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## **A Message from the Marathon Commander**

As the A/Detachment Commander for the Town of Marathon and the Township of Manitouwadge, for 2008 and into 2009, I present the following Business Plan. This Plan includes the O.P.P.'s strategic plan and as well, local priorities and objectives geared toward the Marathon Detachment environmental scan.

Also outlined in this report are our commitments to community service and crime prevention; detailing important issues such as violent crimes, property crimes, traffic management and their impact on public safety.

This report reflects our commitment to promoting public safety through investigative excellence, reducing victimization and delivering professional and effective services reflective of community needs.

I am ultimately responsible and accountable for the crime and traffic issues in our area. My promise is to utilize resources and implement strategies that are results driven and have the most impact on resolving these crime and traffic issues.

**Effectiveness, efficiency and accountability** lead the way to the commitments in this Business Plan. Our members are committed to earning our communities trust and confidence by placing the core values and ethics of the O.P.P. ahead of their personal interests.

In 2009, Staff Sergeant Randy Bye will be the Marathon / Manitouwadge Detachment Commander.

**Prepared by:**  
**Bryan MacKillop**  
**Acting Detachment Commander**  
**Marathon Detachment**

## Marathon Environmental Scan

Marathon Detachment, part of the O.P.P.'s North-West Region, is located on the North shore of Lake Superior and is approximately half way between Thunder Bay and Sault Ste. Marie. Regional Head Quarters is in Thunder Bay, approximately 300 kilometres West of Marathon, where the Town of Marathon contracts the O.P.P. A satellite office in the township of Manitouwadge, which serves the Northern section of the detachment area, is approximately 90 kilometres North-East of Marathon. These two communities hold the major populace of the area policed by Marathon Detachment.

Marathon Detachment is responsible for approximately 150 kilometres of the Trans-Canada Highway, Provincial Kings Highway 17. The Marathon Detachment area covers approximately 9,660 square kilometres. A large portion is unorganized. A series of northern Ontario bush roads web the area. The area remains rich in natural resources with forest products and mining supporting the economic base of both communities. Gold Mines at the Hemlo gold fields and the Marathon pulp mill remain the major employers of these two communities.

Located within the boundaries of the Marathon Detachment area is the Pic River and the Pic Mobert First Nations communities; home of the Ojibway people. The Anishinabek Police Service polices these communities. The Marathon Detachment presently has a member assigned to the Aboriginal Relations Team. This team's role is to assist in building strong working relationships between community leaders and Police Service's. Marathon Detachment is also responsible for policing the Pukaskwa National Park and two Provincial Parks.

Over the past three years reported violent crimes in Marathon and Manitouwadge have increased slightly. The clearance rate for these violent crimes is just over 97%, which is much higher than the national average. There has been a 3% increase in property related crimes in 2008, with a clearance rate slightly above the three year average. Motor vehicle collisions have decreased by approximately 10%. Drug related occurrences and reports of local drug use have increased and are a major concern within the two communities we serve. Throughout 2009 Marathon detachment will continue to proactively address local drug issues through targeted investigation strategies and public education.

The single most significant threat to public safety within the Marathon Detachment remains travelling to and from our communities on area roadways. Severe weather patterns and wildlife contribute significantly to motor vehicle collisions in the area. The main cause however can still be attributed to apparent driver action (speeding, aggressive driving, following too closely, speed too fast for conditions). Failing to wear seatbelts contributes to increased injury and in some cases unnecessary death. Commercial Motor Vehicle traffic continues to increase along the Trans-Canada highway and is often involved in reported traffic complaints reported to the detachment. We will continue our quest to make Ontario Roads the safest in the nation and strive to attain our goals set by Canada's Road Safety Vision 2010.

Maintaining an optimum staffing level remains the key to accomplishing effective service delivery commitments in all areas of the Marathon Detachment business plan. We will commit to training our present members in the area of Emergency Response, Criminal Investigations and traffic related crimes. By offering these types of training opportunities, we will be able to retain our members for a longer period of time and also attract new individuals to the Marathon area in order address any vacancies that occur. We had many successes in this area in 2008.

## 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.

Various members of the Marathon detachment participated in scheduled meetings with a wide variety of community stakeholders. Examples of efforts made to illicit policing and public safety and security issues of significance from the community included:

- Town Hall Meetings with Mayor and Council
- Special Police Service Board Meetings
- Meetings with community service providers such as;
  - Community Policing Committee
  - North of Superior Victim Services
  - Marathon and Manitouwadge Community and Youth Justice Program
  - Crime Stoppers
  - Marathon and Manitouwadge schools.

These are the key issues and/or priorities identified through the Community consultations.

1. Higher police visibility and direct community contact through foot patrols and participation in community service programs
2. Reduce the number of property related crimes
3. Develop and maintain a drug strategy aimed at enforcement and education



## Business Plan Goals – Summary

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## 2008-2010 Business Plan (Year 2)

### Goal #1 – Safer highways, waterways and trails.

The Marathon/Manitouwadge Detachment Traffic Management Plan will work towards meeting the goals of the National Road Safety Vision 2010 within our area highways and municipal roads. Over the past three years (2005-2007) Marathon Detachment investigated an average of 209 collisions each year averaging almost 2 fatal collisions per year. Traffic Complaints with respect to aggressive driving are increasing, particularly involving Commercial Motor Vehicles. To reduce the number of roadway fatalities due to aggressive driving, seatbelt non-compliance and alcohol, a concentrated enforcement will be undertaken by detachment members. Our commitments include safety on waterways and trails, to maintain or reduce the number of injuries and fatalities.

Detachment Goal	Results To Be Achieved by 2010	Activities	Lead	Linkages
<p><b>P1</b> Safer highways, waterways and trails.</p>	<p>Remain focused on the Road Safety Vision 2010                      Reduce fatalities on highways, waterways and recreational trails.</p> <p>Continue to support local, provincial and national traffic safety programs including:</p> <ul style="list-style-type: none"> <li>▪ Spring and fall seat belt campaigns.</li> <li>▪ Canada’s Road Safety Week</li> <li>▪ Operation Corridor</li> <li>▪ Operation Impact</li> <li>▪ RIDE</li> </ul> <p><b>Measures:</b></p> <ul style="list-style-type: none"> <li>▪ MVC statistics</li> <li>▪ # RIDE programs</li> <li>▪ CMV initiatives</li> <li>▪ Patrol hours</li> </ul>	<ol style="list-style-type: none"> <li>1. Continue to focus on alcohol, seatbelts and aggressive driving.</li> <li>2. Remain on the alert while “looking beyond the license plate” for additional concerns.</li> <li>3. Develop and implement patrol and visibility strategies.</li> <li>4. Maintain Detachment Performance Goals as part of each constable’s Performance Development Plan.</li> <li>5. Continued support of the North West Regional Highway Patrol Officer (HPO) program maintaining two full-time dedicated Provincial Constables to address provincial, regional and local enforcement initiatives</li> <li>6. Continue commercial motor vehicle blitzes aimed at the reduction of collisions and traffic complaints through proactive equipment enforcement campaigns (1 per month).</li> <li>7. Encourage local compliance of traffic and marine laws with education prior to enforcement.</li> <li>8. Local timely media releases for all local traffic enforcement initiatives and major events.</li> </ol>	<p>Detachment Commander &amp; Shift Supervisors</p>	

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

One of the core competencies legislated under the Police Services Act of Ontario is adequate and effective law enforcement. Monitoring national, provincial, regional and local trends allow us to adequately deploy our resources in an effective manner. Whether the response is to provide an enforcement-oriented approach to a high-risk critical incident or a proactive educational approach aimed at prevention, effective deployment of resources remains crucial in adequate response and service delivery.

Detachment Goal	Results To Be Achieved by 2010	Activities	Lead	Linkages
<p>P2 Enhance public safety and confidence through crime prevention and investigative excellence.</p>	<p>Address the areas of concern to the public to ensure a consistent feeling of safety throughout the Province.</p> <p>Maintain or reduce the number of local actual incidents of <b>violent crime</b> at or below the 3-year detachment average.</p> <p>Maintain or reduce the number of local actual incidents of <b>property crime</b> at or below the 3-year detachment average.</p> <p>Maintain or increase clearance rates in relation to violent crimes and property crimes at or above the 3-year detachment average.</p>	<ol style="list-style-type: none"> <li>1. Regional Abuse Issues Coordinator to assist and address issues pertaining to victims of crime, both proactively and reactively.</li> <li>2. Protect our communities by supporting services and preventative programs such as Cottage Watch, Domestic Violence assistance, Neighbourhood Watch, VCARS.</li> <li>3. Participate in the RDP process.</li> <li>4. Support the development and implementation of an OPP Youth Strategy ensuring appropriate charges laid in all applicable incidents of Youth Violence.</li> <li>5. When appropriate ensure Youth are diverted to the Youth Justice Program as per the YCJA.</li> <li>6. Frequent analysis of violent and property crime Statistics to identify and appropriately respond to local trends.</li> <li>7. Monitoring for continued strict compliance with Domestic Violence legislation, policies and procedures ensuring strict enforcement of the Criminal Code in relation to domestic violence.</li> <li>8. Increase Crime Prevention proactive efforts in high-risk sectors, including Federal &amp; Provincial Parks patrol and offender compliance checks.</li> <li>9. Support the “Lock it or Lose it” program.</li> </ol>	<p>Detachment Commander &amp; Shift Supervisors</p>	

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

Ensuring that all the members of the Marathon Detachment remain in tune with the local priorities and objectives of the communities in which they serve remains a key to any successful policing initiative. Whether proactive or reactive in response each member has a crucial part in achieving the goals in this business plan. Establishing realistic personal goals based on professional and ethical behavior remains key to this success. It will ensure that the highest quality of police services are delivered to the communities policed by the Marathon Detachment of the Ontario Provincial Police.

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><b>Measures:</b></p> <ul style="list-style-type: none"> <li>• RMS/DAR statistics.</li> <li>• # School patrols</li> <li>• Foot &amp; directed patrol hours.</li> <li>• S.T.O.P. joint patrols.</li> </ul>	<ol style="list-style-type: none"> <li>1. Maintain Auxiliary volunteer hours.</li> <li>2. Reduce Number of “substantiated” Internal and Public Complaints.</li> <li>3. Continue dialogue between supervisors and managers with front line personnel.</li> <li>4. Vehicle and foot patrol aimed at addressing identified issues, at the same time opening communication between local youth and members. Total foot patrol hours to exceed 20hrs per month in Marathon and 10 hours per month in Manitouwadge.</li> <li>5. All employees are familiar with the technology available to them and that it is utilized whenever possible (video remand, benchmark crime reporting procedures etc.)</li> <li>6. Documented one on one session with regard to “Critical Issues” and policies of the OPP (Pursuit Regulations, Domestic Violence Policies etc.)</li> <li>7. Increased visibility, increased awareness, promotion of a drug free learning environment in accordance with the Safe Schools Act. Patrols within and around area schools are completed to ensure familiarization with the students, system and processes</li> <li>8. Maintain a dedicated Community Services Officer.</li> <li>9. Ensure members conduct is always consistent with the core ethics and values of the O.P.P.</li> </ol>	<p>Detachment Commander &amp; Shift Supervisors</p> <p>Community Services Officer</p>	<p>Auxiliary Policing</p> <p>Professional Standards Bureau</p> <p>Snowmobile Trail Officer Program</p>



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

The Marathon Detachment is committed to developing mutually respectful relationships with our Aboriginal Communities. The unique and somewhat isolated nature of communities within the Marathon Detachment area has created an atmosphere of codependence amongst residents. What affects one community affects them all. Detachment members are aware that strong relationships built on trust and open and honest dialogue must be maintained in order understand community concerns and to provide the most responsive needed programs.

Our members frequently assist the Anishnabek Police Service (APS) with calls for service on the Heron Bay and Moberg First Nations and we will continue to support our policing partner. From an administrative perspective we will also continue to support APS with administrative services, prisoner lodging and investigative support.

Detachment Goal	Results To Be Achieved by 2010	Activities	Lead	Linkages
<p>R2 Develop harmonious, trusting and mutually respectful relationships with Aboriginal communities.</p>	<p>Ensure that the communities that we serve are well represented as we develop and enhance our specific programs.</p> <p><b>Measures:</b></p> <ul style="list-style-type: none"> <li>• # of A.P.S assistance calls.</li> <li>• # of joint initiatives/patrols</li> <li>• # of A.R.T and M.E.L.T members</li> <li>• # of members having taken First Nations Awareness training</li> </ul>	<ol style="list-style-type: none"> <li>1. Maintain the Aboriginal Relations Teams and Major Event Liaison Teams.</li> <li>2. Continue to meet with First Nations Representative to better understand their needs.</li> <li>3. Continue a local recruitment strategy aimed at Aboriginal communities.</li> <li>4. Progress toward a fully informed culturally sensitive work force through aboriginal awareness training.</li> <li>5. All new recruits to the detachment will be required to engage in joint patrols of the local First Nation Communities with the Anishinabek Police Service</li> <li>6. Effective communication aimed at addressing matters of mutual community interest while creating understanding and cultural sensitivity</li> <li>7. Continue to examine, implement and actively participate in joint policing initiatives (e.g. - training opportunities, motorized snow vehicle patrols, special events)</li> </ol>	<p>Detachment Commander &amp; every member</p>	<p>Aboriginal Policing Bureau</p> <p>Aboriginal Relations Team (A.R.T)</p>

**Goal #6 – Lead and promote a healthy, diverse and committed organization that reflects the OPP’s values and the varied communities we serve.**

As a Detachment we recognize that productivity is directly correlated to the contentment of the members. By supporting programs both internally and externally that promote the physical and mental health of our members, an engaged workplace will result. Our members are highly involved in diverse community orientated activities that benefit both the detachment and the communities we serve. Our members are proud to be a part of the community and will conduct themselves on and off duty in a manner that supports the Promise and the core values of the O.P.P.

Detachment Goal	Results To Be Achieved by 2010	Activities	Lead	Linkages
<p>W1 Lead and promote a healthy, diverse and committed organization that reflects the OPP’s values and the varied communities we serve.</p> <p>W3 Promote employee safety through the Collision Reduction Strategy.</p>	<p>A professional workforce supported by effective tools, policies and infrastructure.</p> <p>OPP workforce is more reflective of the communities we serve at all levels.</p> <p>Increased employee satisfaction as measured through the OPS Employee Engagement Survey.</p> <p>Reduced workplace injuries.</p> <p><b>Measures:</b></p> <ul style="list-style-type: none"> <li>• # of detachment Health and Safety inspections.</li> <li>• # Detachment planning meetings.</li> <li>• # of members involved in local community programs</li> <li>• # of preventable collisions.</li> </ul>	<ol style="list-style-type: none"> <li>1. Contribute to the ongoing evolution of a healthy, diverse and engaged workplace, which embodies and demonstrates the OPP values and is reflective of the communities served.</li> <li>2. Support performance management initiatives designed to promote professional excellence and personal development.</li> <li>3. Conduct outreach events with diverse communities.</li> <li>4. Proactively identify areas of risk and develop strategies to prevent workplace injuries.</li> <li>5. Support local Community Policing Committees and local community programs.</li> <li>6. Maintain a formal detachment Health and Safety Committee</li> <li>7. Maintain quarterly performance meetings with members, supervisors and administrative staff ensuring consistent direction in line with this plan and a participative approach to decision making.</li> <li>8. Maintain a safe fleet of general patrol vehicles. Encourage safe driving practices and address issues immediately.</li> </ol>	<p>Detachment Commander &amp; Shift Supervisors</p> <p>Health &amp; Safety Committee</p>	

**Goal #7 – Create a culture in which every employee is a leader and all contributions are valued.**

In order to provide the most effective programs to the communities we serve Marathon detachment strives to employ a participative approach to decision making and problem solving. Member’s input and ideas are valued and put into practice. This empowers our members who tackle significant local policing issues with a sense of ownership. Our detachment objectives and strategies are derived from the provincial Strategic Plan which places a strong emphasis on maintaining a sustainable stream of skilled and motivated employees who are proud to dedicate themselves to the OPP and the communities they serve. Our employees are our greatest asset.

Detachment Goal	Results To Be Achieved by 2010	Activities	Lead	Linkages
<p>W4 Create a culture in which every employee is a leader and all contributions are valued.</p>	<p>Allow each employee to feel valued and respected as a leader in their own areas of influence.</p> <p><b>Measures:</b></p> <ul style="list-style-type: none"> <li>• # of evaluations completed</li> <li>• # of detachment planning meetings (includes NCO &amp; administration meetings)</li> </ul>	<ol style="list-style-type: none"> <li>1. Ensure beginning, mid year and end of year interviews between supervisors and members to review performance evaluations.</li> <li>2. Model and promote leadership at all levels.</li> <li>3. Make all members aware of the objectives outlined in the Business Plan and establish realistic detachment performance goals to help achieve those objectives.</li> <li>4. Establish meaningful learning and development plans for all members</li> <li>5. Complete annual evaluations in a timely fashion.</li> </ol>	<p>Detachment Commander &amp; Shift Supervisors</p>	<p>Career Development Bureau</p>

**Goal #8 – Support workforce excellence through learning and development opportunities.**

The long term success of any organization and, in this instance, Marathon Detachment is dependant on proper resource management and succession planning. It is inevitable that employee movement will take place over time; however, the impact of transfers to the quality of service can be minimized through continuous learning and developmental opportunities. Our aim is to plan for the future and facilitate opportunities that will increase the knowledge, diversity and experience of our members. Marathon and Manitouwadge are four year duration postings and as such are subject to a somewhat transient workforce. By maximizing career developmental opportunities members will be encouraged to remain at our detachments beyond their duration and experienced officers will see Marathon as a productive and viable detachment to relocate to.

Detachment Goal	Results To Be Achieved by 2010	Activities	Lead	Linkages
<p>W5 Support workforce excellence through learning and development opportunities.</p>	<p>Provide opportunities for employees to enhance their skills while supporting the direction of the Command.</p> <p><b>Measures:</b></p> <ul style="list-style-type: none"> <li>• # of course taken by members</li> <li>• Secondments/Shadowing/Acting assignments.</li> </ul>	<ol style="list-style-type: none"> <li>1. Identify methods supportive of continuous learning and development opportunities that would contribute to workforce excellence.</li> <li>2. Maximize employee possibility to fulfill their professional potential through training opportunities, mentor programs, job shadowing and acting positions.</li> <li>3. Ensure quarterly Health &amp; Safety meetings are held.</li> </ol>	<p>Detachment Commander &amp; Shift Supervisors</p>	<p>Career Development Bureau</p> <p>Provincial Police Academy</p>

**Goal #9 – Measure performance and hold ourselves accountable through ongoing evaluation, including RDP and Performance Management.**

In order to ensure the Marathon detachment is moving in a consistent direction aimed at meeting our goals and obligations set out in this business plan, clear methods of performance management and accountability must be established.

The Results Driven Policing (RDP) process is based on accountability through measurement. RDP forces every member to take ownership of significant policing issues affecting their communities and develop focused crime and traffic objectives to resolve them. Timely and accurate statistical information must be obtained in order to develop effective strategies and tactics to deal with areas of concern. Relentless follow up and analysis of strategies employed must occur to ensure our resources and personnel are deployed and used in the most effective manner.

Detachment Goal	Results To Be Achieved by 2010	Activities	Lead	Linkages
<p><b>E1</b> 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><b>Measures:</b></p> <ul style="list-style-type: none"> <li>• # of RDP meetings.</li> <li>• # Property vault audits completed.</li> <li>• Quarterly accountability reports completed.</li> </ul>	<ol style="list-style-type: none"> <li>1. Support and contribute to tools that support performance measurement and accountability.</li> <li>2. Complete Quality Assurance Audit of high-risk areas.</li> <li>3. Conduct yearly M.I.P. processes at all detachments.</li> <li>4. Conduct quarterly property vault audits.</li> <li>5. Ensure significant policing issues are accounted for through the RDP process.</li> <li>6. Complete quarterly Domestic Violence occurrence audits.</li> <li>7. Complete quarterly Business Plan reports in relation to set goals.</li> <li>8. Ensure detachment data input and integrity is stressed to members and monitored pursuant to the Management Inspection Process.</li> </ol>	<p>Detachment Commander &amp; Shift Supervisors</p>	

**Goal #10 – Ensure effective fiscal management.**

In the current economic climate fiscal responsibility is essential to the success of any organization. The Marathon Detachment is committed to providing the most effective and efficient service to the public, without compromising safety or quality. Our goal is to invest public resources we have been entrusted with wisely and in direct support of frontline service delivery. By establishing sound methods of fiscal accountability and continuously monitoring expenses in relation to overtime and contractual obligations, etc, we will ensure our fiscal objectives are met.

Detachment Goal	Results To Be Achieved by 2010	Activities	Lead	Linkages
<p>E2 Ensure effective fiscal management.</p>	<p>Support the organization by evaluating and reinforcing a culture of valuable spending.</p> <p><b>Measures:</b></p> <ul style="list-style-type: none"> <li>• Supervisor and Detachment Commander review overtime claims.</li> <li>• ODOE reviewed monthly</li> <li>• Petty cash and “P card” expenses audited</li> </ul>	<ol style="list-style-type: none"> <li>1. Prioritize procurements, training decisions, travel decisions and Resourcing.</li> <li>2. Audit and review Overtime and ODOE expenditures to ensure compliance with regional and provincial policies.</li> </ol>	<p>Detachment Commander</p>	

**Goal # 11 – Priorities established as a result of Community Consultation**

In order to provide the most responsive, needed programs to the communities we serve we must look to local community service program providers and stakeholders for information on what their policing priorities are. In drafting this business plan time was taken to speak with community service groups, Schools, the Marathon Police Services Board (PSB) and Manitowadge Town Council. An inventory of their priorities was established and is listed under the Community Consultations segment of this plan. Our business plan addresses their identified priorities. Further to that, several groups requested specific information regarding our progress in relation to their issues is communicated back to them. This will be done to ensure community needs are being met and we are aware of impending local concerns. We are accountable to the communities we serve and must establish open and transparent lines of communication with them. This Goal has been put in place as a method of enhancing our cooperative relationship with our community partners.

Detachment Goal	Results To Be Achieved by 2010	Activities	Lead
Continue to enhance our cooperative relationships with community service partners, Police Services Boards and local governance.	Hold ourselves accountable to the organizations we support and the communities that we serve.  <u>Measures:</u> <ul style="list-style-type: none"> <li>• PSB/Council meetings attended.</li> <li>• # of hours spent conducting foot, directed, ATV and bike patrol.</li> <li>• # of awareness initiatives completed with community service groups.</li> <li>• # Youth charges diverted – YCJA</li> </ul>	<ol style="list-style-type: none"> <li>1. Complete quarterly reports to the Marathon Police Services Board</li> <li>2. Complete quarterly reports to Manitowadge Mayor and Council</li> <li>3. Ensure detachment members are encouraged to attend and participate in community service group meetings and activities such as Crime Stoppers, VCARS, Community Policing Committee and Youth Restorative Justice...</li> <li>4. Report incidents of Youth crime that have been diverted from the Justice system.</li> <li>5. Ensure members are encouraged to be visible within the community by means of directed, foot, ATV and bicycle patrols.</li> <li>6. Endeavour to build stronger relationships with our communities by proactively seeking new technologies and innovative approaches to community policing.</li> </ol>	Detachment Commander & every member.