

# ***TIMMINS POLICE SERVICE***

***“PRIDE AND INTEGRITY SINCE 1912”***



***BUSINESS PLAN***  
***2011 – 2013***

*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*



*L – R: Thomas Laughren (Chair); Michael “J.J.” Doody; Doris Blouin-Harrison; Darlene Lafontaine (Vice-Chair); Gabe Provost; Joe Torlone (Secretary)*

## Joint Message Chair, Police Services Board / Chief of Police



“Pride and Integrity Since 1912” has been the clarion for the Timmins Police Service for almost one hundred years. As the City of Timmins approaches its 100<sup>th</sup> anniversary, we reflect on the solid foundations of our police service that were set by previous police commissions, boards, and administrations.

The 2011 – 2013 Business Plan will build upon those foundations and enhance our accomplishments. Our priorities remain intact – a safe and secure society through partnerships with our diverse community, prudent fiscal management, and high standards of public accountability and professional integrity.

This plan outlines the direction and strategies that the Timmins Police Service will follow to achieve continued success. We are confident that all of our staff, both civilian and sworn personnel, will continue to deliver excellence in service. We have the finest employees in the profession.

The next three years will be exciting ones for both the City of Timmins and its police service as they celebrate their 100<sup>th</sup> anniversary and embark upon a new century of service delivery. We are confident that this plan will result in the successful completion of that mission.



**Thomas Laughren**  
*Chair, Timmins Police Services Board*



**Richard Laperrière, M.O.M.**  
*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

As in previous years, meetings took place with stakeholders and community forums were held. Political and business leaders, educators and citizens were consulted and contributed valuable perspectives on this plan.

Timmins continues to maintain its demographic image and estimated population of 46,564 residents. Within the total population English is the mother tongue of 25,024 persons. French and non-official languages number 18,156 and 2,544 respectively.

The Timmins Police Service is committed to working with the community to achieve our goals. Some policing priorities for our service include Youth, Drugs/Organized Crime, Social Issues, Traffic and Serious Crimes. In order to have true impact in these areas, the Timmins Police Service will engage in an overall strategy of crime reduction. We will proactively concentrate our energies on the habitual offenders, high crime and motor vehicle crash areas and crime causation. In doing so, we will be striving for long-term, sustainable crime reduction in our communities.

This intelligence lead approach will ensure we are making the most of our police resources, as we work to maximize the impact on crime. We will also become more involved in the various agencies and groups within our communities by creating working agreements to better address the needs of our citizens. We will also be developing a comprehensive communication strategy to keep the communities we serve aware of policing issues and trends.

We understand that the public plays an important role in keeping our neighbourhoods safe. We remain committed to the philosophy of Community Policing, emphasizing our need to continue to involve and become involved with the communities we serve.

We will continue to work closely with other local service providers and identify opportunities to build further relationships.

Increasing fiscal pressures will continue to be a concern for the Timmins Police Service for the duration of this plan even though economic growth in Timmins continues to be strong with base and precious metal prices on the increase.

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. The Timmins Police Service has not been immune to these issues.

This plan reflects our responsibility and accountability to our clients. It also provides the Timmins Police Service with a chance to increase the public awareness of our roles, abilities and challenges in a constantly changing world. We recognize the need for an increased emphasis on communication and providing local citizens and businesses with information about crime trends and crime prevention. In doing so, it is our hope that community members will develop a willingness to work closer with the police to enhance overall public safety.

The information gathered has been converted into a clear and realistic plan that will guide the Timmins Police Service in providing the highest standards of police service delivery.



## 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:** The traffic on Timmins' roadways affects everyone within the city and was a consistent theme at public and stakeholder meetings. The safety of pedestrians, cyclists and drivers and the safe and efficient flow of traffic are, therefore, of significant concern to the Timmins Police Service.

#### **Goal:**

*Increase traffic enforcement to better protect the safety of pedestrians, cyclists and drivers.*

#### **Performance Objectives/Indicators:**

- Decrease in number of collisions, fatalities & injuries along Algonquin Blvd./Riverside Drive
- Creation of a R.I.D.E. team
- Decrease in number of impaired drivers operating motor vehicles on our highways and recreational trails
- Increase compliance by drivers who are under suspension
- Ongoing maintenance of an aggressive traffic management plan that includes education, prevention and enforcement





**VIOLENT CRIME:** Serious assaults and violent acts continue to be a concern. Domestic violence and violent crime against people with distinct needs must be addressed.

**Goals:**

*Reduce violent crime occurrences.*

**Performance Objectives/Indicators:**

- Creation of analyst position within present complement
- Increased compliance of persons on conditional sentence orders
- Increased use of intelligence policing model
- Measurable reduction in violent crime
- Prevention and enforcement strategies implemented through the use of crime analysis

*Develop trust between the police and groups such as community partners and social services agencies.*

**Performance Objectives/Indicators:**

- Creation of partnerships with social agencies (Canadian Mental Health, Alzheimer Society, South Cochrane Addiction Services)
- Increase in trust/confidence in the police
- Increase in the police understanding of the needs of clients within those agencies
- Increase the number of referrals to social agencies



**CRIMINAL INVESTIGATION SERVICES:** The Timmins Police Service is committed to the highest professional standards during the investigation of criminal incidents. Well prepared investigations and court briefs will streamline the court process.

**Goal:**

*Increase the effectiveness of criminal investigators*

**Performance Objectives/Indicators:**

- Creation of new partnerships with local agencies and services to provide a multifaceted response
- Continuation of existing partnership with other police agencies
- Continual training for proper development of investigators
- Creation of a “Street Crime Unit” (2011)
- Production of electronic briefs for disclosure to Crown Attorney (2012)
- Crown briefs would be prepared in a timely fashion
- Increase in effectiveness of Justice on Target program
- Ensuring persons on conditional sentences remain compliant



**PROPERTY CRIME:** Break and enters, thefts and vandalism is always a concern within our community due to the intrusive nature of the incidents especially in the downtown core.

**Goals:**

*Promote and understanding within the community of actual levels of crime and safety.*

**Performance Objectives/Indicators:**

- Increase in proportion of community who say that they received or were made aware of information on crime levels in their neighborhoods
- Decrease in difference between community perception of safety in neighborhoods and community perception of safety in the city overall

*Reduction in the instances of property crime*

**Performance Objectives/Indicators:**

- Continuation of Community Oriented Foot Patrol program in downtown core
- Clearance rate of 55% for property crime offences
- Continued partnership with the community and agencies



**YOUTH CRIME:** Violence committed upon and by youth continues to be an issue of great concern for the community. It is vital that we work to address the safety and security needs of children and youth. The safety of youth in schools, bullying, youth non-reporting of victimization, and the need to build trust and positive relationships with youth were all identified as issues of particular concern.

**Goals:**

*Increase safety in and around schools and promote student trust and confidence in police.*

**Performance Objectives/Indicators:**

- Increase in student perception of safety in and around schools
- Increase in proportion of students who feel comfortable talking to police
- Decrease in assaults and other violent crimes on school property
- Increase in proportion of students who would be willing to provide information to police about a problem or a crime

*Focusing on violent crime, prevent and decrease the victimization of children and youth.*

**Performance Objectives/Indicators:**

- Decrease in number of children (0-11 years) victimized by violent crime
- Decrease in number of youth (12-17 years) victimized by violent crime

*Reduction in the number of instances of violent crime committed by youth.*

**Performance Objectives/Indicators:**

- Implementation of School Liaison officer
- Creation of Youth Crime Reduction Committee
- Maintenance of effective prevention and enforcement strategies
- Increase in referrals diverting matters to Youth Justice Committee

**VICTIM ASSISTANCE:** The Timmins Police Service recognizes the importance of providing assistance and support to victims of crime. The service will continue to provide these victims with follow-up information and support/referrals, with aim of continuous improvement of our internal processes.

**Goals:**

*Continued improvement of internal processes that will allow for enhanced assistance to all victims of crime and tragic circumstances.*

**Performance Objectives/Indicators:**

- Creation of memorandum of understanding with Canadian Mental Health Association
- Creation of memorandum of understanding with South Cochrane Addiction Services
- Creation of memorandum of understanding with Alzheimer Society/Timmins Family Health Team
- Creation of memorandum of understanding with local woman's shelters
- Creation of memorandum of understanding with Jubilee Centre
- Ongoing training for officers respecting victims of crime

*Focusing on domestic violence:*

*(a) Improve the provision of support, follow-up information, and referrals to victims, and*

*(b) Increase reporting by victims.*

**Performance Objectives/Indicators:**

- Increase in perception of agency workers of improved provision of follow-up information by police
- Increase in perception of agency workers of improved provision of referrals by police
- Increase in perception of agency workers of trust/confidence in police
- Increase in number of domestic occurrences reported to police
- Continued participation in Bail Safety and domestic violence initiatives

**ILLEGAL/ILLCIT DRUGS:** Drugs continues to be identified as a serious problem by citizens in our community. The distribution and use of drugs has a direct link to violence and crime and has a strong negative impact on the quality of life for some in our community. Organized crime groups are frequently cited as using violence and facilitating drug production and distribution. The Timmins Police Service is committed to enforcement activities that will address these critical issues affecting community safety.

**Goals:**

*Reduce the availability and impact of drug activity on neighborhoods.*

**Performance Objectives/Indicators:**

- Increase in number of persons charged with drug offences
- Decrease in proportion of community concerned about drugs in their neighborhood
- Increase in community perception of police effectiveness in enforcing drug laws
- Ongoing education and awareness of dangers of illegal drugs (D.A.R.E program in elementary schools)
- Partnership with pharmacies, Health Unit and hospital (prescription medication abuse)

*Reduce the number of drug related criminal activities*

**Performance Objectives/Indicators:**

- Increase enforcement and asset forfeiture seizures making it a much less lucrative business



**COMMUNITY PATROL:** “Community patrol” relies heavily on the availability of proactive time for patrol with increased police visibility, greater contact between police and the community, and addressing neighborhood issues in partnership with the people who live there. It can include a series of functions such as directed patrol, general patrol, specialized units, foot patrol, and bicycle patrol. Proactive policing is directly linked to investigative quality, and administrative steps will be taken to improve the overall quality of general report-writing, and to specifically improve the quality of Crown briefs. Well-written charge files help generate guilty pleas during court appearances, and quality improvements at the front end will result in less duty time spent on follow-up work and court attendance thereby resulting in more time for frontline officers to pursue proactive policing strategies.

**Goal:**

*Increase police visibility within our community.*

**Performance Objectives/Indicators:**

- Continuation of Community Oriented Foot Patrol Unit
- Expansion of Auxiliary Police Unit
- Provide existing patrol resources with a more evenly distributed workload
- Strengthen management practices and increase efficiency in the processing and prioritization of calls
- Increase the operational deployment of uniform Sergeant in patrol
- increase proactive and visible policing around the downtown core



## **Community based crime prevention / problem solving**

**CRIME PREVENTION:** Crime prevention is a shared responsibility between the community and the police aimed at resolving crime and disorder problems. The Timmins Police Service will adopt the principles of Ontario's Mobilization and Engagement Model of Community Policing.

### **Goals:**

*Reduce, deter and identify the root causes of crime affecting the safety, security and well being of citizens in our community by using a proactive approach.*

### **Performance Objectives/Indicators:**

- Increased mobilization and engagement of social service agencies and community groups
- Increased collaborative problem solving partnerships supporting the identification and delivery of responsive strategies and programs to address community needs
- Increased programs and strategies that targets areas of crime and prolific offenders
- Utilization of an intelligence-led and consultative approach to develop and implement community-based crime prevention programs
- Development of a training strategy to ensure organizational understanding and the application of Ontario's Mobilization and Engagement Model of Community Policing
- Purchase of CCTV system for strategic areas of city
- Continued interaction with TPS Crime Prevention Committee





**COMMUNITY SATISFACTION:** We recognize that customer satisfaction is a key to our successes and we continue to strive to build upon positive community interactions. The Timmins Police Service will improve communication and public satisfaction by continuing to raise awareness of the services provided and the successes achieved by the TPS. As such, the service will continue to use campaigns intended to guide people to the TPS's website while effectively redesigning its layout for easier navigation and greater interactivity with the public.

**Goal:**

*Appoint a full-time media liaison representative*

**Performance Objectives/Indicators:**

- Enhancement of the reputation of the Timmins Police Service and increase the public's awareness of its services through an increase in proactive and positive earned media
- Increase in traffic to the Timmins Police Service website
- Increase in public awareness and support of the service through professional event and ceremony management
- Greater community satisfaction



The aboriginal population in Canada is increasing at a much higher rate than the mainstream population. The City of Timmins is within the Nishnawbe-Aski Nation (NAN) traditional territory. The aboriginal population in the NAN territory has grown from an estimated 3000 people at first European contact to over 30,000 today. A growing percentage of the population lives off reserve. Approximately 11,000 aboriginal persons reside in Timmins and surrounding area. The percentage increase of Aboriginal people from 2001 to 2006 is 14%, which is based on 2006 Census data.

### *Improve relations with First Nations communities*

#### **Performance Objectives/Indicators:**

- Increased cooperation and interaction with local Aboriginal population
- Increase in perception of First Nations people of trust/confidence in police
- Continue with training of staff in understanding of local issues facing First Nations community
- Increased aboriginal awareness of policing
- Continue officer exchange program with N.A.P.S.



## **Human Resource Management / Development / Effectiveness**

**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. We must also support and enable continuous learning and development opportunities for our employees.

### **Goals:**

*Recruit and hire female and aboriginal candidates*

#### **Performance Objectives/Indicators:**

- Targeted recruitment that will meet the needs the police service

*Support and develop our staff to their full potential*

#### **Performance Objectives/Indicators:**

- Review current plan and develop strategies that will focus on improving police and civilian training
- Greater clarity of what is required and/or available at each stage of a member's career and/or what is required for specific job functions or units
- Provide a variety of opportunities for ongoing leadership development at all levels

*Enhance existing and develop new relevant HR processes and programs for all employees*

#### **Performance Objectives/Indicators:**

- Training for supervisors on collective agreement aspects
- Ensure that staff receive information on health and wellness programs
- Promotion of continuous healthy lifestyle choices

**FINANCIAL MANAGEMENT:** Cost effectiveness and internal efficiencies are continually demanded of the Timmins Police Service. As an organization we must adhere to financial limitations while working to further deliver financial processes to support the police service.

**Goal:**

*Provide policing services while demonstrating effective financial management and fiscal responsibility*

**Performance Objectives/Indicators:**

- Enhance a culture of fiscal awareness and accountability throughout the Timmins Police Service
- Continuous review of overtime variances by Section, in order for corrective action to be taken if necessary to ensure the TPS remains within budget
- Exploring all funding opportunities from the Provincial and Federal governments
- Increase in public's perception of police service's accountability and transparency
- Review of organizational structure



## **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.

### **Goal:**

*To ensure that our staff have the necessary equipment to efficiently and safely perform their duties*

### **Performance Objectives/Indicators:**

- Installation of new encrypted radios in police vehicles and portable units
- Installation of new GPS units in all fleet vehicles
- Installation of new radio/data network for the entire police service
- Issuance of quality equipment and uniforms
- Enhanced officer safety
- Improved confidentiality of radio communications
- Privacy issues addressed



**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. The use of computers to commit crimes or as evidence of a crime has created a need for in-house expertise in the seizure and examination of computer evidence. Computers are the tool of choice used by sexual predators to lure children and other vulnerable persons.

**Goals:**

*To adequately train all staff on the use of available technology*

**Performance Objectives/Indicators:**

- Enhanced training and understanding for staff of Records Management System
- Increased efficiency in reporting system (records management)
- Training provided to staff on proper use of new radio system
- Explore funding possibilities allowing for training of staff in forensic computer examinations

*To improve service delivery through application of technological advancements*

**Performance Objectives/Indicators:**

- Purchase of “Live Scan” electronic fingerprinting.
- Purchase of I-2 program (intelligence analysis)
- Purchase forensic computer software program such as “Encase”

