



# *OUR PHILOSOPHY*

*The philosophy of the Smiths Falls Police*

*Service is*

*“COMMUNITY FIRST”*



## *OUR MISSION*

*The mission of the Smiths Falls Police  
Service is to ensure the safety and security  
of all persons and property within the Town  
of Smiths Falls in response to the needs of  
the community.*



# *Service Areas*

The key service areas mandated to the Smiths Falls Police Service include:

- *Crime Prevention*
- *Law Enforcement*
- *Assistance to Victims of Crime*
- *Public Order Maintenance*
- *Emergency Response*
- *Administration and Infrastructure*

One of the critical success factors of this Business Plan is the involvement of the community in terms of consultation and input to the business planning process.

As you review the Smiths Falls Police Services Business Plan you will note the level of local participation in the development of this Plan as well as the ongoing linkages between the community and the Smiths Falls Police Service.



## **MESSAGE FROM DENNIS STAPLES, CHAIR SMITHS FALLS POLICE SERVICES BOARD**

The Government of Ontario, as part of the Police Services Act, requires that every police service prepare a Business Plan and that is updated every three years.

On behalf of the Smiths Falls Police Services Board we are pleased to share the results of our recent community consultation sessions that have resulted in the creation of the Smiths Falls Police Service Business Plan.

The process of reviewing the Business Plan and seeking public input began in February, 2008 when the Police Services Board held their initial public meeting. Individuals, teachers, business owners, Big Brothers / Big Sisters, Parks Canada, Lanark County Mental Health and the Victim Crisis Assistance and Referral Service and others attended to offer comments and suggestions. The Police Services Board then sought additional information and feedback from our youth group, our senior citizens, schools, the Chamber of Commerce and the Downtown Business Association, to name a few, in order to obtain as much input as possible to assist in developing our Business Plan.

The Business Plan will address the needs of the Town of Smiths Falls in terms of adequate and effective policing services to continue to meet the needs of the residents of Smiths Falls but also those needs identified by our many stakeholders.

The Smiths Falls Police Services Board meets monthly and is mandated for the provision of adequate and effective police services in the Town of Smiths Falls.

On behalf of the Smiths Falls Police Services Board and I wish to thank those who participated and provided valuable input in the development of this Business Plan.

I am pleased to be able to present to you our plan for the next three years.

Yours sincerely,

Dennis Staples, Mayor for the  
Town of Smiths Falls and Chair  
Smiths Falls Police Services Board



**MESSAGE FROM LARRY HARDY  
CHIEF OF POLICE  
SMITHS FALLS POLICE SERVICE**

The Smiths Falls Police Service has been serving the residents of Smiths Falls since 1887. We recognize the importance of serving the citizens and responding to all calls for service.

In 2001 the Ministry of Community Safety and Corrections mandated each police service in Ontario establish objectives and performance measurement in the areas of crime prevention, law enforcement, assistance to victims of crime, public order maintenance and emergency response.

The role of the police service is to meet those objectives and keep our community safe. This is accomplished through street, bike and foot patrols, information presentations, ensuring staff have the training and up to date equipment required to meet the needs of the Town. Members of our Service regularly attend our schools to promote positive relations with the teachers and students. Programs and presentations are in place to meet varying needs of our population. Our Service works with the Victim Crisis Assistance and Referral Service requesting their assistance for victims of crime as well as coordinating investigations with other policing agencies.

The Service has invested heavily in training our personnel so they can provide efficient and effective service when called upon.

We have added and maintain our own 9-1-1 system in order to have emergency calls routed directly to our communications centre for prompt response.

We have developed a Business Plan to identify our goals and objectives identified by our citizens and in line with provincial standards which will be provided through daily operations of the Service.

What cannot be measured in this Plan are the number of volunteer hours staff dedicate to events such as the Special Olympics, Law Enforcement Torch Run, Big Brothers / Big Sisters, youth groups, various fundraising activities and organized sports to name a few. I would like to acknowledge the hard work of our civilian and uniform staff and I am confident we will continue to provide a level of service second to none.

Yours sincerely,

Larry D. Hardy  
Chief of Police



## **MESSAGE FROM DANIEL KING, PRESIDENT SMITHS FALLS POLICE ASSOCIATION**

The responsibilities in policing are ever changing affecting both management and staff.

There is increased demand on management to implement policies, procedures, provide and update equipment and ensure staff has the training necessary to meet adequacy standards. Police managers are also required to deal with more in-house personnel issues whether related to illness, public complaints or succession planning to name a few.

There are ongoing changes for our officers. In addition to providing law enforcement our uniform staff must also play the role of social worker, lawyer, psychologist and sometimes mental health worker. Police officers today also encourage and participate in more community involvement whether involved with specific groups / individuals volunteering by choice but also acting as teacher to educate our community.

There is an increase in the demands on the officer not just to know the law but to continue to learn in order to meet the needs of today's society. For example, twenty years ago police did not receive complaints regarding crimes through the internet whether the crime was related to a fraud, bullying or luring. Police not only had to learn how to use the system but also how to conduct an investigation with ever changing technology.

The role of police for victims of violent crime has changed from attending the call and laying the appropriate charges to attending the call, referring the victim for assistance if necessary, to follow up to keep the victim informed of the status of the investigation, to liaise with the crown attorney, to complete more paperwork for the investigation which would include submission of ViCLAS reports.

This Business Plan assists the members of our Service by defining our goals and meeting the needs of the public.

Sincerely,

Daniel King, President  
Smiths Falls Police Association



## **ABOUT THE TOWN**

Smiths Falls is located in Eastern Ontario on the historic Rideau Canal approximately one hour from the City of Ottawa or the City of Kingston and three to four hours from Toronto or Montreal with easy access to highways 401, 416 and the Trans Canada Highway. The Town is close to three border crossings to the United States.

The population of the Town of Smiths Falls is approximately 9,000 with the majority of our population between the ages of 25 – 64 ( total 4,475).

Employers in Smiths Falls include the hospital, schools, municipal staff, emergency services, retail stores and restaurants to name a few.

Recently there have been a number of job losses in manufacturing due to plant closures and relocation. In addition, the Town lost a large scale residential facility for handicapped adults. Council is working diligently to draw employment opportunities to the Town with an announcement of a new business expected shortly.

Emergency services include Smiths Falls Fire Department, Smiths Falls Police Service, Smiths Falls Ambulance and the Perth & Smiths Falls District Hospital.

Development of our new water treatment plant and industrial park continue.

The Town of Smiths Falls has a number of attractions available for tourists the Heritage House Museum; the Rideau Canal Museum; the Railway Museum and golfing. Festivals include the Chocolate, Railway & Music Festival and Pickle Festival. Other events include Cruise Nights, Lions Family Carnival, Canada Day Celebrations and Fireworks. The Chamber of Commerce and Downtown Business Association plan events year round. For those who enjoy camping and boating Smiths Falls has daily and seasonal rates for our campground located on the Rideau Canal. The campground is adjacent to a beautiful park containing flower beds and walking paths with children's wading pool and play area. Shopping and restaurants are all within walking distance.



## **FACILITIES**

The Smiths Falls Police Service is centrally located within the Town of Smiths Falls at 77 Beckwith Street North. Our police service is staffed and able to provide services to the public 24 hours per day, 7 days per week.

Police facilities currently meet provincial building and fire codes.

Our Communication Centre houses our own 9-1-1 system with the ability to immediately contact police, fire or ambulance. Our Communications Centre staff is available to take your complaint and forward details to our uniform branch. Officers have constant radio communication with our civilians ensuring a prompt response to any emergency situation.

Our Service has offices available for our court officer, criminal investigation unit, sergeants, constables and interview rooms. The service has a cell and garage area located at the back of the station. In recent years the cells have been updated to meet current standards. Police administration is housed in a separate area within the Town complex. Appropriate security measures are in place for both areas.

A review of the present building shows a need for additional space including:

- change facilities,
- office space,
- storage and garage areas

Council is working on rectifying the situation.



## INFORMATION TECHNOLOGY

Smiths Falls Police has its own communications centre with state of the art computer systems and radio system.

Our radio system is maintained by Glentel (formerly TIME/MCI).

We are part of the OPTIC group (Ontario Police Technology and Information Co-operative) leasing our office computers and servers for a three year period. Police cruisers have in car computers which will be upgraded in 2009. The front-line cruisers are currently being outfitted with a video system.

All staff has access to a unique records management system allowing access to information and reports from other police agencies. This same system tracks our calls for service and provides the ability for management to review statistics and track the workload of our officers allowing for platoon deployment or staffing changes when necessary.

Our staff has access to CPIC (Canadian Police Information Centre) and we have recently added the availability for officers to access this system through our car terminals.

All staff are provided with initial training and retraining when necessary.

The Chief of Police has recently met with our telephone and radio communications suppliers beginning discussions to replace our current telephone system.





## HUMAN RESOURCE PLANNING

The Smiths Falls Police Service consists of one chief of police, one deputy chief of police, one administrative assistant, four sergeants, nineteen police constables, seven full time civilians, two part time civilians and two special constables.

The Smiths Falls Police Service recognizes the importance of training our members to ensure staff has the knowledge, skills and ability to perform their duties to the best of their ability.

### Uniform Patrol

All officers must complete basic constable training at the Ontario Police College. The Service continues training our front line officers to obtain additional knowledge to conduct investigations.

Uniform staff has expressed an interest in, and been trained as:

- Breath Technicians
- Forensic Identification
- Accident Investigations
- Sexual Assault Investigation
- Domestic Violence Investigation
- Scenes of Crime Officer
- Major Case Managers
- Use of Force and Firearms Instructors and many other areas



Our crime unit consists of one sergeant and one officer also involved with CISO (Criminal Intelligence Service of Ontario).

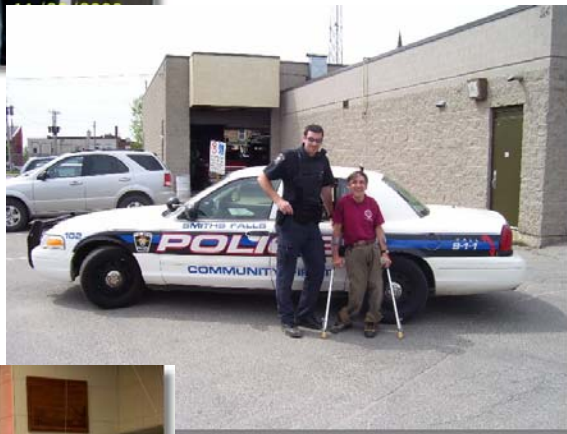
Police management has a promotional policy in place and believes in succession planning. Our more senior officers are being trained in police administration and human resource

management as well as gaining experience investigating public complaints and managing the uniform officers.



Civilian staff receive dispatch training; CPIC training and extensive hands on training. Civilian staff also assists the court officer and uniform officers by preparing court documents.

The Chief and Deputy Chief of Police ensure staff meet the adequacy standard requirements.





## CRIME PREVENTION

Patrolling the Town of Smiths Falls is recognized as a major contributing factor to deter crime. The visible presence of police contributes to safety.

### Objectives – to Decrease Crime

This objective will be met by:

- Proactive policing
- Deploying officers every shift to cover patrol duties ensuring bike and foot patrol are included when weather permits
- Target problem areas
- Increase public education and what they can do to help themselves in order to avoid becoming a victim



### KEY PERFORMANCE MEASURES

- Track hours spent on specific proactive duties
- Track hours spent on patrol through our computer system
- Track patterns in crime through location and type and redeploy staff when necessary
- Track the number of crime prevention presentations



## **LAW ENFORCEMENT**

Increase interaction with citizens, the use of crime analysis and intelligence policing while deploying our resources to address our community's needs.

### **Objectives – to Increase Community Patrol**

This objective will be met by:

- Increase uniform presence in problem areas
- Review front line deployment to ensure the level of service is available to the community
- Use bike patrols and foot patrols in core areas
- Increase public awareness on police activity and special programs

### **KEY PERFORMANCE MEASURES**

- Review calls for service for increase in crime and type of crime
- Track hours spent on patrol through our computer system
- Record media releases including those involving major incidents

In addition, members of the Smiths Falls Police Service have been provided with policies and procedures to assist in the day to day operations.



## **ASSISTANCE TO VICTIMS OF CRIME**

The Services recognizes the need to assist victims during and after an occurrence. The Service will continue to try to reduce drug related crimes, thefts, break and enters and assaults.

### **Objectives – Support Victims – Reduce / Prevent Crime**

- Promote community awareness through the police website
- Provide articles to our local media educating the public on what they can do to reduce victimization
- Work with our probation office to monitor repeat offenders
- Strictly enforce conditions
- Continue Operation Door knock
- Continue to target drugs
- Involve our victims services when necessary
- Follow up with the victim

### **KEY PERFORMANCE MEASURES**

- Track rate of violent crime and property crime
- Track referrals to victims services



## **PUBLIC ORDER MAINTENANCE**

The Service recognizes the need to have in place a procedure for the utilization of public order units and to provide direction for police actions at labour disputes.

### **Objectives – Provide and Maintain Order**

- Ensure procedure in place for service of the Public Order Unit
- Define circumstances for obtaining services of the Public Order Unit
- Provide officers with training for use of force and crowd control / behaviour
- Proactively manage the crowd for the safety of citizens

### **KEY PERFORMANCE MEASURES**

- Track the number of times the Public Order Unit is deployed
- Maintain a log of events and final resolutions
- Ascertain if outcome of incident successful



## **EMERGENCY RESPONSE**

The Smiths Falls Police can respond to an emergency call within the Town of Smiths Falls in three minutes.

The Service works closely with other emergency services to provide a quick and safe response in times of crisis offering assistance when needed.

Police management also work with other Town departments and Lanark County to develop and maintain an Emergency Plan for large scale emergencies.

### **Objectives – Ensure Response Occurs Immediately and in an Effective and Safe Manner**

This objective will be met by:

- Monitor arrival times for emergency calls
- Continue to conduct mock scenarios
- Ensure policies and procedures are followed
- Debrief when required

### **KEY PERFORMANCE MEASURES**

- Track arrival times through our dispatch system
- Review emergent calls for service and ensure procedures followed
- Continue to liaise with Town and Lanark County staff to address any concerns



## **ADMINISTRATION AND INFRASTRUCTURE**

The Smiths Falls Police Service is committed to continuous learning to improve the performance of all members and increase our services to the public. Continuing to invest in our members will allow the Service to meet the needs of the Town per Adequacy Standards and will assist with retention.

### **Objective – Manage our Business Effectively**

This objective will be met by:

- Review of our resources and their allocation to ensure operational and administrative excellence
- Enhance the resource allocation process so that strategic plans and budgeted resources align with priorities and goals

### **Objective – Manage and Develop our Human Resources**

This objective will be met by:

- Recruit the best candidates
- Provide ongoing educational opportunities and career development to meet the needs of the Service and the interests of the individual

## **KEY PERFORMANCE MEASURES**

- Annual review including financial, facility and fleet plans
- Track number of members receiving training and types of training
- Annual performance review interview to clarify individual goals and objectives
- Monitor retention



## KEY COMMUNITY ISSUES

Our citizens and stakeholders have identified key community issues as follows:

Youth Issues  
Road Safety

### Youth Issues

The Town of Smiths Falls provides

opportunity for our youth to be involved in sports, organizations such as Big Brothers / Big Sisters, Scouts, Cadets, theatre, etc. Many individuals and businesses took part in the development of our Skateboard Park which is available for youth in our Town and surrounding areas. Our Town has a very dedicated youth organization “Smiths Falls and District Club for Youth”.

Our Town has public and catholic elementary schools, a public and catholic high school and alternative school.

The Board and police management met with representatives from the Youth Group and our schools. The following objectives were identified:

### Objective – Increase Youth Safety

This objective will be met by:

- Increasing foot and bike patrol
- Increased drop in visits to the Youth Club particularly on weekends





- Provide links from the police website for further information such as bullying

#### KEY PERFORMANCE MEASURES

- Track through records management
- Request feedback from Youth Group annually

#### **Objective – Increase Interaction and Information**

This objective will be met by:

- Increased drop in visits to our schools – Adopt-a-School
- Increased in-class presentations which would include issues such as bullying, bike safety, internet safety
- In conjunction with our schools, planning information sessions for students and parents to provide information on drug use / substance abuse
- Continuing to participate in youth programs such as Big Brothers / Big Sisters

#### KEY PERFORMANCE MEASURES

- Track through records management
- Request feedback from school principals annually



**These photos are of the Special Olympics / Torch Run.**

The Smiths Falls and Peterborough - Lakefield portion of this run are the no. 1 fundraisers in Ontario and rank 10th in the world. Over \$1,000,000 raised thus far (2008 figure)





## **Road Safety**

The Town of Smiths Falls has numerous residential streets and a busy downtown area. Traffic increases through the summer months as there is an increase in visitors to our parks and tourist attractions.

The Town is situated between Brockville, Kingston and Ottawa with all highways running through Town.

Residents identified problem traffic areas and speeding.



## **Objective – Increase Road Safety**

This objective will be met by:

- Continuing to increase patrol including Community Zones
- Continuing to monitor problem areas identified through traffic studies
- Continue to monitor high traffic accident areas and increase patrol as needed
- Continue to work with the Traffic Committee
- Continue and increase RIDE checks if necessary
- Continue and monitor Selective Traffic Enforcement Program
- Continue involvement with Operation Impact

## **KEY PERFORMANCE MEASURES**

- Track through records management
- Review traffic studies / reports from engineering



## **PRIORITIES FOR COMMUNITY SAFETY CRIMES OF VIOLENCE**

Crimes of violence have always been and continue to be a priority with the Smiths Falls Police Service. Policies and procedures are in place to address these occurrences. Recent years has seen numerous changes in police response to violence and domestic violence that are addressed through our training and ensuring proper procedures are followed. Agencies now have increased access to information and sharing information, methods of tracking of occurrences and guidelines in place to document incidents of crime.

Police agencies, courts and victims' services have worked together to develop support mechanisms for victims of crime. In addition, the Smiths Falls Police Service has ensured our officers have domestic violence training with one officer dedicated to the Sex Offender Registry.

### **Objectives – Reduce Violent Crimes – Persons**

In order to meet this objective the Smiths Falls Police Service will:

- Increase public awareness of prevention techniques
- Continue community awareness through media and our website
- Continue to target the drug sub-culture
- Continue to liaise with community agencies (VCARS)
- Continue routine patrol, foot and bike patrol
- Ensure person(s) charged with violent crimes not in custody are released with strict conditions and continue to monitor / enforce

### **KEY PERFORMANCE MEASURES**

- Monitor through records management
- Track quarterly Domestic Violence Reports



## **Objectives – Reduce Violent Crimes – Property**

- Continue public awareness through media and our website
- Increase public awareness providing prevention information
- Continue routine patrol, foot and bike patrol
- Ensure persons(s) charged with property crimes not in custody are released with strict conditions and continue to monitor / enforce
- Continue to monitor habitual property crime offenders
- Promote programs such as Neighbourhood Watch and Crime Stoppers

## **KEY PERFORMANCE MEASURES**

- Monitor through records management



## SAYING THANK YOU

We would like to extend our thanks and express our sincere appreciation to the citizens and business owners of Smiths Falls who attended the public meeting providing the Smiths Falls Police Services Board with the requested information to define our objectives.

We would also like to thank our Seniors Group, the Smiths Falls Youth Group, Parks Canada, Chambers, DBIA, FOCUS coalition, Big Brothers / Big Sisters, staff from the Upper Canada District School Board of Eastern Ontario, the Catholic District School Board of Eastern Ontario and from T. R. Leger for bringing to light your concerns and requests for future service.

We would like to thank our partners - Lanark County Mental Health and the Victim Crisis Assistance & Referral Service for providing valuable services to our community.

Finally we would like to thank the Legion for the use of their facility to hold our public meeting.

*A record of all public consultations is available upon request.*