full range of policing services. In order to do so, support for service delivery through technology, business processes and communications requires augmentation through professional development opportunities for our workforce. Investigative excellence in our technology driven society dictates a culture encouraging continuous learning.

| Detachment Goal | Results To Be Achieved by 2010 | Activities | Lead | Linkages |
|-------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|--------------------|-----------------------------|
| W5 Support workforce excellence through continuous learning and development opportunities | Provide opportunities for employees to enhance their skills while supporting the direction of the Command. | 1. Identify methods supportive of continuous learning and development opportunities that would contribute to workforce excellence. | Detachment Manager | West Region Human Resources |
| | | 2. Increase the number of training courses attended by members of Essex OPP for 2010 | Detachment Manager | Training Branch |

Goal #8 - Measure performance and hold ourselves accountable through ongoing evaluation, including RDP and Performance Management

Situational Assessment:

We invest public resources wisely in support of frontline service delivery. We demonstrate our ability to operate efficiently and effectively in an increasingly complex and challenging policing environment.

The OPP has implemented an accountability framework in order to ensure our efforts are achieving the desired impact. RDP aims to improve community safety through targeted crime reduction, traffic enforcement and increased support for field and front-line service delivery.

| Detachment Goal | Results To Be Achieved by 2010 | Activities | Lead | Linkages |
|------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|-----------------------------|----------|
| <p>E1 Measure performance and hold ourselves accountable through ongoing evaluation, including RDP and Performance Management</p> | <p>Continuously provide support to the RDP process and Performance Management System.</p> | <p>1. Support and contribute to tools that support performance measurement and accountability e.g. ICON, BI Cube analysis.</p> | <p>Detachment Commander</p> | |
| | <p>Hold ourselves accountable to the organization we support and the communities that we serve.</p> | <p>2. Support internal quality assurance audit of high-risk areas e.g. vaults, drug storage on a quarterly basis.</p> | <p>Detachment Commander</p> | |
| | | <p>3. Conduct yearly M.I.P. processes at all detachments.</p> | <p>Detachment Commander</p> | |

Goal #9 – Ensure effective fiscal management

Situational Assessment:

Fiscal management is the demonstrated commitment to fiscal accountability through compliance with established fiscal policies and procedures while balancing core policing responsibilities, unpredictable demands and advances in technology within the OPP's fiscal allocation.

| Detachment Goal | Results To Be Achieved by 2010 | Activities | Lead | Linkages |
|---------------------------------------|---------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|----------------------|----------|
| E2 Ensure effective fiscal management | Support the organization by evaluating and reinforcing a culture of valuable spending | 1. Prioritize procurements, training decisions, travel decisions and resourcing. | Detachment Commander | |
| | | 2. Audit and review Overtime and ODOE expenditures to ensure compliance with regional and provincial policies. | Detachment Commander | |
| | | | | |

Goal #10 - Working With Our Youth

Situational Assessment:

Our communities have expressed concerns over groups of youths loitering in the community. Several groups have raised 'greater visibility' of our officers working with our youth as a priority. The youth in our community are our future leaders, community volunteers, workforce, and our greatest asset. Working with our youth will increase the opportunities for a positive interaction and influence on their future.

| Detachment Goal | Results To Be Achieved by 2010 | Activities | Lead | Linkages |
|---------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|----------------------------------------------------|---------------|
| OPP Officers will strengthen the positive influence they have on the youth of our community | OPP officers and our youth interact in positive activity. Youth and OPP officers have a positive influence on each other. Public confidence in OPP community policing capabilities. | 1. Assist in organizing activities and sporting events with our youth | Detachment Manager | CPP Committee |
| | | 2. Foot and Bike patrol specific to areas where interaction with our youth is most likely | All Sergeant Team Leaders | |
| | | 3. Attend youth centres, skateboard parks, and Secondary schools | Community Services Coordinator of Essex County OPP | |
| | | 4. Community Service Officers to continue with the VIP program delivery in our schools | As above | |
| | | 5. Essex OPP Cop Camp | Cop Camp Coordinators | |

2006 Incident Information

| COMMUNITY: | LAKESHORE | TECUMSEH | KINGSVILLE | PELEE IS. | ESSEX ~ Provincial |
|-------------------------------------------------|------------------|-----------------|-------------------|----------------------|-------------------------------|
| Population | 34,600 | 30,017 | 20,584 | 283 Summer + 1100 | 55,000 Vehicles Daily |
| U.C.R. Incidents | 10,240 | 8,457 | 5,736 | 138 | 3,725 |
| Violent | 182 | 168 | 172 | 3 | 9 |
| Property | 958 | 758 | 526 | 19 | 30 |
| Other | 185 | 146 | 133 | 4 | 61 |
| Drugs | 74 | 66 | 50 | 0 | 16 |
| Fed/Prov Statutes & By- Laws | 266 | 289 | 114 | 4 | 27 |
| Alarms, Accidents & Deaths | 43 | 26 | 13 | 2 | 8 |
| Driving Offences | 104 | 85 | 68 | 1 | 61 |
| Miscellaneous | 4335 | 3611 | 2395 | 53 | 863 |
| Municipal Licenses | 476 | 267 | 264 | 3 | 176 |
| Persons & Escorts | 953 | 625 | 518 | 8 | 81 |
| Property & Vehicles | 1460 | 1264 | 817 | 22 | 1070 |
| Provincial Statutes | 1204 | 1152 | 666 | 19 | 1323 |

2007 Incident Information

| COMMUNITY: | LAKESHORE | TECUMSEH | KINGSVILLE | PELEE IS. | ESSEX ~ Provincial |
|-------------------------------------------------|---------------|---------------|---------------|----------------------|--------------------------|
| Population | 34,600 | 30,017 | 20,584 | 283 Summer + 1100 | 55,000 Vehicles Daily |
| U.C.R. Incidents | 10,989 | 8,547 | 6,140 | 102 | 4,066 |
| Violent | 228 | 146 | 172 | 0 | 14 |
| Property | 895 | 695 | 492 | 6 | 37 |
| Other | 203 | 128 | 126 | 1 | 27 |
| Drugs | 85 | 58 | 46 | 1 | 11 |
| Fed/Prov Statutes & By- Laws | 362 | 402 | 200 | 5 | 24 |
| Alarms, Accidents & Deaths | 36 | 34 | 22 | 1 | 7 |
| Driving Offences | 123 | 68 | 72 | 0 | 94 |
| Miscellaneous | 4415 | 3380 | 2396 | 48 | 949 |
| Municipal Licenses | 358 | 245 | 209 | 4 | 163 |
| Persons & Escorts | 1099 | 876 | 684 | 6 | 97 |
| Property & Vehicles | 1790 | 1365 | 935 | 20 | 1290 |
| Provincial Statutes | 1395 | 1147 | 785 | 9 | 1352 |

2008 Incident Information

| COMMUNITY: | LAKESHORE | TECUMSEH | KINGSVILLE | PELEE IS. | ESSEX ~ Provincial |
|-------------------------------------------------|---------------|---------------|---------------|----------------------|--------------------------|
| Population | 34,600 | 30,017 | 20,584 | 283 Summer + 1100 | 55,000 Vehicles Daily |
| U.C.R. Incidents | 10,362 | 8269 | 6151 | 105 | 4079 |
| Violent | 259 | 170 | 151 | 3 | 25 |
| Property | 660 | 652 | 523 | 8 | 30 |
| Other | 168 | 137 | 92 | 1 | 24 |
| Drugs | 52 | 26 | 38 | 0 | 10 |
| Fed/Prov Statutes & By- Laws | 387 | 352 | 233 | 2 | 13 |
| Alarms, Accidents & Deaths | 39 | 31 | 20 | 1 | 9 |
| Driving Offences | 116 | 57 | 85 | 1 | 73 |
| Miscellaneous | 4206 | 3430 | 2366 | 44 | 954 |
| Municipal Licenses | 308 | 228 | 197 | 0 | 162 |
| Persons & Escorts | 1010 | 719 | 602 | 14 | 96 |
| Property & Vehicles | 1688 | 1279 | 890 | 18 | 1396 |
| Provincial Statutes | 1266 | 1079 | 896 | 12 | 1251 |

2009 Incident Information

| COMMUNITY: | ESSEX | LAKESHORE | TECUMSEH | KINGSVILLE | PELEE IS. | ESSEX ~ Provincial |
|-------------------------------------------------|---------------|------------------|-----------------|-------------------|----------------------|-------------------------------|
| Population | 19,500 | 34,600 | 30,017 | 20,584 | 283 Summer + 1100 | 55,000 Vehicles Daily |
| U.C.R. Incidents | 5435 | 10,688 | 7425 | 6190 | 99 | 3932 |
| Violent | 141 | 245 | 122 | 125 | 2 | 26 |
| Property | 355 | 705 | 531 | 444 | 7 | 23 |
| Other | 105 | 142 | 92 | 107 | 1 | 35 |
| Drugs | 30 | 85 | 36 | 72 | 0 | 24 |
| Fed/Prov Statutes & By- Laws | 253 | 449 | 305 | 235 | 3 | 42 |
| Alarms, Accidents & Deaths | 26 | 43 | 29 | 35 | 1 | 9 |
| Driving Offences | 47 | 124 | 81 | 68 | 2 | 62 |
| Miscellaneous | 2290 | 4595 | 3285 | 2624 | 48 | 1137 |
| Municipal Licenses | 191 | 315 | 225 | 160 | 4 | 117 |
| Persons & Escorts | 615 | 977 | 642 | 600 | 3 | 85 |
| Property & Vehicles | 706 | 1559 | 1061 | 837 | 20 | 1089 |
| Provincial Statutes | 676 | 1446 | 1014 | 882 | 8 | 1283 |