

# ***TIMMINS POLICE SERVICE***

*"PRIDE AND INTEGRITY SINCE 1912"*



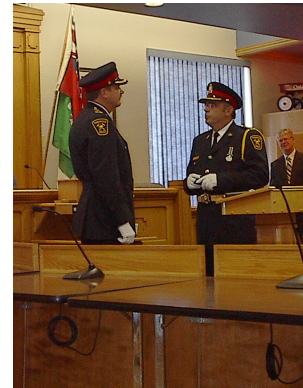
## **BUSINESS PLAN 2004 – 2006**

**JULY 02, 2004 MARKED NEW ADMINISTRATION AT THE  
TIMMINS POLICE SERVICE.  
ON THAT DATE, RICHARD LAPERRIERE WAS OFFICIALLY SWORN IN AS CHIEF  
OF POLICE; DESMOND WALSH WAS SWORN IN AS DEPUTY CHIEF OF POLICE.**



***CHIEF RICHARD LAPERRIERE UNDERTAKES  
THE OATH OF OFFICE, ADMINISTERED BY  
JUSTICE RALPH CARR.***

***CHIEF LAPERRIERE PRESENTS DEPUTY CHIEF'S BADGE  
TO DESMOND WALSH***



***CHIEF LAPERRIERE AND DEPUTY CHIEF  
WALSH WITH RETIRING CHIEF DENIS  
LAVOIE***

**THE CEREMONY TOOK PLACE AT MUNICIPAL COUNCIL CHAMBERS, CITY HALL.**

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# ***POLICE SERVICES BOARD FOR THE CITY OF TIMMINS***



**MR. GERALD PETROSKI, CHAIRPERSON**



**MR. DENIS SAUDINO, VICE-CHAIRPERSON**



**HIS WORSHIP MAYOR VICTOR "VIC" POWER**



**MR. TOM LAUGHREN, MEMBER**



**MRS. LAURA LARAMAN, MEMBER**



***BOARD SECRETARY: MR. JOE TORLONE***

**TIMMINS POLICE SERVICES BOARD**  
***CHAIRPERSON'S MESSAGE***

AS CHAIRPERSON OF THE TIMMINS POLICE SERVICES BOARD I AM PLEASED TO PRESENT OUR THREE-YEAR BUSINESS PLAN FOR 2004 – 2006.

THE BOARD RECOGNIZES THE IMPORTANCE OF STRATEGIC PLANNING FOR THE FUTURE AS WELL AS THE ONGOING DEMANDS PLACED ON THE POLICING COMMUNITY. THESE DEMANDS WILL UNDOUBTEDLY RESULT IN SIGNIFICANT CHANGE IN POLICE SERVICE DELIVERY DURING THE COMING YEARS. I CAN ASSURE THE CITIZENS OF THE CITY OF TIMMINS THAT THE BOARD REMAINS COMMITTED, THROUGH INNOVATION AND INGENUITY, TO EXCELLENCE IN THE PROVISION OF POLICE SERVICES IN PARTNERSHIP WITH OUR COMMUNITY.

THE BOARD ACKNOWLEDGES THAT THE USE AND ALLOCATION OF POLICE RESOURCES ARE MATTERS OF CONCERN TO OUR COMMUNITY PARTNERS. OUR COMMITMENT TO THE PROVISION OF AN EXCELLENT POLICE SERVICE WILL CONTINUE TO ENCOMPASS COST EFFICIENCIES THROUGH THE SHARING OF RESOURCES WITH OTHER POLICE SERVICES AND THE UTILIZATION OF PROVINCIAL AND FEDERAL FUNDING PROGRAMS WHEN AVAILABLE.

THIS BUSINESS PLAN HAS BEEN ESTABLISHED PURSUANT TO THE *POLICE SERVICES ACT* ADEQUACY AND EFFECTIVENESS STANDARDS REGULATION. OUR PLAN PROVIDES THE TIMMINS POLICE SERVICE AND OUR COMMUNITY WITH A VISION FOR THE NEXT THREE YEARS.

BOARD MEMBERS AND SENIOR STAFF OF THE TIMMINS POLICE SERVICE HAVE WORKED CONSCIENTIOUSLY TO EVALUATE PUBLIC EXPECTATIONS, WHILE AT THE SAME TIME AFFORDING CONSIDERATION TO ADEQUACY REGULATIONS AND LEGISLATIVE REQUIREMENTS. INTERNAL AND EXTERNAL ENVIRONMENTAL SCANS AND PUBLIC CONSULTATION WERE UTILIZED DURING THE FORMULATION OF THIS BUSINESS PLAN, WHICH IS A LIVING DOCUMENT, SUBJECT TO REVIEW ON AN ANNUAL BASIS.

THE BOARD EXTENDS ITS THANKS TO POLICE ADMINISTRATION, THE TIMMINS POLICE ASSOCIATION, AND ALL STAFF MEMBERS FOR THEIR INPUT DURING THE PREPARATION OF THIS PLAN. THE BOARD IS COMMITTED TO WORKING IN PARTNERSHIP WITH THE CHIEF OF POLICE AND HIS STAFF IN ORDER TO ENSURE COMMUNITY SAFETY, PROFESSIONALISM, AND EXCELLENCE IN SERVICE DELIVERY IN THE SPIRIT OF COMMUNITY POLICING. THIS BUSINESS PLAN SERVES AS A FRAMEWORK FOR INNOVATION AND CONTINUOUS IMPROVEMENT TO ENABLE THE TIMMINS POLICE SERVICE TO BE A LEADER WITHIN THE POLICING COMMUNITY.



***MESSAGE FROM THE CHIEF OF POLICE***



AS THE NEW CHIEF OF POLICE FOR THE TIMMINS POLICE SERVICE, I AM PLEASED TO SHARE WITH THE COMMUNITY WE SERVE OUR BUSINESS PLAN FOR THE PERIOD 2004 – 2006. THIS PLAN SETS OUT THE VISION OF THE ORGANIZATION AND IT CLEARLY IDENTIFIES THE GOALS AND OBJECTIVES FOR THE NEXT THREE YEARS.

THESE GOALS AND OBJECTIVES WILL BE OUR BENCHMARK IN MEETING THE CHALLENGES AND THE EVER CHANGING NEEDS OF OUR MEMBERS AND THE COMMUNITY. I AM CONFIDENT THE FOCUS AND DIRECTIONS SET OUT IN THE STRATEGIC PLAN WILL STRENGTHEN OUR PARTNERSHIP BETWEEN THE POLICE AND THE COMMUNITY.

THE TIMMINS POLICE SERVICE IS COMMITTED TO WORKING WITH ALL OF OUR COMMUNITY PARTNERS AND WE WILL STRIVE IN THE PURSUIT OF EXCELLENCE. THE SERVICE'S BELIEFS TO OUR MISSION, VISION AND SUPPORTING VALUES, TRULY REFLECT OUR COMMITMENT. WE WILL CONTINUE TO WORK DILIGENTLY "TO BE THE BEST POLICE SERVICE".

WITH THE SUPPORT OF THE TIMMINS POLICE SERVICE BOARD, ADMINISTRATIVE STAFF, AND ALL OUR MEMBERS, THE 2004-2006 BUSINESS PLAN WILL SERVE AS OUR COMMITMENT TO EXCELLENCE AND TO THE PEOPLE WE SERVE.

OUR VISION IS CLEAR:

***" PARTNERSHIP WITH OUR DIVERSE COMMUNITY TO ENSURE A SAFE AND SECURE TIMMINS "***

A handwritten signature in black ink that reads "Richard Laperriere".

RICHARD LAPERRIERE  
CHIEF OF POLICE

## **EXECUTIVE SUMMARY**

THE TIMMINS POLICE SERVICE BUSINESS PLAN HAS BEEN DEVELOPED THROUGH CONFORMANCE WITH THE *POLICE SERVICES ACT* ADEQUACY STANDARDS REGULATION, WHICH STIPULATES, “EVERY BOARD SHALL PREPARE A BUSINESS PLAN FOR ITS POLICE FORCE AT LEAST ONCE EVERY THREE YEARS.” THIS DOCUMENT IS A CONTINUANCE OF THE BOARD’S INITIAL BUSINESS PLAN, WHICH ENCOMPASSED THE PERIOD FROM 2001 TO 2003.

OUR BUSINESS PLAN HAS BEEN DEVELOPED WITH INPUT FROM A BROAD SPECTRUM OF THE COMMUNITY, INCLUDING CITIZENS, CITY COUNCIL AND OUR OWN MEMBERS WITHIN THE TIMMINS POLICE SERVICE. A PUBLIC FORUM WAS HELD ON MARCH 24, 2004; MEETINGS TOOK PLACE WITH CITY COUNCIL ON MARCH 29, 2004 AND THE EXECUTIVE OF THE TIMMINS POLICE ASSOCIATION ON FEBRUARY 16, 2004. COMMUNITY EXPECTATIONS WERE ALSO IDENTIFIED THROUGH CONSULTATIONS WITH STAKEHOLDERS SUCH AS TIMMINS COMMUNITY POLICING; TIMMINS NATIVE FRIENDSHIP CENTER; DOWNTOWN TIMMINS BUSINESS IMPROVEMENT ASSOCIATION; LOCAL SCHOOL BOARDS; VICTIM CRISIS ASSISTANCE AND REFERRAL SERVICE; TIMMINS ECONOMIC DEVELOPMENT CORPORATION; AND THE TIMMINS CHAMBER OF COMMERCE.

IN ADDITION, A COMMUNITY SURVEY WAS COMMISSIONED THROUGH ORACLE POLL RESEARCH LIMITED. THE SURVEY TOOK PLACE DURING THE LATTER PORTION OF SEPTEMBER 2003.

THIS BUSINESS PLAN FOCUSES ON THE FOLLOWING ISSUES:

- ✓ COMMUNITY BASED CRIME PREVENTION INITIATIVES
- ✓ COMMUNITY PATROL, INCLUDING EMERGENCY CALLS FOR SERVICE
- ✓ CRIMINAL INVESTIGATIVE SERVICES
- ✓ COMMUNITY EXPECTATIONS AND SATISFACTION
- ✓ ASSISTANCE TO VICTIMS OF CRIME
- ✓ TRAFFIC MANAGEMENT AND ENFORCEMENT INITIATIVES
- ✓ RESOURCE MANAGEMENT PLANNING
- ✓ TRAINING AND INNOVATION
- ✓ INFORMATION AND TECHNOLOGY
- ✓ POLICE FACILITIES AND EQUIPMENT

THIS PLAN SETS OUT, FOR THE NEXT THREE YEARS, THE SHARED VISION OF THE BOARD AND THE TIMMINS POLICE SERVICE. OUR SHARED VISION DEMONSTRATES OUR COMMITMENT TO A SAFE AND SECURE TIMMINS.

AS A REFLECTION OF NEW ADMINISTRATION AND LEADERSHIP WITHIN THE TIMMINS POLICE SERVICE OUR MISSION, SUPPORTING VALUES, AND VISION FOR THE FUTURE HAVE BEEN RENEWED.

## OUR MISSION

*GUIDED BY PUBLIC TRUST AND THE PRINCIPLES OF THE CANADIAN CHARTER OF RIGHTS AND FREEDOMS, THE TIMMINS POLICE SERVICE, IN PARTNERSHIP WITH THE COMMUNITY, COMMITS TO THE CONTINUOUS PURSUIT OF EXCELLENCE IN THE DELIVERY OF POLICING SERVICES.*

## SUPPORTING VALUES

### ***PROFESSIONALISM:***

WE ARE COMMITTED TO UPHOLDING HIGH STANDARDS OF PUBLIC ACCOUNTABILITY AND PROFESSIONAL INTEGRITY

### ***SERVICE:***

WE ARE COMMITTED TO ACHIEVING THE HIGHEST STANDARDS OF POLICE SERVICE DELIVERY

### ***INNOVATION:***

WE ARE COMMITTED TO INNOVATION AND CONTINUOUS LEARNING

### ***EMPOWERMENT:***

WE VALUE OUR POLICE SERVICE MEMBERS AS OUR MOST IMPORTANT RESOURCE. WE ENCOURAGE THE CONTRIBUTIONS OF ALL IN A CLIMATE OF OPENNESS, TRUST, AND MUTUAL RESPECT

### ***PARTNERSHIP:***

WE PURSUE OUR MISSION THROUGH STRATEGIC INTERACTION WITH THE COMMUNITY WE SERVE

## OUR VISION

**“PARTNERSHIP WITH OUR DIVERSE COMMUNITY TO ENSURE A SAFE AND SECURE TIMMINS”**



## OUR DIVERSE COMMUNITY

THE CITY OF TIMMINS ENCOMPASSES AN AREA OF 3,210 SQUARE KILOMETRES (1,240 SQUARE MILES) – THE SECOND LARGEST IN THE PROVINCE OF ONTARIO.

THE POPULATION OF THE CITY OF TIMMINS DECREASED BY APPROXIMATELY 8% DURING THE LAST CENSUS PERIOD:

*POPULATION IN 1996 - 47,499*  
*POPULATION IN 2001 - 43,686*

MEDIAN AGE OF THE POPULATION IS 37.1 YEARS OF AGE.

*(SOURCE: STATISTICS CANADA)*

THE FORESTRY AND MINING INDUSTRIES CONTINUE TO DOMINATE THE ECONOMY OF TIMMINS, EMPLOYING THE LARGEST PORTION OF THE LABOUR FORCE. THE CUSTOMER SERVICE INDUSTRY HAS ALSO MADE AN EMERGENCE AS A MAJOR EMPLOYER WITH THE ESTABLISHMENT OF A CALL CENTRE, WHICH CURRENTLY EMPLOYS OVER 700 PERSONS; CONTINUED GROWTH IN THIS INDUSTRY IS PREDICTED.

THE CENTRAL LOCATION OF THE CITY OF TIMMINS ESTABLISHES IT AS A REGIONAL CENTRE FOR NORTHEASTERN ONTARIO, WHICH HOLDS A TERRITORIAL MARKET OF APPROXIMATELY 117,000 PERSONS. OUR COMMUNITY HAS REALIZED SIGNIFICANT INCREASES IN THE MINING EXPLORATION AND SERVICE INDUSTRIES.



## BUSINESS PLAN DEVELOPMENT

THIS PLAN HAS BEEN DEVELOPED WITH INPUT FROM A BROAD SPECTRUM OF THE COMMUNITY, INCLUDING:

- *CITIZENS* – A COMMUNITY SURVEY WAS CONDUCTED BY ORACLE POLL RESEARCH LIMITED IN SEPTEMBER OF 2003; A PUBLIC FORUM WAS HELD IN MARCH OF 2004
- *CITY COUNCIL* – A MEETING TOOK PLACE WITH MEMBERS OF MUNICIPAL GOVERNMENT DURING MARCH 2004
- *VALUED MEMBERS OF OUR ORGANIZATION* – AN INTERNAL SURVEY WAS CONDUCTED AND CONSULTATIONS TOOK PLACE WITH THE EXECUTIVE OF THE TIMMINS POLICE ASSOCIATION IN FEBRUARY OF 2004

### *COMMUNITY FORUMS*

BUSINESS LEADERS OF THE COMMUNITY WERE CONSULTED VIA THE BUSINESS IMPROVEMENT ASSOCIATION (BIA), AS WELL AS THE TIMMINS ECONOMIC DEVELOPMENT CORPORATION (TEDC) AND THE CHAMBER OF COMMERCE. PRESENTATIONS WERE MADE TO THESE GROUPS AND MEMBERS WERE INVITED TO PARTICIPATE.

A COMMON THEME EMERGED WHICH INCLUDED A DESIRE TO HAVE A STRONGER, MORE VISIBLE POLICE PRESENCE IN THE COMMUNITY, PARTICULARLY IN THE DOWNTOWN CORE. MORE BEAT PATROLS WERE DESIRABLE AND A REQUEST WAS MADE TO EMPLOY A PERMANENT FOOT PATROL OFFICER. BICYCLE PATROLS WERE LAUDED.

A GENERAL DESIRE TO ENSURE THAT THE POLICE SERVICE REFLECTED THE DEMOGRAPHICS OF THE COMMUNITY ALSO WAS APPARENT, WITH A RECOMMENDATION THAT MORE FEMALES AND ABORIGINAL PERSONS BE RECRUITED.

EDUCATORS WERE INTERVIEWED AND MEETINGS TOOK PLACE WITH LOCAL SCHOOL BOARDS AND HIGH SCHOOL PRINCIPALS. MOST INDICATED THAT THEY PERCEIVED THAT THE CRIME LEVEL WITHIN SCHOOLS HAD REMAINED THE SAME. ILLEGAL DRUG USE WAS

IDENTIFIED AS THE SINGLE MOST IMPORTANT CRIME AND POLICING RELATED ISSUE WITHIN SCHOOLS.

GENERALLY, EDUCATORS FELT THAT THE LEVEL OF POLICE PRESENCE WITHIN SCHOOLS WAS NOT AT A DESIRED LEVEL. ALL EXPRESSED A WISH TO HAVE UNIFORMED POLICE OFFICERS VISIT SCHOOLS ON A MORE CONSTANT AND REGULAR BASIS. THE D.A.R.E. PROGRAM FOR ELEMENTARY SCHOOL STUDENTS WAS CONSIDERED TO BE A HIGHLY VALUED INITIATIVE THAT MUST BE MAINTAINED; IN ADDITION, EDUCATORS EXPRESSED A DESIRE TO HAVE SIMILAR PROGRAMS IMPLEMENTED AT THE HIGH SCHOOL LEVEL.

COMMUNITY ORGANIZATIONS AND GROUPS INCLUDING THE TIMMINS NATIVE FRIENDSHIP CENTER, TIMMINS COMMUNITY POLICING COMMITTEE, VICTIM CRISIS ASSISTANCE AND REFERRAL SERVICE, TO NAME A FEW, WERE CONSULTED. GENERALLY, A GREATER "POLICE PRESENCE" WITHIN THE COMMUNITY WAS DEEMED TO BE DESIRABLE; A SUGGESTION TO IMPLEMENT AN AUXILIARY POLICE UNIT WAS PUT FORTH. THE ONGOING ISSUE OF THE INADEQUACY OF THE CURRENT POLICE FACILITY WAS A CONCERN.

MAINTENANCE OF CURRENT PROGRAMS, SUCH AS D.A.R.E., "BUS BUDDIES" AND ANTI-BULLYING PRESENTATIONS WERE DEEMED TO BE OF HIGH IMPORTANCE. THE MANAGEMENT OF THE NUISANCE BEAR PROBLEM WAS ALSO A CONCERN TO SOME WITH RESPECT TO ITS IMPACT ON SERVICE DEMANDS.

CITIZENS WERE INVITED TO A PUBLIC FORUM IN MARCH OF 2004. SOME OF THE CONCERNS PUT FORTH BY THOSE IN ATTENDANCE WERE THE NEED FOR A NEW POLICE FACILITY AND THE NUISANCE BEAR ISSUE. A REQUEST WAS MADE TO HAVE A STOREFRONT OFFICE ESTABLISHED IN THE WEST END OF THE CITY, ALONG WITH UPGRADES AND IMPROVEMENTS IN TECHNOLOGY.

### ***MUNICIPAL COUNCIL***

A MEETING WAS HELD WITH MEMBERS OF CITY COUNCIL IN MARCH, 2004. SOME OF THE THEMES EXTRACTED FROM THIS FORUM INCLUDED INCREASED POLICE PRESENCE, ENFORCEMENT OF

TRAFFIC ISSUES, AND MORE R.I.D.E. PROGRAMS. IN ADDITION, THERE WAS A DESIRE TO HAVE MORE NEIGHBOURHOOD AND FOOT PATROLS. A NEED FOR A NEW FACILITY AND THE MAINTENANCE OF STAFFING LEVELS WERE ALSO A CONCERN.

### *INTERNAL SURVEYS AND CONSULTATIONS*

THE TIMMINS POLICE ASSOCIATION REITERATED THE NEED FOR A NEW FACILITY AS ITS MOST IMPORTANT ISSUE; THE ASSOCIATION OFFERED THEIR ASSISTANCE IN THE ESTABLISHMENT OF AN ACTION PLAN IN THIS REGARD. THE ESTABLISHMENT OF A TIMELINE FOR A NEW BUILDING WAS DEEMED TO BE VITALLY IMPORTANT TO THE ASSOCIATION IN TERMS OF MEMBER'S ORGANIZATIONAL COMMITMENT AND PLANS FOR THE FUTURE.

UPGRADES IN TECHNOLOGY, SUCH AS MOBILE DATA TERMINALS FOR CRUISERS, WERE DEEMED TO BE DESIRABLE ALONG WITH IMPROVEMENTS TO THE RADIO SYSTEM TO ESTABLISH BETTER SIGNAL RECEPTION AND TRANSMISSION IN THE EAST END OF THE CITY.

THE ADDITION OF A SECOND INSPECTOR TO ASSIST ADMINISTRATION AND INCREASED TRAINING OPPORTUNITIES WERE ALSO IMPORTANT ISSUES FOR THE ASSOCIATION EXECUTIVE.

INTERNAL SUBMISSIONS WERE SOUGHT FROM SUPERVISORS AS WELL AS THE RANK AND FILE WITHIN OUR ORGANIZATION. BY FAR, THE FACILITY PROBLEM WAS THE PRIMARY CONCERN FOR OUR MEMBERS.

STAFFING LEVELS WERE ALSO HIGH IN IMPORTANCE; THE APPOINTMENT OF AN ADDITIONAL INSPECTOR ALONG WITH INCREASES TO THE AUTHORIZED STRENGTH OF THE SERVICE WERE IDENTIFIED AS AREAS OF CONSIDERABLE CONCERN. INCREASING RESPONSIBILITIES AND WORKLOAD AS A RESULT OF COMPLIANCE WITH ADEQUACY STANDARDS AND COURT DECISIONS WERE CITED AS FACTORS CONTRIBUTING TO A NEED TO BOLSTER THE COMPLEMENT OF THE SERVICE.

THE DRUG ENFORCEMENT UNIT IDENTIFIED A DESIRE TO HAVE ADDITIONAL STAFF MEMBERS IN ORDER TO COMBAT THE SIGNIFICANT ILLEGAL DRUG PROBLEM WITHIN OUR COMMUNITY.

**THE NEED TO HIRE AN INFORMATION TECHNOLOGY STAFF MEMBER WAS IDENTIFIED AS A RESULT OF INCREASED RELIANCE ON COMPUTER RESOURCES AND AUTOMATION.**

**TECHNOLOGY ITSELF WAS ALSO IDENTIFIED AS AN AREA OF CONCERN, WITH A DESIRE TO HAVE ADDITIONAL WORKSPACES AVAILABLE FOR PERSONNEL TO COMPLETE THEIR DUTIES.**

**INCREASES IN TRAINING, IMPROVEMENTS IN QUALITY OF EQUIPMENT AND TECHNOLOGY, SUCH AS MOBILE DATA TERMINALS WERE ALSO ISSUES OF HIGH IMPORTANCE TO THE MAJORITY.**

### ***ORACLEPOLL***

**ORACLEPOLL RESEARCH UNDERTOOK A PUBLIC SURVEY BETWEEN SEPTEMBER 23 – SEPTEMBER 29, 2003. A TOTAL OF 425 RESIDENTS AND 150 BUSINESSES WERE POLLED FOR THEIR COMMENTS ON ISSUES RELATING TO POLICING AND CRIME.**

**TOP OF MIND CRIME ISSUES: RESPONDENTS WERE FIRST ASKED WHAT THEY FELT WAS THE SINGLE MOST IMPORTANT CRIME AND POLICING RELATED ISSUE IN OUR COMMUNITY. BREAK AND ENTERS WERE THE MOST CITED ISSUE BY RESIDENTIAL RESPONDENTS (14%), ALONG WITH YOUTH CRIME (14%), FOLLOWED BY DRUG OFFENCES (9%), LAW ENFORCEMENT (8%), AND PUBLIC SAFETY (7%).**

**DRUG ISSUES WERE OF MOST CONCERN TO BUSINESSES (14%), FOLLOWED BY BREAK AND ENTERS (9%), THE NEED FOR MORE POLICE PATROLS OR VISIBILITY (9%), PUBLIC SAFETY (9%), YOUTH CRIME (7%), AND LAW ENFORCEMENT (6%).**

**TOP OF MIND WAYS TO REDUCE CRIME: WHEN ASKED HOW THEY FELT CRIME COULD BE REDUCED IN TIMMINS, THE MOST CITED RESPONSE WAS MORE POLICE PATROLS OR VISIBILITY AS STATED BY BUSINESSES (32%) AND RESIDENTIAL RESPONDENTS (29%). A TOTAL OF 13% OF BUSINESSES STATED YOUTH PROGRAMS WOULD WORK BEST, AS DID 10% RESIDENTS. 16% OF RESIDENTS FAVOUR MORE POLICE PERSONNEL, AS DID 7% OF COMPANIES.**

**CONCERN WITH CRIME IN TIMMINS: THE REPORT DEMONSTRATES THAT 35% OF RESIDENTS AND 40% OF BUSINESSES ARE CONCERNED ABOUT CRIME IN OUR COMMUNITY. MOST**

RESPONDENTS WERE OF THE OPINION THAT CRIME IN THEIR NEIGHBOURHOOD HAD REMAINED THE SAME OVER THE PREVIOUS 24 MONTHS, INCLUDING 74% OF BUSINESSES AND 75% OF RESIDENTS. OVERALL, THERE WAS A HIGH SENSE OF SAFETY WITH RESPECT TO DAYTIME ACTIVITIES SUCH AS WALKING IN NEIGHBOURHOODS AND PARKS. HOWEVER, THERE WAS A LOWER FEELING OF SAFETY WITH RESPECT TO CONDUCTING THESE ACTIVITIES AT NIGHTTIME, ESPECIALLY VISITING PUBLIC PARKS.

**CONCERN WITH CRIME RELATED ISSUES:** RESPONDENTS RATED THEIR LEVEL OF CONCERN (*SOMEWHAT AND/OR VERY CONCERNED*) IN EACH OF THE FOLLOWING CRIME RELATED AREAS:

<i>ISSUE</i>	<i>RESIDENTS</i>	<i>BUSINESSES</i>
DRUG CONTROL ISSUES	74%	76%
BREAK-INS / THEFT	73%	64%
YOUTH VIOLENCE	70%	71%
VIOLENT CRIMES	67%	64%
DOMESTIC VIOLENCE	63%	62%
THEFT FROM VEHICLES	63%	54%
DAMAGE TO PROPERTY	61%	67%
TRAFFIC VIOLATIONS	59%	50%
SHOPLIFTING	49%	52%
NOISE AND OTHER DISTURBANCES	29%	19%

**CONCERN WITH NEIGHBOURHOOD SAFETY:** THE REPORT INDICATED THAT THERE IS CONCERN OVER RECKLESS, SPEEDING, AGGRESSIVE, AND IMPAIRED DRIVERS IN ADDITION TO ILLEGAL DRUG USE, POORLY LIT STREETS, NOISE FROM NEIGHBOURS, AND YOUTH GATHERING ON THE STREETS.

**PUBLIC SATISFACTION:** THE TIMMINS POLICE SERVICE WAS RATED HIGHLY WITH RESPECT TO QUALITY OF SERVICE PROVIDED IN THE AREAS OF ENFORCING THE LAWS AGAINST DRUNK DRIVING (79%) AND CREATING A SENSE OF SAFETY (76%). THE SERVICE WAS RATED LOWEST FOR FOOT AND BICYCLE PATROLS (31%) AND COMMUNICATING WITH VICTIMS OF CRIME (44%).

HIGH RATINGS WERE RECEIVED IN THE ASPECTS OF APPEARANCE, COURTESY, HONESTY, AND APPROACHABILITY. RESPONSE TIME WAS AN AREA THAT RECEIVED THE LOWEST RATING, ALONG WITH SATISFACTION WITH THE AMOUNT OF TIME IT TOOK FOR OFFICERS TO ARRIVE AT CALLS FOR SERVICE.



## EXPENDITURES

	<i>2001</i>	<i>2002</i>	<i>2003</i>
<b>POLICE SERVICES BOARD</b>	<b>62,700</b>	<b>44,500</b>	<b>64,250</b>
<b>POLICE ADMINISTRATION</b>	<b>238,900</b>	<b>260,900</b>	<b>300,600</b>
<b>BUILDING / EQUIPMENT</b>	<b>454,150</b>	<b>513,900</b>	<b>495,400</b>
<b>POLICE SERVICES</b>	<b>6,677,000</b>	<b>6,894,600</b>	<b>6,773,350</b>
<b>DISPATCHING SERVICES</b>	<b>976,010</b>	<b>1,106,100</b>	<b>1,205,400</b>

## CALLS FOR SERVICE

	<i>2001</i>	<i>2002</i>	<i>2003</i>
<b>POLICE</b>	<b>20,789</b>	<b>20,406</b>	<b>19,642</b>
<b>FIRE</b>	<b>1,468</b>	<b>1,538</b>	<b>1,664</b>
<b>AMBULANCE</b>	<b>11,927</b>	<b>13,390</b>	<b>18,003</b>



## STATISTICAL DATA

### *OCCURRENCE STATISTICS / TRENDS*

**VIOLENT OFFENCES:** (INCLUDING MURDER; ATTEMPTED MURDER; CRIMINAL NEGLIGENCE CAUSING DEATH; SEXUAL ASSAULT WITH A WEAPON; SEXUAL ASSAULT; AGGRAVATED ASSAULT; ASSAULT WITH WEAPON OR CAUSING BODILY HARM; COMMON ASSAULTS; ASSAULT PEACE OFFICER; KIDNAPPING / FORCIBLE CONFINEMENT; ABDUCTION CONTRAVENING CUSTODY ORDER; ROBBERY; EXTORTION; CRIMINAL HARASSMENT; UTTERING THREATS; ARSON ENDANGERING LIFE)

2001	2002	2003
564	589	537

**OTHER CRIMINAL OFFENCES:** (INCLUDING USE OF FIREARM IN OFFENCE; OFFENSIVE WEAPONS; BAIL VIOLATIONS; COUNTERFEIT MONEY; DISTURB THE PEACE; ESCAPE CUSTODY; INDECENT ACTS; CHILD PORNOGRAPHY; PUBLIC MORALS; OBSTRUCT PEACE OFFICER; TRESPASS AT NIGHT; FAIL TO ATTEND COURT; BREACH OF PROBATION; THREATENING / HARASSING PHONE CALLS; BRIBERY / PERJURY)

2001	2002	2003
813	797	445

**PROPERTY OFFENCES:** (INCLUDING ARSON; BREAK AND ENTER; THEFT; POSSESSION OF STOLEN PROPERTY; FRAUD; MISCHIEF)

2001	2002	2003
2,171	2,002	1,963

**VEHICLES AND NON-CRIMINAL PROPERTY:** (INCLUDING LANDLORD / TENANT DISPUTES; COMMUNITY SERVICE; DANGEROUS / INSECURE CONDITIONS; MARINE; MOTOR VEHICLE ACCIDENTS; FOUND / LOST PROPERTY; TOWED, ABANDONED, AND RECOVERED VEHICLES)

2001	2002	2003
2,505	2,530	2,065

**PROVINCIAL STATUTES:** (INCLUDING LIQUOR LICENCE ACT; MOTORIZED SNOW VEHICLES ACT; TRESPASS TO PROPERTY ACT; COMPULSORY AUTOMOBILE INSURANCE ACT; HIGHWAY TRAFFIC ACT; OTHER PROVINCIAL ACTS)

2001	2002	2003
1,948	2,057	1,350

**PERSONS AND ESCORTS:** (INCLUDING PRISONER ESCORTS; TRAFFIC; MISSING PERSONS; MENTAL HEALTH ACT; SUDDEN DEATH; WARRANTS; PROPERTY DAMAGE; PERSONS CHECK-IN; UNWANTED PERSONS; NEIGHBOUR DISPUTES; KEEP THE PEACE)

2001	2002	2003
2,401	2,245	3,078



**ALARMS:**

2001	2002	2003
1,621	1,539	1,278

**DRIVING OFFENCES:** (INCLUDING DANGEROUS OPERATION; IMPAIRED OPERATION; FAIL TO PROVIDE BREATH SAMPLE; FAIL TO STOP OR REMAIN; DRIVE WHILE PROHIBITED; DRIVING WHILE SUSPENDED)

2001	2002	2003
131	164	127

**DRUG OFFENCES:** (INCLUDING POSSESSION; TRAFFICKING; IMPORTING; PRODUCTION / CULTIVATING)

2001	2002	2003
75	101	100

**FEDERAL / PROVINCIAL STATUTES AND BY-LAWS:** (INCLUDING YOUTH CRIMINAL JUSTICE ACT; BY-LAWS)

2001	2002	2003
71	67	105

**MISCELLANEOUS:** (INCLUDING ANIMAL COMPLAINTS; SUSPICIOUS VEHICLES; TROUBLE WITH YOUTH; TRAFFIC HAZARDS; DUPLICATE OCCURRENCES; STRIKES; DOMESTIC DISTURBANCES; TELEPHONE CALLS; NON-MOTOR VEHICLE ACCIDENTS; POLICE ASSISTANCE; POLICE INFORMATION; OFF-ROAD VEHICLES ACT; COURT ORDERS; BOMB THREATS; PROPERTY CHECKS; SEX OFFENDER REGISTRY; FAMILY LAW ACT; FAMILY DISPUTES; AIRP-LANE CRASHES; R.I.D.E.; INTERNET CRIME; TRAFFIC CONTROL; NOISE COMPLAINTS)

2001	2002	2003
8,948	8,315	9,178

**TRAFFIC STATISTICS / TRENDS**

**PROVINCIAL OFFENCE NOTICES ISSUED:**

	2001	2002	2003
H. T. A.; O. R. V. A.	959	1,302	1,388
LIQUOR LICENCE ACT / BY-LAWS	609	855	939
TRAFFIC INITIATIVE PROGRAM	861	862	918
72-HOUR WARNING TICKETS	771	1,043	1,100
PARKING TICKETS	959	838	937

**MOTOR VEHICLE COLLISIONS:**

	2001	2002	2003
MVC – PERSONAL INJURY	162	165	162
MVC – REPORTABLE	756	859	915
MVC – NON-REPORTABLE	211	128	146
MVC – FATAL	2	4	1



## STRATEGIES

**THIS BUSINESS PLAN ADDRESSES THE FOLLOWING ISSUES AND CONCERNS:**

- **PUBLIC SAFETY / ENFORCEMENT / COMMUNITY SATISFACTION**
- **COMMUNITY BASED CRIME PREVENTION / PROBLEM SOLVING**
- **RESOURCE MANAGEMENT / DEVELOPMENT**
- **POLICE FACILITIES AND EQUIPMENT**

### *PUBLIC SAFETY / ENFORCEMENT / COMMUNITY SATISFACTION*

**ROAD SAFETY: RESIDENTS OF TIMMINS ARE VERY CONCERNED WITH TRAFFIC RELATED ISSUES SUCH AS SPEEDING, RECKLESS, AND AGGRESSIVE DRIVING, ALONG WITH IMPAIRED DRIVING. THE TIMMINS POLICE SERVICE IS COMMITTED TO IMPROVE TRAFFIC SAFETY THROUGH A VARIETY OF ENFORCEMENT AND PROBLEM SOLVING STRATEGIES.**

<b>GOAL</b>	<b>OBJECTIVES</b>	<b>PERFORMANCE INDICATOR</b>	<b>ANTICIPATED OUTCOMES</b>
<ul style="list-style-type: none"> <li>● <b>IMPROVE TRAFFIC SAFETY</b></li> </ul>	<ul style="list-style-type: none"> <li>● <b>DEVELOPMENT, IMPLEMENTATION, AND MAINTENANCE OF AN AGGRESSIVE TRAFFIC MANAGEMENT PLAN THAT INCLUDES EDUCATION, PREVENTION, AND ENFORCEMENT</b></li> <li>● <b>ADDITION OF FULLY-EQUIPPED POLICE TRAFFIC MOTORCYCLE TO FLEET (2006)</b></li> <li>● <b>UNDERTAKE TO STUDY PHOTO TRAFFIC ENFORCEMENT INITIATIVES</b></li> </ul>	<ul style="list-style-type: none"> <li>● <b>REDUCTION IN MOTOR VEHICLE COLLISION STATISTICS</b></li> <li>● <b>IMPLEMENTATION OF TRAFFIC SAFETY ENFORCEMENT PROGRAM ON A MONTHLY BASIS WHICH WOULD INVOLVE ALL UNIFORMED PERSONNEL IN TRAFFIC ENFORCEMENT BLITZES; I.E., "ALL HANDS ON DECK"</b></li> <li>● <b>IMPLEMENTATION OF MOTORCYCLE TRAFFIC PATROL DURING MONTHS OF APRIL – OCTOBER (2006)</b></li> </ul>	<ul style="list-style-type: none"> <li>● <b>NOTICEABLE REDUCTION IN PERSONAL INJURY AND REPORTABLE MOTOR VEHICLE COLLISIONS</b></li> <li>● <b>INCREASE IN TRAFFIC INITIATIVE PROGRAM</b></li> <li>● <b>REDUCTION IN IMPAIRED DRIVING OCCURRENCES (ANNUAL REVIEW)</b></li> <li>● <b>HIGH VISIBILITY TRAFFIC ENFORCEMENT</b></li> </ul>

**VIOLENT CRIME: VIOLENT ACTS ARE STILL RATED AS A KEY CONCERN FOR RESIDENTS. THE TIMMINS POLICE SERVICE RECOGNIZES THE NEED TO DEVELOP STRATEGIES THAT ADDRESS THE INSTANCE OF VIOLENT CRIMES.**

<b>GOAL</b>	<b>OBJECTIVES</b>	<b>PERFORMANCE INDICATOR</b>	<b>ANTICIPATED OUTCOMES</b>
<ul style="list-style-type: none"> <li>• REDUCE VIOLENT CRIME OCCURRENCES</li> </ul>	<ul style="list-style-type: none"> <li>• INSTITUTE EFFECTIVE PREVENTION AND ENFORCEMENT TACTICS</li> <li>• DEVELOP AND IMPLEMENT PUBLIC AWARENESS AND EDUCATIONAL PROGRAMS</li> <li>• IMPLEMENTATION OF MAJOR CASE MANAGEMENT PROTOCOL AS REQUIRED BY LEGISLATION</li> <li>• APPOINTMENT OF MAJOR CASE MANAGEMENT COORDINATOR</li> </ul>	<ul style="list-style-type: none"> <li>• REDUCTION IN INSTANCES OF VIOLENT CRIME (ANNUAL REVIEW)</li> <li>• PREVENTION AND ENFORCEMENT STRATEGIES IMPLEMENTED THROUGH USE OF CRIME ANALYSIS</li> <li>• ADHERENCE TO MAJOR CASE MANAGEMENT REPORTING PROTOCOL</li> </ul>	<ul style="list-style-type: none"> <li>• MEASURABLE REDUCTION IN VIOLENT CRIME OCCURRENCES</li> <li>• ANNUAL REPORT ON VIOLENT CRIME</li> <li>• APPOINTMENT OF POLICE OFFICER AS MAJOR CASE MANAGEMENT COORDINATOR</li> <li>• ENHANCED INFORMATION SHARING THROUGH ADHERENCE TO MAJOR CASE MANAGEMENT “POWER CASE” DATABASE</li> <li>• CONFORMANCE WITH CAMPBELL COMMISSION RECOMMENDATIONS</li> </ul>

**CRIMINAL INVESTIGATION SERVICES: INVESTIGATIONS INTO CRIMINAL OCCURRENCES MUST BE COMPLETED IN ACCORDANCE WITH THE HIGHEST STANDARDS OF PROFESSIONAL SKILL, INTEGRITY, AND ACCOUNTABILITY. PROVINCIAL ADEQUACY STANDARDS DICTATE THAT CRIMINAL INVESTIGATORS MUST POSSESS THE REQUIRED TRAINING AND EXPERTISE TO CONDUCT CRIMINAL INVESTIGATIONS.**

<b>GOAL</b>	<b>OBJECTIVES</b>	<b>PERFORMANCE INDICATOR</b>	<b>ANTICIPATED OUTCOMES</b>
<ul style="list-style-type: none"> <li>INCREASE THE EFFECTIVENESS OF CRIMINAL INVESTIGATORS</li> </ul>	<ul style="list-style-type: none"> <li>UNDERTAKE TO TRAIN AND DEVELOP INVESTIGATORS</li> <li>ENSURE THAT INVESTIGATORS MEET PROVINCIAL ADEQUACY STANDARDS</li> </ul>	<ul style="list-style-type: none"> <li>THOROUGH, COMPLETE INVESTIGATIONS</li> <li>PRODUCTION OF CROWN BRIEFS WHICH EXCEED MINISTRY STANDARDS</li> </ul>	<ul style="list-style-type: none"> <li>STREAMLINED COURT BRIEFS WHICH WILL ENABLE TIMELY PLEAS THROUGH EFFECTIVE DISCLOSURE PRACTICES</li> <li>INCREASED PRODUCTIVITY OF CRIMINAL INVESTIGATION SERVICES PERSONNEL</li> </ul>

**PROPERTY CRIME: OUR EXTERNAL SURVEY AND COMMUNITY CONSULTATIONS INDICATED THAT PROPERTY CRIMES, SUCH AS BREAK AND ENTERS, THEFTS, FRAUDS, AND VANDALISM CONTINUE TO BE A SIGNIFICANT CONCERN FOR RESIDENTS AND BUSINESSES.**

<b>GOAL</b>	<b>OBJECTIVES</b>	<b>PERFORMANCE INDICATOR</b>	<b>ANTICIPATED OUTCOMES</b>
<ul style="list-style-type: none"> <li>A REDUCTION IN THE INSTANCES OF PROPERTY CRIME</li> </ul>	<ul style="list-style-type: none"> <li>STRIVE TO REDUCE PROPERTY CRIMES</li> <li>PARTNER WITH TIMMINS COMMUNITY POLICING IN THE IMPLEMENTATION OF "NEIGHBOURHOOD WATCH"</li> </ul>	<ul style="list-style-type: none"> <li>MAINTENANCE OF A CLEARANCE RATE ABOVE THE NATIONAL AVERAGE</li> </ul>	<ul style="list-style-type: none"> <li>MEASURABLE REDUCTION IN THE OCCURRENCE OF PROPERTY CRIMES</li> <li>CLEARANCE RATE ABOVE NATIONAL AVERAGE</li> <li>INCREASED PARTNERSHIP WITH THE COMMUNITY</li> </ul>

**YOUTH CRIME: YOUTH VIOLENCE CONTINUES TO BE A MAJOR CONCERN TO OUR CITIZENS. THE TIMMINS POLICE SERVICE RECOGNIZES THE NEED TO MAINTAIN SUFFICIENT RESOURCES TO INVESTIGATE YOUTH CRIME.**

<b>GOAL</b>	<b>OBJECTIVES</b>	<b>PERFORMANCE INDICATOR</b>	<b>ANTICIPATED OUTCOMES</b>
<ul style="list-style-type: none"> <li>A REDUCTION IN THE INSTANCES OF VIOLENT CRIME COMMITTED BY YOUNG PERSONS</li> </ul>	<ul style="list-style-type: none"> <li>INSTITUTE EFFECTIVE PREVENTION AND ENFORCEMENT STRATEGIES</li> <li>DEVELOP IMPROVED RELATIONSHIPS WITH YOUNG PERSONS THROUGH COMMUNITY PARTNERSHIP</li> <li>ENSURE SUFFICIENT RESOURCES ARE DEDICATED TO YOUTH SERVICES</li> </ul>	<ul style="list-style-type: none"> <li>PREVENTION AND ENFORCEMENT STRATEGIES IMPLEMENTED THROUGH USE OF CRIME ANALYSIS (ONGOING)</li> <li>REDUCTION IN PERCENTAGE OF VIOLENT YOUTH CRIME (ANNUAL REVIEW)</li> </ul>	<ul style="list-style-type: none"> <li>MEASURABLE REDUCTION IN YOUTH CRIME</li> <li>INSTITUTION OF "ADOPT-A-COP" PROGRAM IN EVERY ELEMENTARY AND HIGH SCHOOL WITHIN THE COMMUNITY</li> </ul>

**VICTIM ASSISTANCE: THE TIMMINS POLICE SERVICE RECOGNIZES THE IMPORTANCE OF PROVIDING ASSISTANCE AND SUPPORT TO VICTIMS OF CRIME AND TRAGIC CIRCUMSTANCES.**

<b><i>GOAL</i></b>	<b><i>OBJECTIVES</i></b>	<b><i>PERFORMANCE INDICATOR</i></b>	<b><i>ANTICIPATED OUTCOMES</i></b>
<ul style="list-style-type: none"> <li>CONTINUED ENHANCEMENT OF VICTIM ASSISTANCE AND SUPPORT</li> </ul>	<ul style="list-style-type: none"> <li>MAINTAIN PROTOCOLS WITH STRATEGIC PARTNERS (I.E., VICTIM CRISIS ASSISTANCE AND REFERRAL SERVICE, ETC.)</li> <li>ESTABLISHMENT OF PROGRAMS TO ASSIST VICTIMS OF CRIME AND TRAGIC CIRCUMSTANCE</li> <li>FORGE PARTNERSHIP WITH “VICTIM WITNESS ASSISTANCE PROGRAM”, MINISTRY OF COMMUNITY SAFETY</li> <li>PARTICIPATE IN “POLICELINKS” PROJECT, TIMMINS COMMUNITY POLICING</li> </ul>	<ul style="list-style-type: none"> <li>ENHANCEMENT OF VICTIMS PROGRAMS (ANNUAL REVIEW)</li> <li>PARTICIPATION IN IMPLEMENTATION OF DOMESTIC VIOLENCE COURT WITHIN OUR COMMUNITY</li> <li>ADDITIONAL TRAINING FOR OFFICERS RESPECTING VICTIMS OF YOUTH CRIME</li> </ul>	<ul style="list-style-type: none"> <li>FORGED PARTNERSHIPS WITH VCARS, CHILD AND FAMILY SERVICES, CANADIAN MENTAL HEALTH ASSOCIATION, TIMMINS AND AREA WOMEN IN CRISIS, ETC.</li> <li>ESTABLISHMENT OF DOMESTIC VIOLENCE COURT WITH EXTENSIVE VICTIM SERVICE PROGRAMS</li> <li>GREATER UNDERSTANDING OF YOUTH CRIME VIS-À-VIS VICTIMS ISSUES</li> </ul>

**ILLEGAL / ILLICIT DRUGS: THE USE AND DISTRIBUTION OF ILLEGAL DRUGS CONTINUES TO BE A TOP-OF-MIND CONCERN TO OUR CITIZENS AND EDUCATORS. DRUGS ARE CLOSELY LINKED TO A VARIETY OF CRIMINAL ACTIVITY. THE TIMMINS POLICE SERVICES ACKNOWLEDGES THE NEED TO MAINTAIN SUFFICIENT RESOURCES IN ORDER TO DISRUPT THE ILLEGAL DRUG TRADE WITHIN OUR COMMUNITY.**

<b>GOAL</b>	<b>OBJECTIVES</b>	<b>PERFORMANCE INDICATOR</b>	<b>ANTICIPATED OUTCOMES</b>
<ul style="list-style-type: none"> <li>TO REDUCE THE PROLIFERANCE OF THE USE AND DISTRIBUTION OF ILLICIT DRUGS WITHIN THE COMMUNITY AND REDUCE DRUG-RELATED CRIMINAL ACTIVITY</li> </ul>	<ul style="list-style-type: none"> <li>CONTINUE TO CONCENTRATE EFFORTS TO COMBAT DRUG-RELATED CRIME</li> <li>ESTABLISH AN ADDITIONAL FULL-TIME POSITION IN THE DRUG ENFORCEMENT UNIT (2005)</li> <li>CONTINUE TO PARTICIPATE IN JOINT FORCES OPERATIONS AND TARGETED CRIMINAL INVESTIGATIONS</li> <li>INSTITUTE DRUG ABUSE AWARENESS PROGRAM AT THE HIGH SCHOOL LEVEL</li> </ul>	<ul style="list-style-type: none"> <li>INCREASED ENFORCEMENT TARGETING DRUG ACTIVITY</li> <li>APPOINTMENT OF AN ADDITIONAL POLICE OFFICER TO THE DRUG ENFORCEMENT UNIT (2005)</li> <li>CONTINUE D.A.R.E. PROGRAM TARGETING GRADE SIX STUDENTS</li> <li>MAINTENANCE OF JOINT FORCES OPERATIONS WITH THE ONTARIO PROVINCIAL POLICE</li> </ul>	<ul style="list-style-type: none"> <li>MEASURABLE INCREASE IN DRUG SEIZURES</li> <li>INCREASED AWARENESS OF THE DANGERS OF ILLEGAL DRUG USE, PARTICULARLY AT THE HIGH SCHOOL LEVEL</li> <li>A REDUCTION IN THE INSTANCES OF DRUG-RELATED CRIMINAL ACTIVITY</li> </ul>



**COMMUNITY BASED CRIME PREVENTION / PROBLEM SOLVING**

**CRIME PREVENTION: COMMUNITY-BASED POLICING HAS A POSITIVE IMPACT ON REDUCING CRIME. IT IS A SHARED RESPONSIBILITY BETWEEN THE COMMUNITY AND THE POLICE AIMED AT RESOLVING CRIME AND DISORDER PROBLEMS. THE TIMMINS POLICE SERVICE COMMITS TO CONTINUE TO BUILD PARTNERSHIPS AND ENCOURAGE THE PARTICIPATION OF CITIZENS.**

<b>GOAL</b>	<b>OBJECTIVES</b>	<b>PERFORMANCE INDICATOR</b>	<b>ANTICIPATED OUTCOMES</b>
<ul style="list-style-type: none"> <li>• TO INCREASE CITIZEN PARTICIPATION IN EFFORTS TO PREVENT AND SOLVE CRIME</li> <li>• TO DEVELOP PROGRAMS TO REDUCE CRIME IN OUR COMMUNITY</li> </ul>	<ul style="list-style-type: none"> <li>• INCREASED CONSULTATIONS WITH COMMUNITY PARTNERS (I.E., VCARS, TIMMINS COMMUNITY POLICING, ETC.)</li> <li>• COMMITMENT TO ESTABLISHMENT AND MAINTENANCE OF “NEIGHBOURHOOD WATCH” PROGRAM</li> <li>• FORGE PARTNERSHIP WITH “MADD” (MOTHERS AGAINST DRUNK DRIVING)</li> </ul>	<ul style="list-style-type: none"> <li>• REGULAR MEETINGS WITH COMMUNITY PARTNERS</li> <li>• INCREASE IN PARTICIPATION OF CITIZENS IN EFFORTS TO COMBAT CRIME</li> <li>• APPOINTMENT OF REPRESENTATIVE TO “MADD” BOARD OF DIRECTORS</li> </ul>	<ul style="list-style-type: none"> <li>• MONTHLY MEETINGS WITH HIGH SCHOOL PRINCIPALS</li> <li>• INCREASE IN CRIME STOPPERS TIPS (ANNUAL REVIEW)</li> <li>• ANNUAL MEETING WITH COMMUNITY PARTNERS</li> <li>• MEASURABLE REDUCTION IN REPORTED INCIDENTS</li> <li>• ADDITIONAL FUNDING FOR R.I.D.E. INITIATIVES</li> </ul>

**COMMUNITY PATROL: “COMMUNITY PATROL” IS A BROAD TERM USED TO IDENTIFY A SERIES OF FUNCTIONS SUCH AS DIRECTED PATROL, GENERAL PATROL, SPECIALIZED UNITS, FOOT PATROL, AND BICYCLE PATROL. CITIZENS AND BUSINESSES HAVE IDENTIFIED A STRONG DESIRE TO HAVE INCREASED POLICE VISIBILITY IN ALL NEIGHBOURHOODS.**

<b>GOAL</b>	<b>OBJECTIVES</b>	<b>PERFORMANCE INDICATOR</b>	<b>ANTICIPATED OUTCOMES</b>
<ul style="list-style-type: none"> <li>• TO ENHANCE POLICE VISIBILITY</li> </ul>	<ul style="list-style-type: none"> <li>• IDENTIFY PROBLEM AREAS AND DEPLOY THE NECESSARY RESOURCES</li> <li>• ESTABLISHMENT OF AUXILIARY POLICE UNIT (2004)</li> </ul>	<ul style="list-style-type: none"> <li>• INCREASE FOOT AND BICYCLE PATROLS (ANNUAL REVIEW)</li> <li>• DEPLOY AUXILIARY OFFICERS IN ASSISTING ROLES TO REGULAR DUTY OFFICERS AND INCREASE VISIBILITY (2005)</li> </ul>	<ul style="list-style-type: none"> <li>• MEASURABLE INCREASE IN FOOT AND BICYCLE PATROL</li> <li>• INCREASED AVAILABILITY OF REGULAR PATROL OFFICERS AS A RESULT OF DEPLOYMENT OF AUXILIARY OFFICERS TO ASSIST WITH COMMUNITY PROGRAMS</li> </ul>

**COMMUNITY SATISFACTION: GENERALLY THE ORACLEPOLL SURVEY AND COMMUNITY FORUMS INDICATED A HIGH LEVEL OF SATISFACTION WITH THE TIMMINS POLICE SERVICE. WE RECOGNIZE THAT CUSTOMER SATISFACTION IS A KEY TO OUR SUCCESSES AND WE CONTINUE TO STRIVE TO BUILD UPON POSITIVE COMMUNITY INTERACTIONS.**

<b><i>GOAL</i></b>	<b><i>OBJECTIVES</i></b>	<b><i>PERFORMANCE INDICATOR</i></b>	<b><i>ANTICIPATED OUTCOME</i></b>
<ul style="list-style-type: none"> <li>• MAINTENANCE OF A HIGH LEVEL OF SATISFACTION WITH THE COMMUNITY AT LARGE</li> </ul>	<ul style="list-style-type: none"> <li>• ENSURE THAT THE PUBLIC IS INFORMED WITH RESPECT TO PROGRAMS AND ADVISED ON PUBLIC SAFETY ISSUES</li> <li>• CONDUCT AN ANNUAL EVALUATION OF SERVICE</li> </ul>	<ul style="list-style-type: none"> <li>• AN INCREASE IN THE COMMUNITY'S UNDERSTANDING OF PROGRAMS AND ISSUES</li> <li>• PROVISION OF EFFECTIVE AND EFFICIENT PUBLIC RECEPTION FOR CITIZENS</li> </ul>	<ul style="list-style-type: none"> <li>• INCREASED COMMUNITY SATISFACTION</li> <li>• ANNUAL COMMUNITY FORUMS</li> </ul>

**RESOURCE MANAGEMENT / DEVELOPMENT**

**HUMAN RESOURCES MANAGEMENT: THE TIMMINS POLICE SERVICE CONTINUES TO EVOLVE AND ADAPT TO CHANGE AS WE STRIVE TO MEET OUR GOALS. WE ARE COMMITTED TO BUILDING OUR HUMAN RESOURCES CAPACITY IN ORDER TO ENSURE ADEQUATE STAFFING LEVELS.**

<b>GOAL</b>	<b>OBJECTIVES</b>	<b>PERFORMANCE INDICATOR</b>	<b>ANTICIPATED OUTCOMES</b>
<ul style="list-style-type: none"> <li>• TO ENSURE ADEQUATE STAFFING TO MEET COMMUNITY NEEDS</li> </ul>	<ul style="list-style-type: none"> <li>• RECRUITMENT OF FEMALE AND ABORIGINAL CANDIDATES TO INCREASE THEIR NUMBERS</li> <li>• APPOINT FOUR FULL-TIME COMMUNITY EMERGENCY RESPONSE BASE OPERATORS FOR EACH PLATOON</li> <li>• CREATE A FULL-TIME STENO POSITION WITHIN RECORDS SECTION TO MEET MAJOR CASE MANAGEMENT DATA ENTRY LEGISLATION</li> <li>• ENSURE THAT THE AUTHORIZED COMPLEMENT IS MAINTAINED</li> <li>• CREATE ONE ADDITIONAL ADMINISTRATIVE POSITION (INSPECTOR)</li> <li>• RESTRUCTURE ORGANIZATIONAL CHART</li> </ul>	<ul style="list-style-type: none"> <li>• INCREASED OPPORTUNITIES FOR FEMALE AND ABORIGINAL CANDIDATES</li> <li>• FULL COMPLEMENT OF C.E.R.B. OPERATORS ON EACH PLATOON</li> <li>• APPOINTMENT OF MAJOR CASE STENO</li> <li>• APPOINTMENT OF INSPECTOR TO OVERSEE ADMINISTRATIVE SUPPORT AND PROFESSIONAL STANDARDS</li> </ul>	<ul style="list-style-type: none"> <li>• INCREASE IN THE COMPLEMENT OF SWORN FEMALE AND ABORIGINAL OFFICERS (ANNUAL REVIEW)</li> <li>• STREAMLINED C.E.R.B. EFFICIENCY</li> <li>• STREAMLINED AREAS OF RESPONSIBILITY AND ACCOUNTABILITY</li> <li>• ADEQUATE STAFFING LEVELS MAINTAINED AT ALL TIMES</li> </ul>

**ORGANIZATION STRUCTURE: AS AN ORGANIZATION THE TIMMINS POLICE SERVICE MUST MAINTAIN CLOSE CONTACT WITH ITS STAKEHOLDERS AND UNDERSTAND THEIR NEEDS IN ORDER TO MAKE NECESSARY ADJUSTMENTS TO ENSURE CLEAR LINES OF ACCOUNTABILITY, THEREBY IMPROVING SERVICE DELIVERY.**

<b>GOAL</b>	<b>OBJECTIVES</b>	<b>PERFORMANCE INDICATOR</b>	<b>ANTICIPATED OUTCOMES</b>
<ul style="list-style-type: none"> <li>• TO ESTABLISH ORGANIZATIONAL PRACTICES THAT SUPPORT AND MEET THE NEEDS OF THE INSTITUTION</li> </ul>	<ul style="list-style-type: none"> <li>• COMPARISON OF OUR ORGANIZATIONAL PRACTICES AGAINST THE INTERNAL NEEDS OF THE SERVICE AND EXPECTATIONS OF THE COMMUNITY</li> </ul>	<ul style="list-style-type: none"> <li>• ANNUAL ANALYSIS REPORT WITH RECOMMENDATIONS</li> </ul>	<ul style="list-style-type: none"> <li>• PRECISE ORGANIZATIONAL STRUCTURE WHICH IDENTIFIES CLEAR LINES OF ACCOUNTABILITY AND AREAS OF RESPONSIBILITY</li> <li>• STRATEGIC PLAN (ANNUAL REVIEW)</li> </ul>

**POLICE FACILITIES / EQUIPMENT**

**EQUIPMENT AND UNIFORMS: IT IS VITAL TO ENSURE THAT OUR MEMBERS AND STAFF ARE EQUIPPED WITH QUALITY GEAR AND RESOURCES THAT ENSURE OPTIMUM OFFICER SAFETY AND EFFICIENCY.**

<b>GOAL</b>	<b>OBJECTIVES</b>	<b>PERFORMANCE INDICATOR</b>	<b>ANTICIPATED OUTCOMES</b>
<ul style="list-style-type: none"> <li>• TO ENSURE OUR STAFF HAVE THE NECESSARY EQUIPMENT TO EFFICIENTLY PERFORM THEIR DUTIES</li> </ul>	<ul style="list-style-type: none"> <li>• CONTINUE TO PROVIDE OUR MEMBERS WITH QUALITY EQUIPMENT AND UNIFORMS</li> <li>• IMPLEMENTATION OF ENCRYPTED RADIO TRANSMISSION SYSTEM</li> </ul>	<ul style="list-style-type: none"> <li>• ISSUANCE OF QUALITY AND UP-TO-DATE EQUIPMENT (ANNUAL REVIEW)</li> <li>• INSTALLATION OF ENCRYPTION RADIOS IN POLICE VEHICLES AND PORTABLE UNITS</li> </ul>	<ul style="list-style-type: none"> <li>• STANDARDIZED EQUIPMENT IN ALL VEHICLES</li> <li>• ENHANCED OFFICER SAFETY</li> <li>• IMPROVED CONFIDENTIALITY OF RADIO COMMUNICATIONS</li> <li>• PRIVACY ISSUES ADDRESSED</li> <li>• ADEQUATE EQUIPMENT FOR EMERGENCY RESPONSE TEAM</li> <li>• FULLY EQUIPPED POLICE MOTORCYCLE BY APRIL 2006</li> </ul>

**FACILITY: OUR CURRENT FACILITY CONTINUES TO FALL BELOW PROVINCIAL ADEQUACY STANDARDS, NOR DOES IS MEET OUR OWN NEEDS. A RESTRUCTURING COMMITTEE HAS BEEN RESURRECTED TO STUDY AND MAKE RECOMMENDATIONS WITH RESPECT TO FACILITY REQUIREMENTS.**

<b><i>GOAL</i></b>	<b><i>OBJECTIVES</i></b>	<b><i>PERFORMANCE INDICATOR</i></b>	<b><i>ANTICIPATED OUTCOMES</i></b>
<ul style="list-style-type: none"> <li>• TO PROVIDE OUR CITIZENS WITH AN ADEQUATE POLICE FACILITY WHICH MEETS THE NEEDS OF OUR MEMBERS, THE COMMUNITY, AND WHICH MEETS OR EXCEEDS PROVINCIAL STANDARDS</li> </ul>	<ul style="list-style-type: none"> <li>• REVIEW OF OUR CURRENT FACILITY NEEDS</li> <li>• REVIEW OUR LONG-TERM FACILITY NEEDS</li> </ul>	<ul style="list-style-type: none"> <li>• REPORT ON CURRENT AND LONG-TERM FACILITY REQUIREMENTS</li> <li>• DEVELOPMENT OF LONG-TERM PLAN</li> </ul>	<ul style="list-style-type: none"> <li>• PRESENTATION OF A FACILITY SITE PLAN</li> <li>• DEVELOPMENT OF CAPITOL WORKS BUDGET FOR THE ESTABLISHMENT OF A FACILITY</li> </ul>

**INFORMATION TECHNOLOGY: THE TIMMINS POLICE SERVICE CONDUCTS CONSTANT REVIEW AND ASSESSMENT OF INFORMATION TECHNOLOGY REQUIREMENTS IN ORDER TO BE MORE EFFICIENT AND EFFECTIVE. NEW TECHNOLOGY ALLOWS OPPORTUNITY TO IMPROVE AND EXPAND SERVICE DELIVERY.**

<b>GOAL</b>	<b>OBJECTIVES</b>	<b>PERFORMANCE INDICATOR</b>	<b>ANTICIPATED OUTCOMES</b>
<ul style="list-style-type: none"> <li>• TO IMPROVE OUR SERVICE DELIVERY THROUGH THE APPLICATION OF TECHNOLOGY</li> <li>• TO ADEQUATELY TRAIN ALL MEMBERS ON THE USE OF AVAILABLE TECHNOLOGY</li> <li>• TO ENSURE ADEQUATE RADIO COMMUNICATIONS WITH OUR PERSONNEL</li> <li>• TO INCREASE EFFICIENCY OF REPORTING SYSTEMS</li> </ul>	<ul style="list-style-type: none"> <li>• PREPARE FOR INSTALLATION OF NEW TECHNOLOGY TO MEET PROVINCIAL REQUIREMENTS (I.E., MAJOR CASE DATA ENTRY)</li> <li>• PROVIDE OUR MEMBERS WITH THE NECESSARY TECHNOLOGY TO CARRY OUT THEIR DUTIES</li> <li>• INSTALL A NEW DICTAPHONE REPORTING SYSTEM</li> <li>• UPGRADE "PENTA" COMMUNICATIONS SYSTEM</li> </ul>	<ul style="list-style-type: none"> <li>• APPOINTMENT OF MAJOR CASE COORDINATOR</li> <li>• INSTALLATION OF NEW DICTAPHONE SYSTEM (2005)</li> <li>• INSTALLATION OF UPGRADE TO "PENTA" COMMUNICATIONS SYSTEM</li> </ul>	<ul style="list-style-type: none"> <li>• COMPLIANCE WITH PROVINCIAL MAJOR CASE STANDARDS</li> <li>• INCREASED EFFICIENCY IN REPORTING SYSTEM (RECORDS MANAGEMENT)</li> <li>• TECHNOLOGY UPGRADES</li> <li>• INCREASED ABILITY OF OUR C.E.R.B. TO CONTRACT EMERGENCY CALLS FOR SERVICE THROUGHOUT NORTHEASTERN ONTARIO</li> <li>• ESTABLISHMENT OF TIMMINS AS A BASE FOR EMERGENCY RESPONSE FOR NORTHEASTERN ONTARIO</li> </ul>



**BUDGET FORECAST**

<i>YEAR</i>	<i>PLANNED EXPENDITURES</i>	<i>ANTICIPATED REVENUE</i>	<i>NET COST</i>
2004	9,950,000	1,130,000	8,820,000
2005	10,460,000	1,170,000	9,290,000
2006	10,740,000	1,200,000	9,540,000

*REVENUES – GENERAL*

**YEAR 2003**

PROVINCIAL OFFENCES	\$248,000.00
BY-LAWS	\$ 22,000.00
<b>TOTAL</b>	<b><u>\$270,000.00</u></b>

*COSTS ASSOCIATED TO NON-POLICING FUNCTIONS:*

**YEAR 2003**

DISPATCHING FIRE AND AMBULANCE CALLS	\$600,000.00
PROCESSING TAXI LICENCES, PAWN SHOPS, ETC.	\$ 20,000.00
SNOW REMOVAL, STREET SWEEPING (VEH., ETC.)	\$ 10,000.00
COURT SECURITY	\$ 18,000.00
<b>TOTAL:</b>	<b><u>\$698,000.00</u></b>