

“PRIDE AND INTEGRITY SINCE 1912”



BUSINESS PLAN
2008 – 2010

Excellence in service.....



through quality policing.....



Partnership with our diverse community to ensure a safe and secure Timmins....

POLICE SERVICES BOARD FOR THE CITY OF TIMMINS



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Gerald Petroski, Chair



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Michael Doody (2008)

Joint Message Chair, Police Services Board / Chief of Police



Timmins is one of Canada's most dynamic municipalities, with an enviable reputation. The Police Services Board and the Timmins Police Service are not, however, complacent about the future. The policing environment has been and continues to change at a rapid pace. Shifts in demographics, the economy, crime, our urban environment, technology, and a wide variety of pressures all combine to create complex challenges for policing.

Having consulted widely, both with members of our community and members of the Service, and undertaken a comprehensive analysis of our current environment, the Timmins Police Service's 2008 – 2010 Business Plan outlines the major challenges facing us and the resources we have available to address them.

The Strategies section of this plan outlines the challenges we will focus on; within each priority we have set out specific goals we wish to achieve. It should be remembered, however, that the strategies do not represent all of policing, nor do they mean that issues not specifically mentioned will be ignored. We will continue to fulfil all of our responsibilities under the Police Services Act and other legislation. The Service's priorities are simply those areas to which we will give special emphasis.

In addition to the Strategies, this Business Plan also summarizes our human resources, infrastructure, and information technology plans.

Due to the changing nature of policing demands, this Plan will be under constant review to ensure the public's policing priorities continue to be addressed and that we are meeting the needs and demands of our communities.

Our citizens should feel that their police service cares about their quality of life. They should know that we will strive to maintain the highest standards of integrity and will carry out our duties professionally, equitably, and with sensitivity. The cornerstone of our success has always been our relationship with the public. We believe that the actions outlined in this Business Plan will strengthen and foster that relationship.

Gerald Petroski
CHAIR, Police Services Board

Richard Laperrière
CHIEF OF POLICE

-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”

Business Plan Development

This Plan has been developed with input from a broad spectrum of the community, including citizens, political leaders, business leaders, educators, and valued members of our organization. Community forums were held with citizens in four geographic areas (South Porcupine, Schumacher, Timmins, Mountjoy). Meetings took place with the Timmins BIA and Chamber of Commerce; consultations were held with high school principals; an on-line survey was conducted with citizens.

Timmins continues to maintain its demographic image. There has been little change in age categories and the population is relatively stable, although an increase in the Aboriginal population is anticipated over the next several years. There has been a general decline in population in Northern Ontario; Aboriginal communities in the region have relatively high rates of growth

Economic growth in Timmins continues to be strong with base metal prices on the increase and development along the James Bay coast; Timmins has also experienced considerable growth in the retail services industry and is emerging as a key regional centre in north eastern Ontario.

The Timmins Police Service is experiencing a similar changing environment that has affected police organizations across Canada. Even though the national crime rate has been declining, police workload is increasing¹. According to figures released by the Canadian Centre for Justice Statistics, the workload of police services across Canada has more than doubled over a 38-year period. The average caseload for a Canadian police officer has increased from 19.7 Criminal Code incidents a year in 1962 to 42.1 cases in 2000.²

Even so, the Timmins Police Service clearance rate for Criminal Code offences during 2006 was 45%, well above the national clearance rate of 36%³.

While there are many contributing factors to the increase in police workload, there are some that are more apparent than others, such as demographic shifts, movement of personnel between organizations, increasing fiscal pressures, changes within the legal environment, and a shift toward a community-based policing model.

¹ Strategic Human Resources Analysis of Public Policing in Canada P.15 (Report released by the HRDC 2002)

² Statistics Canada – Police Resources in Canada 2001, Cat. No. 85-225XIE P19

³ Statistics Canada – Police Resources in Canada 2007, Cat. No. 85-225XIE P48

In an attempt to “do more with less”, police services are implementing benchmarking practices and moving towards best practice models, including the Timmins Police Service. Per capita costs (\$224) for the Timmins Police Service continues to fall below the provincial average of \$240.⁴

Recruitment has emerged as one of the critical issues for police services due to an increasingly aging and retiring workforce, a very competitive environment for qualified candidates, and struggles to resource a diverse and community-reflective workforce.⁵ The Timmins Police Service has not been immune to these issues.

This Business Plan outlines the major challenges facing us and the resources we have available to address them.



⁴ Statistics Canada – Police Resources in Canada 2007, Cat. No. 85-225XIE P11, P48

⁵ Police Sector Council

Strategies

This business plan addresses the following issues and concerns:

- Public safety / Enforcement / Community Satisfaction
- Community based crime prevention / Problem solving
- Human resource management / Development
- Technology / 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.

<i>Goal</i>	<i>Objectives</i>	<i>Performance Indicator</i>	<i>Anticipated Outcomes</i>
<p>Increased enforcement of aggressive driving offences;</p> <p>Enhance safety on recreational trails within the city</p>	<p>Ongoing maintenance of an aggressive traffic management plan that includes education, prevention, and enforcement;</p> <p>Establishment of “Aggressive Driver Complaint” hotline;</p> <p>Conduct coordinated patrols on motorized snow vehicle and all-terrain vehicle trails through joint enforcement initiatives with O.P.P., S.T.O.P. officers, and Ministry of Natural Resources</p>	<p>Reduction in motor vehicle collision statistics;</p> <p>Reduction in collisions, fatalities, and injuries on our highways and recreational trails</p>	<p>Noticeable reduction in personal injury and reportable motor vehicle collisions;</p> <p>Safer roads and recreational trails within our community;</p> <p>Reduction in impaired driving occurrences;</p> <p>High visibility traffic enforcement</p>

Violent Crime: Violent acts are still a key concern for residents. The Timmins Police Service recognizes the need to develop strategies that address the instance of violent crimes.

<i>Goal</i>	<i>Objectives</i>	<i>Performance Indicator</i>	<i>Anticipated Outcomes</i>
Reduce violent crime occurrences	<p>Maintain effective prevention and enforcement tactics;</p> <p>Develop and maintain public awareness and educational programs;</p> <p>Maintain Major case Management Protocol</p>	<p>Reduction in instances of violent crime;</p> <p>Prevention and enforcement strategies implemented through use of crime analysis;</p> <p>Adherence to Major Case Management Protocol</p>	<p>Measurable reduction in violent crime;</p> <p>Enhanced information sharing through adherence to Major Case Management "Powercase" database;</p> <p>Conformance with Campbell Commission recommendations</p>



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.

<i>Goal</i>	<i>Objectives</i>	<i>Performance indicator</i>	<i>Anticipated outcomes</i>
Increase the effectiveness of criminal investigators	<p>Augment the number of criminal investigators assigned;</p> <p>Ensure proper training and development is provided for investigators;</p> <p>Ensure that investigators meet provincial adequacy standards</p>	<p>Thorough, complete investigations;</p> <p>Production of Crown Briefs which exceed Ministry standards</p>	<p>Streamlined court briefs which will enable timely pleas through effective disclosure practices;</p> <p>Increased productivity of criminal investigation services personnel;</p> <p>Increased enforcement and patrol time for uniformed officers</p>



Property Crime: Our 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.

<i>Goal</i>	<i>Objectives</i>	<i>Performance indicator</i>	<i>Anticipated outcomes</i>
Reduction in the instances of property crime	<p>Strive to reduce instances of property crimes;</p> <p>Continue partnership with Timmins Community Safety Committee with “Neighbourhood Watch” program;</p> <p>Assign foot patrol officers to business and residential areas</p>	Maintenance of a clearance rate above the national average	<p>Reduction in the occurrence of property crimes;</p> <p>Clearance rate above national average;</p> <p>Continued partnership with the community and agencies</p>



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.

<i>Goal</i>	<i>Objectives</i>	<i>Performance indicator</i>	<i>Anticipated outcomes</i>
A reduction in the instances of violent crime committed by youth	<p>Maintenance of effective prevention and enforcement strategies;</p> <p>Development of improved relationships with young persons through community partnership;</p> <p>Maintain sufficient resources dedicated to youth services;</p> <p>Designate a liaison officer with first nations community (2009);</p> <p>Maintenance of “Adopt-A-Cop” program within schools</p>	Reduction in the instance of violent crime committed by youth	Measurable reduction in violent crime committed by youth



Victim Assistance: The Timmins Police Service recognizes the importance of providing assistance and support to victims of crime and tragic circumstances.

<i>Goal</i>	<i>Objectives</i>	<i>Performance indicator</i>	<i>Anticipated outcomes</i>
Continued enhancement of victim assistance and support	<p>Maintenance of protocols with strategic partners (i.e., VCARS);</p> <p>Maintenance of programs to assist victims of violent crime and circumstance;</p> <p>Continued dedication of officer to Bail Safety Project and Domestic Violence Court</p>	<p>Enhancement of victim services;</p> <p>Ongoing training for officers respecting victims of crime;</p> <p>Continued participation in Bail Safety and Domestic Violence initiatives</p>	<p>Stronger, forged partnerships with victims services agencies;</p> <p>Maintenance of Domestic Violence Court with extensive victim services programs</p>



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 Service acknowledges the need to maintain sufficient resources in order to disrupt the illegal drug trade within our community.

<i>Goal</i>	<i>Objectives</i>	<i>Performance indicator</i>	<i>Anticipated outcomes</i>
<p>A reduction in the proliferation of the use and distribution of illegal narcotics within the community;</p> <p>A reduction in drug-related criminal activity</p>	<p>Continue to concentrate efforts to combat drug-related crime;</p> <p>Establishment of joint forces initiative with the O.P.P. and federal law enforcement agencies;</p> <p>Continue to deliver the D.A.R.E. Program within elementary schools;</p> <p>Maintain a drug abuse awareness program at the high school level</p>	<p>Increased enforcement targeting drug activity;</p> <p>Ongoing education and awareness of the dangers of illegal drugs</p>	<p>Increase in drug seizures, importation and distribution through Timmins;</p> <p>Increased awareness of the dangers of illegal drug use;</p> <p>A reduction in the occurrences of drug-related activity</p>



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.

<i>Goal</i>	<i>Objectives</i>	<i>Performance indicator</i>	<i>Anticipated outcomes</i>
<p>To increase participation of citizens in efforts to prevent and solve crime;</p> <p>To develop organizational strategies that respond to crime and community priorities;</p> <p>Work closely with First Nations communities to address crime concerns and foster improved relations</p>	<p>Maintenance of partnerships with community agencies (Timmins Community Safety Committee, VCARS, MADD, Crime Stoppers, etc.);</p> <p>Establishment of a dedicated Community-oriented Foot Patrol Unit;</p> <p>Respond to crime problems through the principles of Problem-Oriented Policing;</p> <p>Maintenance of Timmins Police Aboriginal Advisory Committee;</p> <p>Enhance aboriginal awareness of policing and address diversity issues</p>	<p>Regular consultations with community partners;</p> <p>Increased participation of citizens in efforts to combat crime;</p> <p>Increased exchange of information with citizens through interaction during foot patrols;</p> <p>Increased cooperation and interaction with local Aboriginal population</p>	<p>Maintenance of monthly meetings with high school principals;</p> <p>Increase in Crime Stoppers tips;</p> <p>Reduction in reported incidents;</p> <p>Greater understanding amongst police personnel of local issues facing First Nations communities</p>

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.

<i>Goal</i>	<i>Objectives</i>	<i>Performance indicator</i>	<i>Anticipated outcomes</i>
Enhanced police visibility within the community; Realignment of jurisdictional boundaries and patrol zones	Establishment of a Community Oriented Foot Patrol Unit with dedicated officers; Identification of problem areas and deployment of resources; Maintenance and expansion of Auxiliary Police Unit; Establishment of volunteer base through Timmins Community Safety Committee; Assume jurisdiction for designated areas in hybrid policing model	A marked increase in the deployment of officers to dedicated foot patrol throughout the city; Continued deployment of auxiliary officers in assisting roles; Deployment of volunteers to assist with operations, such as receiving minor reports	Measurable increase in foot and bicycle patrols; Increased availability of regular patrol officers as a result of deployment of auxiliary officers; Enhanced enforcement activities resulting from increased availability of patrol officers; Improved response times for service delivery



Community Satisfaction: Generally, surveys 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.

<i>Goal</i>	<i>Objectives</i>	<i>Performance indicator</i>	<i>Anticipated outcomes</i>
Maintenance of a high level of satisfaction with the community at large	Ensure that the public and stakeholders are informed with respect to programs and initiatives;	An increase in the community's understanding of programs and initiatives;	Greater community satisfaction; Increased public confidence in their police service
Appoint a full-time media liaison representative (2010)	Train and develop media representative to meet the needs of local media agencies and our community partners	Increased cooperation with media and community partners	



Human Resource Management / Development

Human Resource 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 and to be reflective of our diverse community.

<i>Goal</i>	<i>Objectives</i>	<i>Performance indicator</i>	<i>Anticipated outcomes</i>
To ensure adequate staffing to meet community needs;	Recruitment of females and Aboriginal candidates;	Increased opportunities for females and Aboriginal candidates;	An increase in the complement of sworn female and Aboriginal officers;
	Ensure that the authorized complement is maintained;	Maintenance of authorized strength;	Adequate staffing levels maintained at all times;
	Restructure organizational chart;		
	Develop a management / senior officer succession plan;	Increased partnerships with area communities	
Expansion of existing regional emergency communications centre;	Create emergency dispatching partnerships with outlying communities;		Economic growth for community through increased employment;
Streamline recruiting procedures for new and prospective employees	Outsource recruiting processes with City of Timmins Human Resources Department and private suppliers	Faster, more efficient recruiting practices	Cost efficiencies

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.

<i>Goal</i>	<i>Objectives</i>	<i>Performance indicator</i>	<i>Anticipated outcomes</i>
To establish organizational practices that support and meet the needs of the service	Comparison of our organizational practices against the internal needs of the service and expectations of the community	Ongoing analysis and report with recommendations	Precise organizational structure which identifies clear lines of accountability and areas of responsibility



Technology / 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.

<i>Goal</i>	<i>Objectives</i>	<i>Performance indicator</i>	<i>Anticipated outcomes</i>
To ensure that our staff have the necessary equipment to efficiently and safely perform their duties	<p>Continue to provide our staff with quality equipment and uniforms;</p> <p>Implementation of encrypted radio transmission system;</p> <p>Implementation of in-car digital video recording system;</p> <p>Implementation of Global Positioning System units in all fleet vehicles</p>	<p>Issuance of quality, up-to-date equipment and uniforms;</p> <p>Installation of encrypted radios in police vehicles and portable units;</p> <p>Installation of in-car digital video recording systems in all patrol units;</p> <p>Installation of GPS units in all fleet vehicles</p>	<p>Standardized equipment in all vehicles;</p> <p>Enhanced officer safety;</p> <p>Improved confidentiality of radio communications;</p> <p>Privacy issues addressed</p>



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.

<i>Goal</i>	<i>Objectives</i>	<i>Performance indicator</i>	<i>Anticipated outcomes</i>
<p>To improve service delivery through application of technological advancements;</p> <p>To adequately train all staff on the use of available technology;</p> <p>To increase efficiency of reporting systems;</p> <p>Addition of one staff member to implement and maintain digitization and G.I.S. initiative</p>	<p>Provide staff with the necessary technologies to carry out their duties;</p> <p>Integrate geographic information system (G.I.S.) technology;</p> <p>Implement digitization process for records management;</p>	<p>Installation of geographic system technology (2009);</p> <p>Transfer hard copy records to digital files (2008)</p>	<p>Increased efficiency in reporting system (records management)</p>

