

SHELBURNE



POLICE

**Business Plan and Strategic Direction
2010-2012**



Contents

MESSAGE FROM THE CHAIR OF THE SHELburnE POLICE SERVICE BOARD.....	4
MESSAGE FROM THE CHIEF OF POLICE.....	5
MISSION STATEMENT	6
Vision.....	6
OUR COMMUNITY	7
Population / Location	7
Economy	7
QUALITY ASSURANCE STANDARDS.....	8
General Standards.....	8
Telephone Answering/Voice Mail:	8
Reception/Records:.....	8
Patrol Officers/Investigators:.....	8
Communications:	8
BUSINESS PLANNING REQUIREMENTS.....	9
OVERVIEW OF THE SHELburnE POLICE SERVICE	10
ORGANIZATIONAL CHART	11
GOALS AND OBJECTIVES	12
OUR WORKING ENVIRONMENT	13
Five Year Trends.....	13
Calls for Service	13
Property Crime.....	14
Violent Crime	14
Total Criminal Code Offences.....	15
Domestic Assault Charges.....	16
COMMUNITY BASED CRIME PREVENTION.....	17
Objectives	17
Performance Measures	17
Accountability	17
COMMUNITY PATROL	18
Objectives	18
Performance Measures	18
Accountability	18
CRIMINAL INVESTIGATION SERVICES	19
Objectives	19
Performance Measures	19
Accountability	19
COMMUNITY SATISFACTION	20
Objectives	20
Performance Measures	20
Accountability	20
EMERGENCY CALLS FOR SERVICE	21
Objective:	21
Performance Measures:	21



Accountability: 21

PROPERTY CRIME..... 22

Objectives: 22

Performance Measures: 22

Accountability: 22

VIOLENT CRIME..... 23

Objectives: 23

Performance Measures: 23

Accountability: 23

YOUTH CRIME 24

Objectives 24

Performance Measures 24

Accountability 24

VICTIM ASSISTANCE 25

Objectives: 25

Performance Measures: 25

Accountability: 25

ROAD SAFETY..... 26

Objectives: 26

Performance Measures: 26

Accountability: 26

POLICE FACILITIES..... 27

Objectives: 27

Performance Measures: 27

Accountability: 27

INFORMATION TECHNOLOGY 28

Objectives: 28

Performance Measures: 28

Accountability: 28

RESOURCE PLANNING 29

Objectives: 29

Performance Measures: 29

Accountability: 29

BUDGET FORECAST..... 30

Objectives: 30

Performance Measures: 30

Accountability: 30

IN CLOSING..... 31

ACKNOWLEDGEMENTS..... 31



Message from the Chair of the Shelburne Police Service Board



As Chair of the Shelburne Police Service Board, it is my privilege to serve the citizens of Shelburne and along with my fellow members to ensure that the Shelburne Police Service provides adequate and effective policing services to our citizens.

The Police Services Board members are confident that the citizens of Shelburne are well served by the Shelburne Police Service and its members.

As a Police Services Board we are responsible for having an Annual Report prepared each year. The purpose of the Annual Report is to provide the public with police service information and statistics. This report also assists us in planning for the future policing of our community, taking into account the growth in our area which we are presently undergoing and increasing demands for police response to ever more complex investigations.

Policing the Town of Shelburne is a challenging task when taking into account the population and growth of the Town, Provincial Government legislation and fiscal constraints.

This Business Plan and strategic direction for 2010-2012 provides an account of the policing issues and statistics that assist us on developing strategies that will improve police service to the public while maximizing our use of the resources available to us.

Please help us continue to make Shelburne a safe community.

Sincerely,

Mr. Ed Crewson
Chair
Shelburne Police Service Board



Message from the Chief of Police



I am pleased to endorse the Shelburne Police Service Board's 2010 – 2012 Business Plan. This document will act as a roadmap for our organization and establishes realistic goals and objectives for the next three years.

The plan was developed through external and internal processes. These included consultations, focus groups, interviews and a public survey. Information captured from these sources was carefully analyzed and clear priorities emerged.

In our most recent survey the Shelburne Police Service received high marks and an overall positive review. The large majority of our citizens feel Shelburne is a safe place to live, work and visit.

As Chief of Police I am pleased to report that our service met all of the goals set out in the previous Business Plan. We look forward to the challenge in meeting the goals as set out in the 2010 – 2012 Business Plan.

Residents can look forward to a police service that is dedicated to serving and protecting in new and innovative ways. Our officers live and work in Shelburne for the bulk of their careers. This builds relationships and strengthens our ability to deliver effective and efficient service to the public.

We remain committed to providing a high standard of policing to the citizens of Shelburne.

Kent Moore
Chief of Police

Mission Statement

The Shelburne Police Service, in partnership with our community, will strive to ensure the safety and security of all the people and property in our community.



Vision

Our members will serve with integrity, diversity, quality and proactively work with all members and organizations within the community to:

- Protect the lives of those in our community.
- Uphold the fundamental rights guaranteed by the Canadian Charter of Rights and Freedoms and the Human Rights Code.
- Respect and understand victims of crimes, and,
- Strive to maintain an effective, professional and high quality service at all times.



Our Community

Population / Location

The Town of Shelburne presently has a population of approximately 6000. Between the years of 2001 and 2006 Shelburne experienced a 22.2% population change therefore becoming the fastest growing small town in Ontario. Shelburne is located in the center of Dufferin County among some of the best farmland in Southern Ontario. The Town is situated at the junctions of highways 10 and 89 and County Road 124. Located at the north-western edge of the Greater Toronto Area, the Town of Shelburne is in close proximity to some of the most popular ski resorts and cottage country in Ontario and is situated within the Headwaters County Tourism Area. Over six million people live within a three hundred kilometer radius of Shelburne. Shelburne is also home to Canada's largest wind farm. While only an hour from Toronto's Pearson International Airport, Shelburne retains its spectacular natural beauty and charming small town heritage.

	Shelburne	Ontario
Population in 2006	5,149	12,160,282
Population in 2001	4,213	11,410,046
2001 to 2006 population change (%)	22.2 %	6.6 %

Economy

While Dufferin County's economy is very much driven by the agricultural sector, Shelburne's economy is predominately centered around the automotive industry. Shelburne is also home to a small retail sector and many residents commute to Orangeville, Brampton and other centers in the Greater Toronto Area. Shelburne is indeed fortunate to have an unemployment rate that is below the national average.



Quality Assurance Standards

General Standards

- Treat everyone with the respect you would expect to be treated with.
- Be polite, empathetic, and professional.
- Provide accurate and concise information in a timely fashion.
- Be prepared to meet special needs with a flexible response.
- Show interest and accept ownership of all situations you are presented with. If you are unable to resolve, ensure you identify someone who can.
- All documentation should be done in an accurate, concise and timely manner.
- Offer available information you know would assist the person(s) you are dealing with, e.g. Domestic Assault pamphlets, referrals to other community agencies.
- Be alert, avoid complacency.

Telephone Answering/Voice Mail:

- All telephone calls should be answered as quickly as possible.
- Identify yourself by rank and name.
- Voice mail shall be checked daily.
- After receiving a message for another member deliver the message as soon practicable. E-mail is acceptable.
- Police telephones should be used for business use only.

Reception/Records:

- All members shall wear appropriate, professional attire.
- Public and personal work areas should be clean and orderly.
- Person(s) entering the police station should be acknowledged so they realize their presence is noted.
- An expression of appreciation should be given to person(s) who attend the police station to complete a report or provide information.
- No obvious consumption of food in public view.

Patrol Officers/Investigators:

- Identify yourself by rank and name.
- Provide a business card with your name, telephone number and address.
- If follow up is necessary, advise how and when this will take place.

Communications:

- Administration calls will be answered –“Shelburne Police- your name”.
- 9-1-1 calls shall be given priority.
- Take control and ask the relevant questions (who, when, where, what, why and weapons involved).
- Obtain the immediate details and forward to dispatch as quickly as possible.



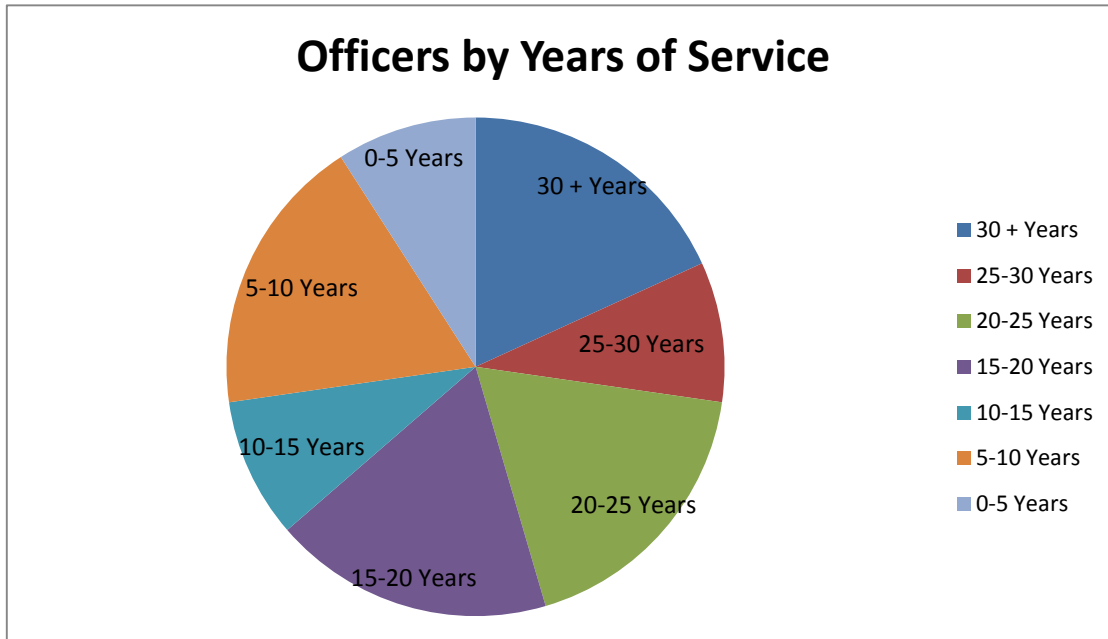
Business Planning Requirements

The Police Services Act and its regulations makes it a requirement that the Shelburne Police Service Board, at least every three years, prepares a business plan that speaks to its core business functions and addresses how it will provide adequate and effective police services to the community it serves. As legislated, the business plan must provide quantitative and qualitative performance objectives and indicators relating to:

- Community Based Crime Prevention Initiatives
- Community Patrol & Criminal Investigation Services
- Community Satisfaction
- Emergency Calls for Service
- Violent Crime
- Property Crime
- Youth Crime
- Assistance to Victims of Crime
- Road Safety
- Information Technology
- Police Facilities
- Resource Planning & Finance

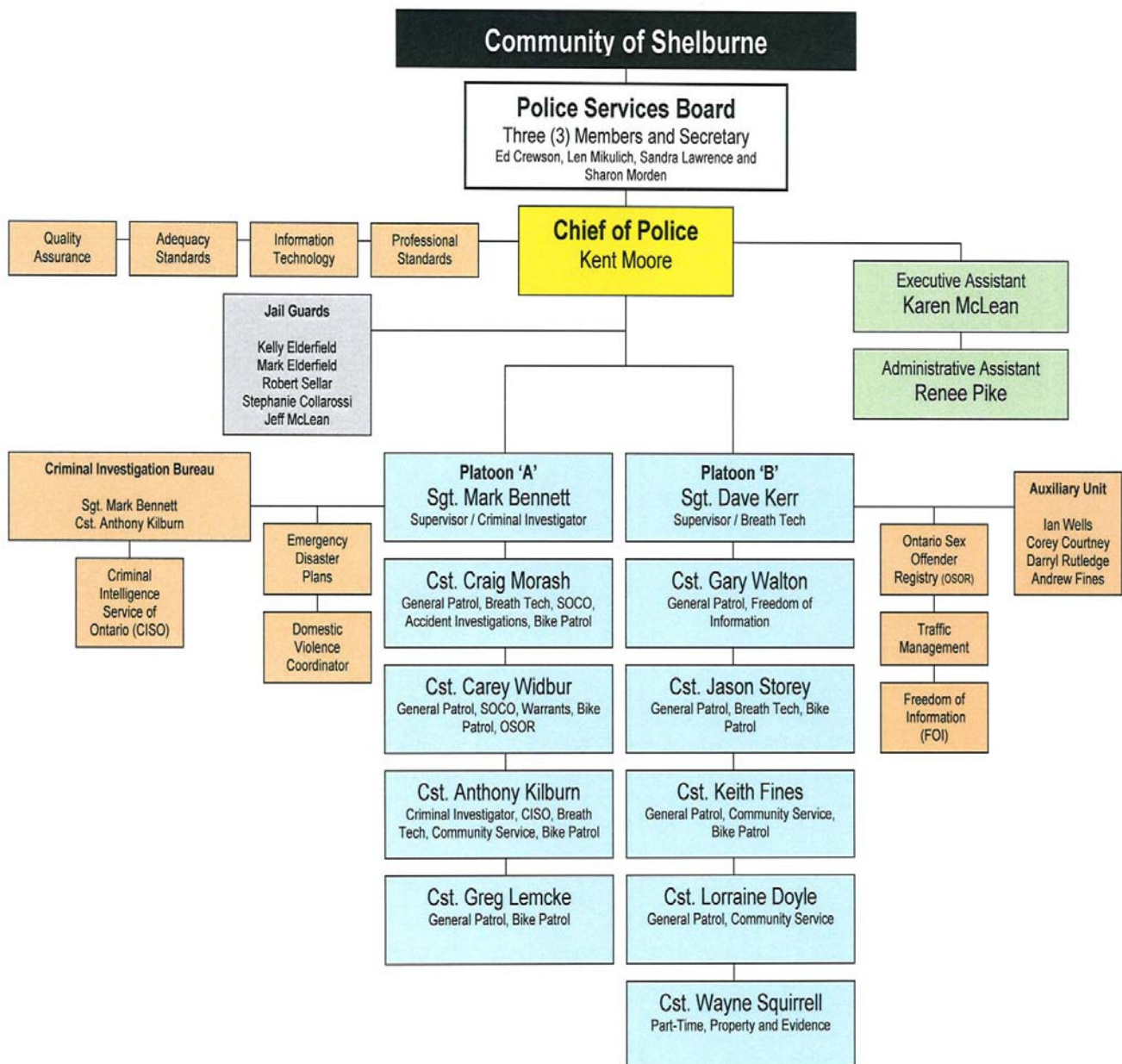
Overview of the Shelburne Police Service

YEAR	2005	2006	2007	2008	2009	2010
Chief	1	1	1	1	1	1
Inspectors	0	0	0	0	0	0
S/Sergeants	0	0	0	0	0	0
Sergeants	1	1	2	2	2	2
Constables	8	9	8	9	9	9
Total Sworn	10	11	11	12	12	12
Civilian	2	2	2	2	2	2
Auxiliary Constables	4	3	3	4	4	4
Total Strength	16	16	16	18	18	18



Note: The above pie graph indicates staffing in relation to officers' years of experience

Organizational Chart



Goals and Objectives

The Shelburne Police Service is committed to providing the best available community-based law enforcement as possible. In 2008, the Shelburne Police Service conducted a survey with citizens of Shelburne to measure the level of satisfaction with the police service.

The majority of survey respondents gave the Shelburne Police Service a vote of confidence. Of the respondents who had been a victim of crime, 88% felt the Shelburne Police Service handled their call in a competent and professional manner. A large majority (96%) of respondents who were in contact with a Shelburne Police officer during the last three years felt the officer was courteous and professional. As in past community surveys, apprehending criminals, traffic enforcement, cruiser/foot/bicycle patrol, illegal drug activity, and community service remain a priority.

The Board recognizes that ongoing and open lines of communication are vital components to the identifying and addressing community concerns while ultimately enhancing the community's level of satisfaction with its police service.



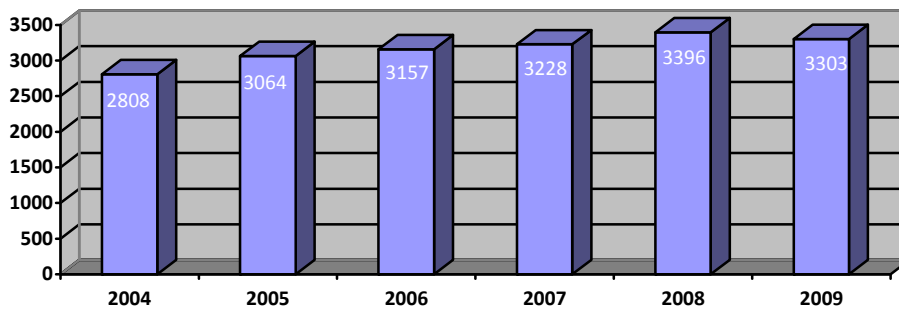


Our Working Environment

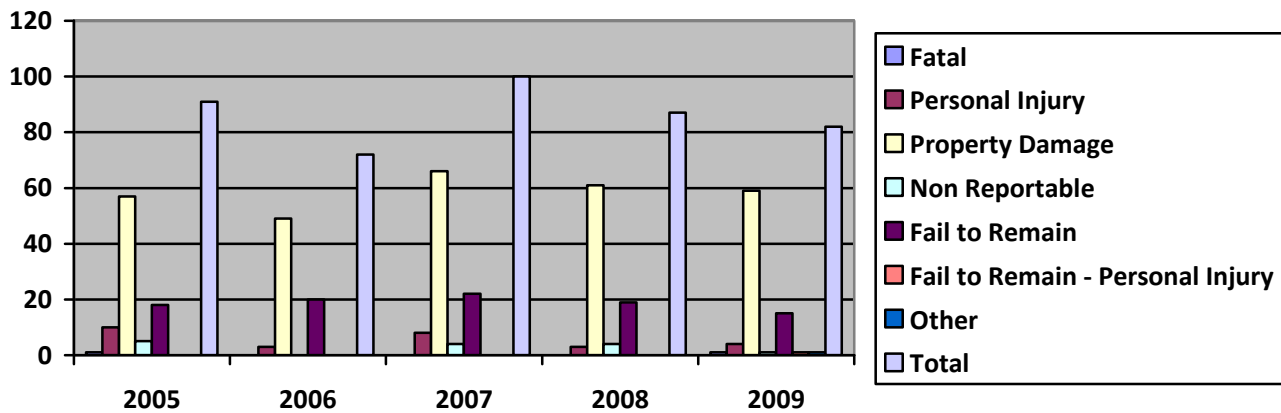
Five Year Trends

The strategic directions and goals articulated in our 2010-2012 Business Plan represent our response to an ever evolving community and related trends in our operating environment.

Calls for Service

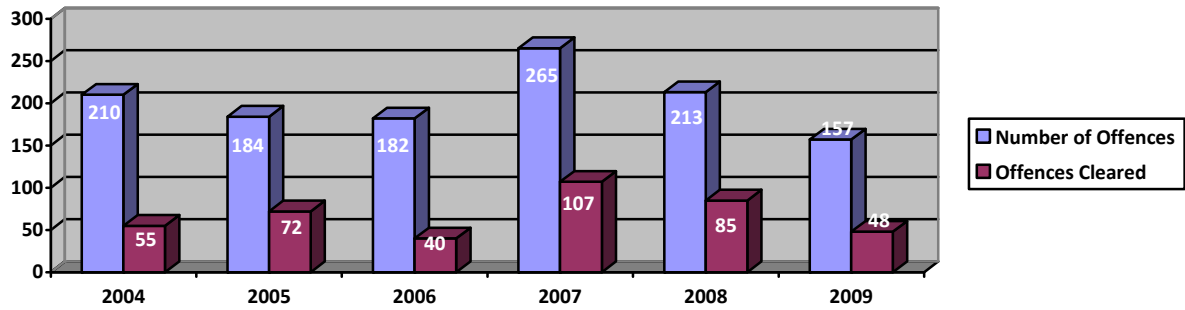


Motor Vehicle Collisions

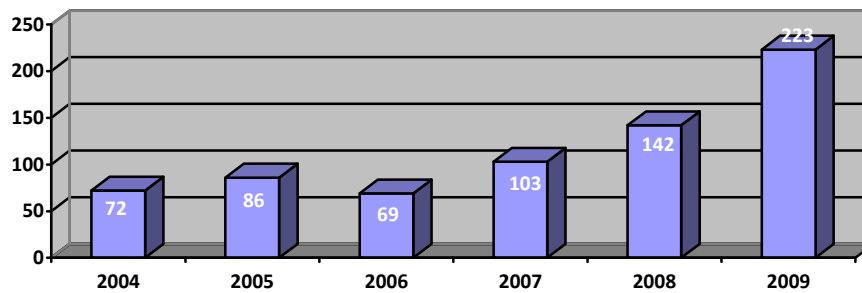


Year	Fatal	Personal Injury	Property Damage	Non Reportable	Fail to Remain	Fail to Remain – Personal Injury	Other	Total
2005	1	10	57	5	18	0	0	91
2006	0	3	49	0	20	0	0	72
2007	0	8	66	4	22	0	0	100
2008	0	3	61	4	19	0	0	87
2009	1	4	59	1	15	1	1	82
Total	2	28	292	14	94	1	1	432

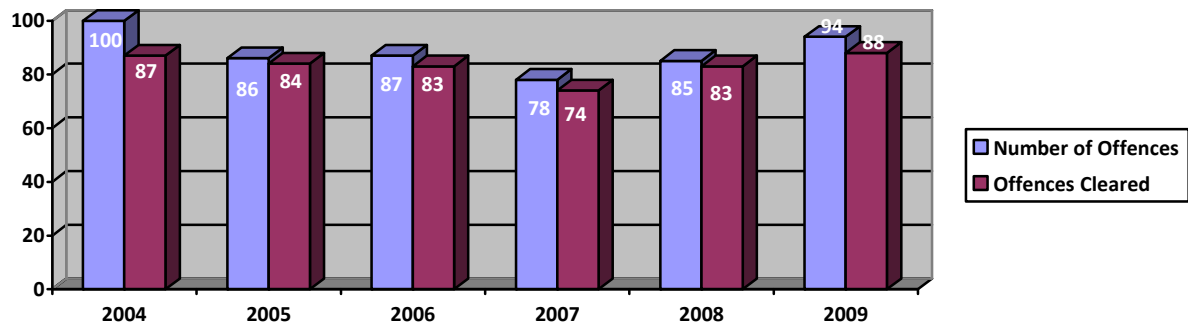
Property Crime



Number of Youth Charged and Cleared Otherwise

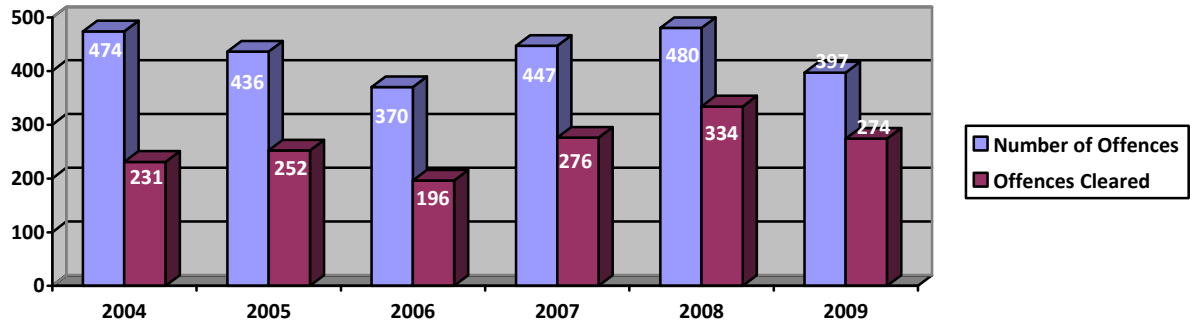


Violent Crime

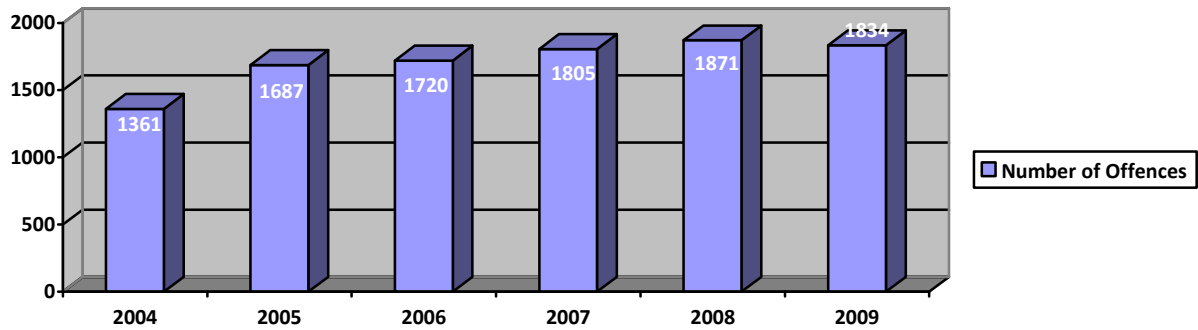




Total Criminal Code Offences

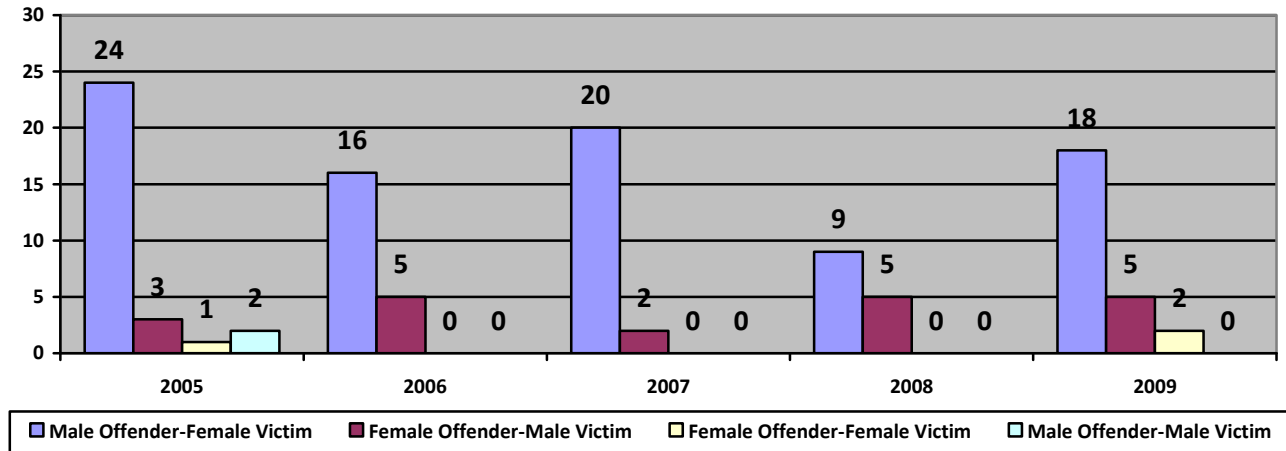


Provincial Offence Notices



Domestic Assault Charges

CHARGES	2005	2006	2007	2008	2009
Assault	18	17	17	10	31
Assault-Weapon or CBH	3	3	2	3	4
Assault-Aggravated	0	0	0	0	0
Sexual Assault	0	2	0	0	1
Sexual Assault-Weap or CBH	0	0	0	0	0
Sexual Assault-Aggravated	0	0	0	0	0
Threatening	4	6	7	3	3
Criminal Harassment	5	4	10	3	4
Intimidation	0	0	0	0	0
Murder	0	0	0	0	0
Attempted Murder	0	0	0	0	0
Manslaughter	0	0	0	0	0
Other	18	21	24	18	16
TOTAL	48	53	60	37	59



COMMUNITY BASED CRIME PREVENTION

GOAL

To improve community participation and increase proactive policing strategies.

Objectives

- To increase Shelburne Police Service interaction with the community.
- To continue support of the Crime Stoppers program.
- To increase awareness with respect to victimization of seniors.
- Maintain involvement with, and a commitment to police-collaborative committees (e.g. Domestic Assault Review Team, Sexual Assault Review Team, Domestic Violence Advisory Committee, Crime Stoppers).
- To continue to enhance and deliver proactive programs in elementary and secondary schools (e.g. D.A.R.E., Drug Awareness, Road /Bicycle safety).
- To continue initiatives to increase officer visibility (e.g. Beat Patrol, Bicycle Patrol, Street Checks).
- To work on proactive initiatives (e.g. alternative measures) and continue to formalize protocols and alliances with others who serve mental health consumers/survivors.
- To ensure the police service web site is user friendly and current.
- To continue with the 'Meth Watch' program.

Performance Measures

- Compare the number of Crime Stoppers tips received to previous years.
- Committee satisfaction.
- Level of participation by police and community members.
- Crime statistics.
- Increased participation of the Shelburne Police Service Auxiliary Officers.
- Increased time spent delivering educational preventative programs in schools.
- Continuous update of web site.
- Compare and analyze annual statistics of problem areas.



Accountability

- Chief of Police
- Sergeant(s)
- Community Service Officer



COMMUNITY PATROL

GOAL

To continue to enhance police visibility in our community through a continued commitment to community patrol initiatives.

Objectives

- Proactively utilize auxiliary police officers.
- Increase time spent on beat/bicycle patrols.
- Increase the number of street checks submitted.
- Utilize the newly formed Shelburne Police Service Bicycle Patrol Unit.
- Continue to evaluate and improve supervision of front line officers.
- Maintain a high amount of police visibility.
- Ensure that general and directed patrols are reflecting of community input and identified issues.

Performance Measures

- Compare hours of beat and bicycle patrol with previous years.
- Compare the number of street checks submitted with previous years.
- Audit the quality of performance appraisals submitted.
- Compare monthly statistics on time spent on cruiser, beat and bicycle patrol.
- Community satisfaction.
- Conduct a review of current uniform deployment

Accountability

- Chief of Police
- Officer in Charge
- Sergeant(s)





CRIMINAL INVESTIGATION SERVICES

GOAL

To ensure that criminal investigations are conducted in an efficient and effective manner by skilled investigators in accordance with all legislated requirements.

Objectives

- To continue to increase and enhance training and expertise within the police service.
- To provide internal support and assistance to victims of crime.
- To continue to strive to produce the highest quality cases for presentation in court.
- To continue to ensure a supervisor approves crown briefs.
- To conduct periodic audits of criminal investigations.
- To continue consultation with the Crown Attorney's office in relation to criminal investigations.
- To maintain high clearance rates.
- To complete a training inventory for all investigators.

Performance Measures

- Ministry Accredited training received
- Yearly Training Log reported in Annual Reports.
- Compare clearance rates to rates from previous years.
- Victim's satisfaction with police investigators.
- Consult with Crown Attorney to ensure that crown briefs are thorough, complete and of the highest quality.

Accountability

- Chief of Police
- Sergeant(s)



COMMUNITY SATISFACTION

GOAL

To maintain the high level of confidence that the citizens of Shelburne have in the Shelburne Police.

Objectives

- To conduct business practices according to our stated “Quality Service Standards”.
- Assessment of community satisfaction with police services each business cycle.
- To review and update Protocols with community partners (e.g. Dufferin Child & Family Services, Headwaters Health Care Centre, Family Transition Place, Orangeville Police Service).
- To maintain consistent and open communication with the community of Shelburne in an effort to enhance public understanding of challenges and performance of the service.
- To ensure victims of crime are aware of the Victim-Witness Assistance Program and Victim Services.
- To keep the public informed on local policing issues and events.
- To continue to develop and implement traffic safety strategies that includes education, prevention and enforcement.
- To increase the information sharing with Shelburne Town Council.

Performance Measures

- Review of Public Complaints.
- Community Survey completed.
- Periodic comments/letters from members of public.
- Web site is current.

Accountability

- Chief of Police and Sergeant(s)





EMERGENCY CALLS FOR SERVICE

GOAL

To ensure a safe, prompt and professional response to emergency calls for service.

Objective:

- To develop an anti-terrorism policy and protocol.
- To maintain a safe, prompt response to all emergency calls for service.
- To ensure all emergency response personnel receive the required training and re-qualifications necessary for them to conduct themselves in a professional, safe manner.
- To ensure minimum staffing requirements and compliance.
- To participate in multi-agency training exercises with other Dufferin County area emergency service providers.

Performance Measures:

- Analyze response times and evaluate end results of emergency calls.
- To ensure continual training has been maintained.
- The development of a procedure to deal with anti-terrorism.

Accountability:

- Chief of Police
- Sergeant(s)



PROPERTY CRIME

GOAL

To continue to provide a best effort response to property crime offences.

Objectives:

- To continue with Crime Prevention programs (e.g. Lock It or Lose It)
- To maintain and enhance community programs (e.g. Crime Stopper's, Neighbourhood Watch)
- To increase the focus on preventing crime.
- To maintain a high clearance rate for property offences.
- To continue initiatives to increase officer visibility (e.g. beat and bicycle patrol, street checks).
- To increase involvement with the community in the prevention of crimes committed against property.

Performance Measures:

- Community satisfaction.
- Compare clearance rates from previous years.
- Maintain Community and Police Partnerships to combat property crime.
- Maintain a low level of property crime offences.
- Compare patrol time with previous years.

Accountability:

- Sergeant(s)
- Sergeant-Criminal Investigations





VIOLENT CRIME

GOAL

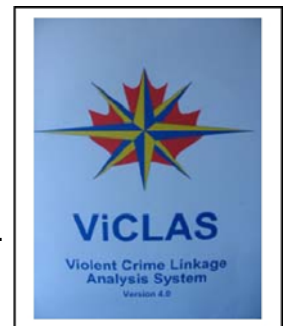
To collaboratively improve our response to the investigation and prosecution of violent crime while maintaining a high violent crime clearance rate.

Objectives:

- To continue to ensure compliance with the Domestic Violence Investigative Protocol Procedure.
- To maintain a 100% submission rate for the Violent Crime Linkage Analysis System (ViCLAS).
- To maintain the Shelburne Police Partnership with the Ontario Sex Offender Registry and investigative offenders to ensure compliance with existing legislation.
- To assist victim's of violent crime.
- To ensure ongoing development of investigative expertise regarding domestic violence.
- To maintain a low "reported violent crime rate".
- To maintain a high clearance rate for violent crimes.
- To ensure patrol officers are educated on the dynamics of power and control associated with domestic violence and on the safety issues associated with entering into a domestic violence scene.
- To address violent crime through directed patrol.
- To consider the use of a Threat Assessment for cases involving the potential for violence.

Performance Measures:

- Compare "violent crime rates" to previous years.
- Compare clearance rates of violent crimes to previous years.
- Ensure compliance with Domestic Violence procedure and ViCLAS Procedure.
- Ensure officers receive "Use of Force" training.
- Ensure officer utilize Victim Assistance programs.



Accountability:

- Chief of Police
- Sergeant(s)
- Domestic Violence Coordinator
- ViCLAS Coordinator





YOUTH CRIME

GOAL

To reduce youth crime and to address the community's concern with youth issues.

Objectives

- To utilize our community partners and other resources to reduce youth crime including graffiti.
- To effectively enforce the Youth Criminal Justice Act (including innovative diversion methods).
- To maintain and enhance school / police partnership programs (Anti-bullying, Illegal drugs).
- To maintain contact with students and ensure police visibility through the use of school beat patrols.
- To ensure the effective use of street checks and directed patrol activities related to crime involving youth.
- Encourage the Crime Stoppers program within the Centre Dufferin District High School.
- To develop crime prevention programs designed to target youth.

Performance Measures

- Compare clearance rates for Youth Crime with previous years.
- Education, awareness, prevention, seminars, pamphlets, etc.
- Reduction in Youth Crime.
- Street checks used effectively and consistently throughout the year.
- Increased time spent at schools.
- Continue to offer D.A.R.E. programs to 6th graders.

Accountability

- Chief of Police
- Sergeant(s)



VICTIM ASSISTANCE

GOAL

To continually improve the standard of service and care provided to victims of crime.

Objectives:

- To continue to promote and endorse the programs provided by Victim Services and other community partners to assist victims of crime.
- To maintain our partnerships with Victim Services and the Victim Witness Assistance Program (VWAP).
- To continue training in the area of Child Abuse, Sexual Assault Domestic Violence, and Victim Assistance.
- To encourage utilization of safety planning provided through police.
- To continue partnerships with the Domestic Assault Review Team, Sexual Assault Review Team, Family Transition Place, Dufferin Child & Family Services, Headwaters Health Care Centre and the Community Mental Health Clinic.
- To further educate and direct our members to utilize victim and mental health services.

Performance Measures:

- Referrals to Victim Services / VWAP.
- Training of members in subject areas.
- Partnerships maintained or enhanced.

Accountability:

- Chief of Police
- Domestic Violence Coordinator
- Sergeant(s)



ROAD SAFETY

GOAL

To maintain a commitment to road safety through enforcement and education.

Objectives:

- To reinforce bicycle safety.
- To implement and monitor directed traffic enforcement initiatives.
- To fully use the provisions of the Highway Traffic Act.
- To increase involvement in traffic related strategies and programs (e.g. R.I.D.E., Car Seat Clinics, Spring / Fall Seat Belt Clinics, Bicycle Safety, Commercial Motor Vehicle Inspections, Radar Enforcement, and Overnight Parking Enforcement).
- To maintain a low “reported motor vehicle collision” rate.
- To decrease the number of chronic traffic complaint and problem areas.

Performance Measures:

- The Shelburne Police Service “H.O.T.R.O.D.” Program continued.
- Tracking of Reported Motor Vehicle Collisions.
- An increase in traffic enforcement initiatives and media announcements.
- Maintaining a low serious injury collision rate.
- Ongoing tracking of enforcement statistics.

Accountability:

- Chief of Police
- Sergeant(s)





POLICE FACILITIES

The Shelburne Police Service is located at 203 Main Street East, Shelburne. This location is relatively central for the entire town. The building was constructed in 1996 and also houses the town hall and a second floor theatre. The building conforms to all legislative requirements. The police station is accessible to the public during normal working hours 8am to 4pm. From 4pm to 8am and on weekends and holidays the interior of the facility is closed to the public. The Shelburne Police Service does provide 24 hour policing.

The Caledon-Dufferin Victim Services have an office located in the police station. This addition has enhanced the relationship with Victim Services and has greatly improved assistance to victims. In 2005 a soft interview room was also added to the police station. This room provides a safe, warm environment for victims and allows officers to conduct more thorough, complete and timely investigations.

GOAL

To identify, plan and manage short term and long term facilities needs.

Objectives:

- To report annually to the Shelburne Police Service Board, on whether the current police facilities meet the requirements as set out in the Police Services Act and Policy Standards Manual.
- To continue to review short and long term facility requirements.
- To ensure our members have the necessary equipment to perform their duties.
- To ensure the police station is inspected by a joint health and safety committee and report back to the Board once every business cycle.

Performance Measures:

- Annual facilities report completed.
- Joint Health and Safety report received.

Accountability:

- Chief of Police



INFORMATION TECHNOLOGY

GOAL

To optimize the effective and efficient delivery of police services through the application of technology.

Objectives:

- To enhance information sharing methods internally and between organizations.
- To evaluate existing computer technology to ensure cost effective applications and that hardware and software meet evolving needs.
- To ensure the police service web site is user friendly and current.
- To ensure training is provided to make maximum use of technology.
- To maintain a secure network, adhering to Federal and Provincial Standards.
- To investigate the implementation of mobile data terminals in police vehicles.

Performance Measures:

- Equipment failures kept to a minimum.
- Turning over approximately 25% of service equipment every year.
- Training on new technology and programs.
- Web site is current and user friendly.

Accountability:

- Chief of Police





RESOURCE PLANNING

GOAL

To enhance professional development of all staff with the Shelburne Police Service.

Objectives:

- To maintain appropriate resource development within our service in order to meet our community needs.
- To ensure regular staffing meetings are held to discuss new issues and reinforce the business plan objectives and goal.
- To ensure ongoing training occurs.
- To maintain the number of daily supervision hours.
- To continue to reinforce the Shelburne Police Service Policies and Procedures.

Performance Measures:

- Assess training on a yearly basis.
- Assess the content and number of staffing meetings.
- Review supervision levels on a yearly basis.
- Policies and Procedures reviewed on a regular basis.
- Efficiency of operational services.

Accountability:

- Chief of Police
- Sergeant(s)



BUDGET FORECAST

GOAL

The Shelburne Police Service Board and the Chief of Police will annually estimate the cost projections for implementing the business plan for the following year.

Objectives:

- The Shelburne Police Service Board will provide the Town Treasurer the operating and capital estimates that show the amounts required to maintain the police service and implement the business plan. This report will be submitted by January 31st each year.

Performance Measures:

- Estimated cost projections submitted.

Accountability:

- Chief of Police



In Closing

Our growing community demands flexibility in the implementation of police services and in our ability to change focus to meet the demands of the day. Officers of the Shelburne Police Service are dedicated to provide this service to our citizens. Together, we will reach our goals in making the Town of Shelburne, a safe place to live, work and play.

Acknowledgements

The Shelburne Police Service Board and the Shelburne Police Service would like to acknowledge and thank members of Council and business representatives for their valued input into our business plan.

We are also grateful to the members of our community who completed our public survey.

Lastly, we would like to thank those members of our own police service for their ideas and suggestions as well as for their anticipated enthusiasm for the implementation of the business plan.



THANK YOU

To all members – past and present – who have made living in Shelburne safer and more fulfilling.

