



Timmins Police Service 2014-2016 Business Plan



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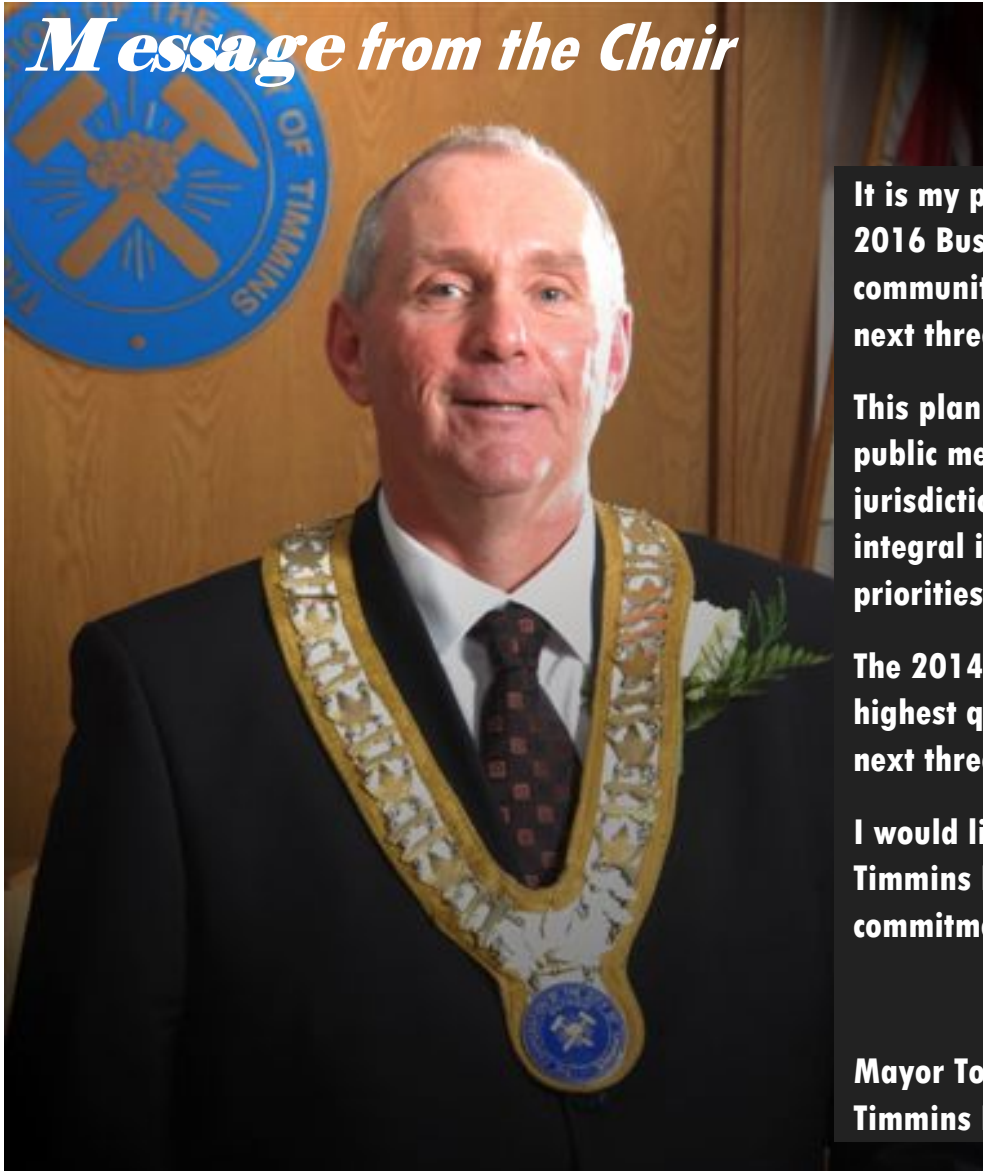
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Timmins Police Services Board



Message from the Chair



It is my pleasure to present the Timmins Police Service Board's 2014-2016 Business Plan. The Plan serves as our commitment to the community to continue to provide quality policing services over the next three years.

This plan was written using valuable information gathered from public meetings held throughout the Timmins Police Service's jurisdiction. The input and ideas we received from our citizens was integral in establishing what our main issues are, and what our priorities will be going forward.

The 2014-2016 Business Plan is our road map to providing the highest quality policing service to all residents of Timmins over the next three years.

I would like to thank Chief Gauthier and all other members of the Timmins Police Service for their dedication, and for this shared commitment to providing the best service we can for our citizens.

**Mayor Tom Laughren, Chair
Timmins Police Services Board**

Message from the Chief



Over the years, with changes to policing and through various challenges, our motto has remained the same – policing with **Pride and Integrity**. This is how we will continue to serve the residents of Timmins over the next several years.

The Business Plan was established through several public consultations, and our community members' ideas and concerns were taken very seriously. Through the planning process, we heard your ideas come together to one main message – residents want a safe and secure community. Through this process, and over the next few years, this will remain our priority. A big part of achieving this priority is through partnerships with our community members and stakeholders.

The 2014-2016 Business Plan will be the working model by which we will work toward this common goal, and will outline the future direction and strategies of the Timmins Police Service.

Throughout the public consultations, three main areas were identified as priorities, which are represented in the plan. Those areas are **Crime Prevention/Community safety, Community Partnerships/Satisfaction, and Resource Management**.

Building on these visions would not be possible without the partnerships we currently share with our community members, organizations and businesses. These partnerships, along with the dedication of our officers and civilian members, will help to ensure a safe and secure Timmins for years to come.

John Gauthier
Chief of Police



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.

VISION

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

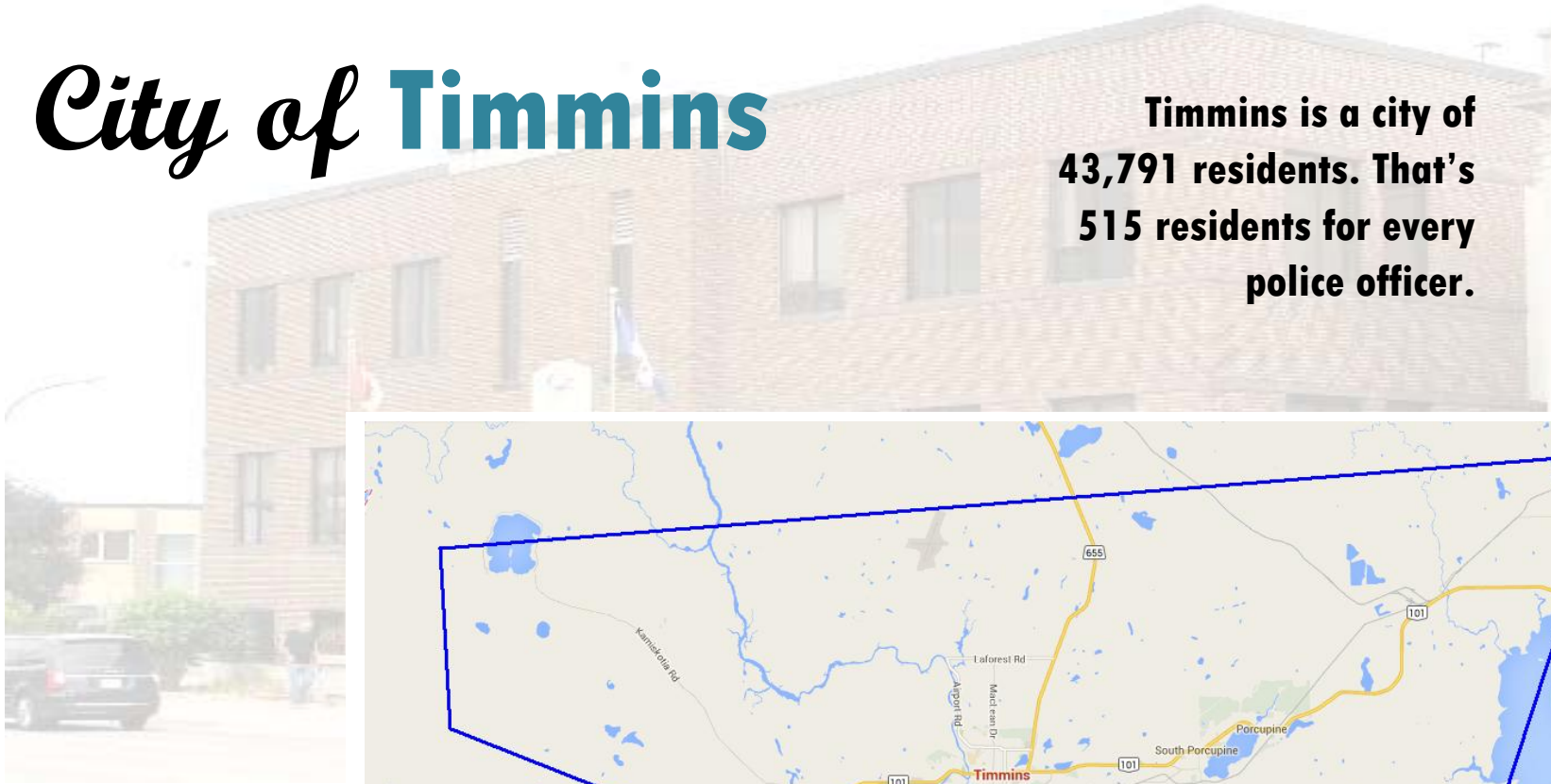
VALUES

Our supporting values are:

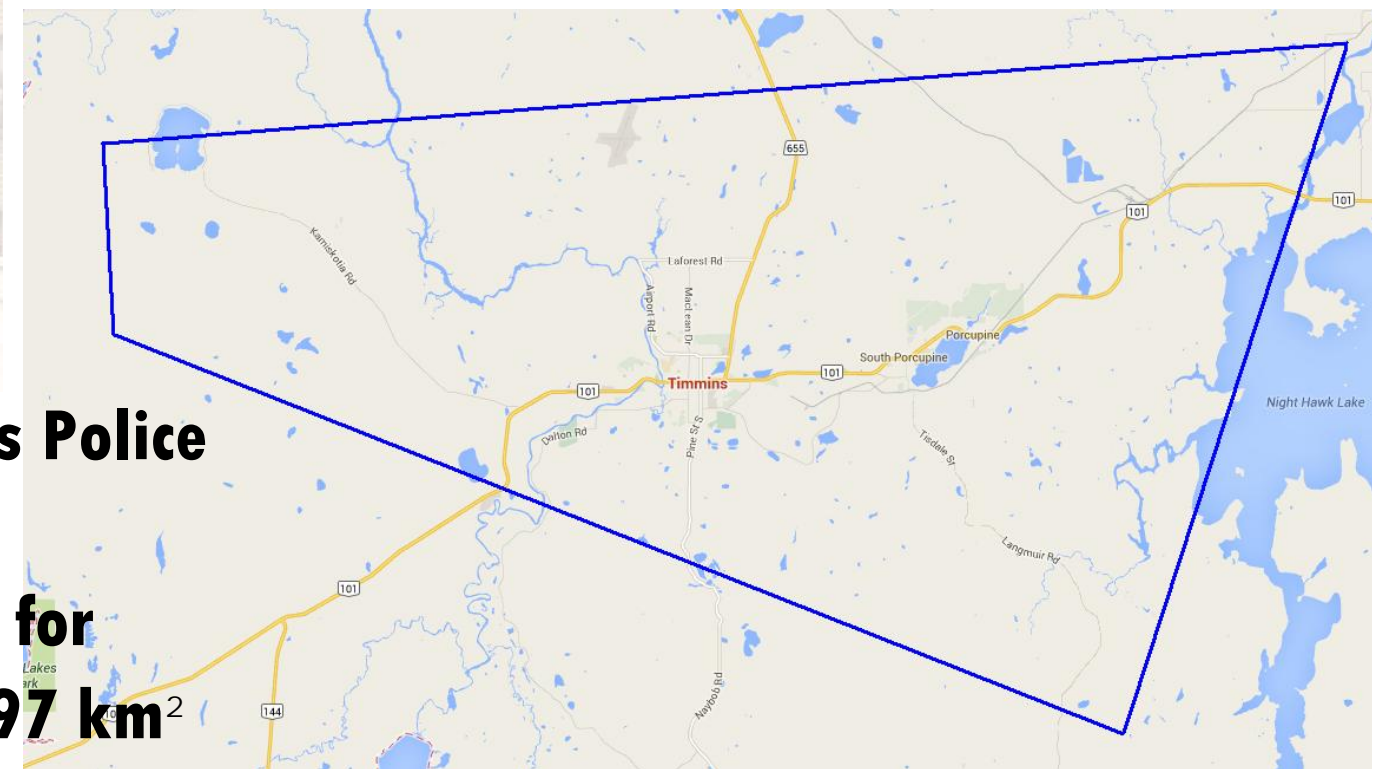
- **Professionalism**
- **Service**
- **Innovation**
- **Empowerment**
- **Partnership**

City of Timmins

Timmins is a city of 43,791 residents. That's 515 residents for every police officer.



The Timmins Police Service is responsible for policing 2797 km²



TIMMINS POLICE SERVICE

The Numbers



85

Sworn police officers



25,652

Police calls for service in 2013



1181

prisoner escorts in 2013



30

9-1-1 communicators



13

Records staff

2011-2013 Business Plan

A ccomplishments

Partnerships with local agencies through Memorandums of Understanding (CMHA, Alzheimer's, addiction services)

Increase in amount of drugs/property seized

Creation of full-time Media Relations position

Continue foot patrol in downtown

Implementation of school liaison officers in local elementary and high schools

Installation of encrypted radio to improve confidentiality and address privacy issues

Installation of CCTV system as an additional investigative tool/crime deterrent

Business plan development

Public consultations



Continuously evaluate objectives and ensure that goals are being met.

Evaluate feedback and examine past plan. Set goals and objectives for next three years.

Identify main priorities and draft business plan.

Crime Prevention & Community Safety: Providing a Safe and Secure Timmins

Safety and security continues to be a primary concern for the community. This was clearly expressed through the public consultation process with concerns about police visibility, road safety, drugs, violent crime, youth crime and property crimes. Crime prevention strategies can have a significant impact on safety and security in our community if they are properly implemented. These strategies are most effective when the responsibility of crime prevention is shared between the community and the police.

<i>Objectives</i>	<i>Action Plans</i>	<i>Performance Indicators</i>	<i>Considerations</i>
<p>1. Reduction of crime and calls for service through prevention, analysis, and problem-oriented policing</p>	<p>1.1 Conduct a scan of the downtown area with merchants and partners to identify and recommend improvements (i.e.: lighting, building security, cameras, etc.)</p> <p>1.2 Conduct more education sessions for merchants and partners on crime prevention (i.e.: internal theft, fraud, counterfeit currency)</p> <p>1.3 Focus enforcement strategies on youth crime (i.e. graffiti)</p> <p>1.4 Identify and recommend by-law amendments/creation aimed at crime prevention (i.e.: used gold buying business, restrictions on buying spray paint, etc.)</p> <p>1.5 Form a Crime Prevention Committee to include community partners</p> <p>1.6 Creation of analyst position within present complement</p> <p>1.7 Conduct a review of calls for</p>	<ul style="list-style-type: none"> • Annual “security audit” of downtown area; further recommendations to merchants • Statistics on downtown crime • Survey regarding downtown sense of security • Statistics on property crimes and clearance rates • Number of education sessions on crime prevention with community partners • Youth crime rates • Reduction in non-crime related calls for service 	<ul style="list-style-type: none"> • Crime prevention strategies which engage our community partners (i.e. security scan, education sessions, Crime Prevention Committee) will further strengthen the existing partnerships and working relationship with police. This will also result in increased community satisfaction. • The re-implementation of a Crime Prevention Committee strengthens the fact that prevention is a shared responsibility. They could explore the use of community-based strategies (i.e. neighborhood watch program, “citizens on patrol”).

	<p>service to identify non-crime related calls that could potentially be dealt with by way of alternative response or referred to other agencies and/or services (i.e: by-law enforcement, social services, etc.)</p>		<ul style="list-style-type: none"> Referring certain non-crime calls to other agencies could not only reduce the amount of calls for service, but could also provide the complainants in those matters with more appropriate and direct service.
<p>2. Target illicit drug activity and associated crimes</p>	<p>2.1 Continue to focus enforcement efforts in relation to drugs and violent crimes</p> <p>2.2 Increase media and communications on enforcement conducted and dangers associated with drugs</p> <p>2.3 Reduce drug activity in our schools</p> <p>2.4 Focused enforcement and prevention strategies for prescription drugs by exploring partnerships with local pharmacies, physicians, clinics and other community partners</p>	<ul style="list-style-type: none"> Violent crime statistics and clearance rates Drug enforcement statistics (number of charges, executed warrants, seizures, etc) Number of media/communications in relation to drugs Number of strategic enforcement projects in schools Drug enforcement statistics specific to prescription drugs 	<ul style="list-style-type: none"> Increased enforcement and media on results would increase public trust that police are tackling drug-related issues and violent crime. This could also reduce drug-related activities through general deterrence. A more focused and proactive enforcement approach to drugs in our school would not only reduce the amount of drug use in the schools, but further strengthen police partnerships with school officials and students. Partnerships with local pharmacies, physicians, clinics and other harm reduction agencies would have a positive effect on the reduction and prevention of prescription drug overdose and

abuse.			
<p>3. Reduce violent crime and maximize clearance rates for incidents of violence</p>	<p>3.1 Continue to provide criminal investigators with the necessary training and resources to effectively investigate and solve violent crime incidents.</p> <p>3.2 Reduce violent crime through education, and in cooperation with community partners, by addressing some social contributing factors (i.e: alcohol abuse)</p> <p>3.3 Continue to seek and utilize public assistance, through media and Crime Stoppers to maximize the chances of violent crime incidents being solved.</p>	<ul style="list-style-type: none"> • Number of “fully trained” investigators in Criminal Investigation Section • Violent crime clearance rates improved • Number of Crime Stoppers and media releases seeking public assistance 	<ul style="list-style-type: none"> • Maximizing effectiveness in solving violent crimes will not only increase clearance rates, but will also increase community satisfaction and trust in police. • A reduction in violent crime and an increase in clearance rates will also impact the feeling of safety and security for the citizens of Timmins.
<p>4. Reduce property crime and maintain superior clearance rates for property crime incidents</p>	<p>4.1 Continue community oriented foot patrol, targeted patrols and property checks to prevent property crime</p> <p>4.2 Increased media and work with community partners to educate public on prevention measures for property crime</p> <p>4.3 Implementation of prevention and investigative strategies through the use of crime analysis</p>	<ul style="list-style-type: none"> • Year-end report; number of property crime occurrences • Property crime clearance rates • Number of educational prevention media releases 	<ul style="list-style-type: none"> • A reduction in property crime and an increase in clearance rates will increase community satisfaction. • Including community partners in the education and prevention process will also strengthen the relationships with our partners.
<p>5. Enhance traffic enforcement and road safety</p>	<p>5.1 Continue targeted enforcement of identified problem areas</p> <p>5.2 Increased media on enforcement initiatives and results</p>	<ul style="list-style-type: none"> • Year- end report; number of collisions • Number of traffic related media releases • Speed enforcement statistics 	<ul style="list-style-type: none"> • Community partnerships could be strengthened by having corporate stakeholders assist in funding a radar speed

- 5.3 Explore the use of a radar speed display board to reduce speeding
- 5.4 Provide training for drug impaired driving investigation
- 5.5 Reduce public confusion regarding the Collision Reporting Center through media and education

- Impaired by drug enforcement statistics

- display board project.
- Community satisfaction would be increased by reducing the public frustration associated with the confusion surrounding the Collision Reporting Center.



Community Partnerships & Satisfaction: Working Together with our Diverse Community

Achieving a high level of community satisfaction remains an important priority for the Timmins Police Service. Community satisfaction is imperative to allow for community policing initiatives. For these initiatives to be successful, interaction with community members and partners is required. Community satisfaction is important in maintaining trust, cooperation and assistance from the public and police partners. The Timmins Police Service recognizes and values its community partners and will continue to collaborate to strengthen current and new partnerships.

<i>Objectives</i>	<i>Action Plans</i>	<i>Performance Indicators</i>	<i>Considerations</i>
<p>6. Strengthen current and forge new partnerships with community agencies and stakeholders</p>	<p>6.1 Engage Chamber of Commerce and Downtown BIA in crime prevention strategies and the Crime Prevention Committee</p> <p>6.2 Continue to collaborate with community partners, such as Timmins and District Hospital, to ensure a more effective and efficient police response to mental health crisis situations</p> <p>6.3 Continue TPS involvement on Harm Reduction Committee with other social agencies</p> <p>6.4 Collaborate with local pharmacies and physicians to reduce and prevent prescription drug abuse.</p>	<ul style="list-style-type: none"> Survey in regards to downtown sense of security Number of Mental Health related calls for service Analysis of time spent on Mental Health related calls 	<ul style="list-style-type: none"> Crime prevention by merchants and involving agencies such as the Downtown BIA and the Chamber of Commerce could impact crime rates downtown and in the business sector (i.e. internal thefts, frauds, etc.) A community-based and multi-agency response to mental health crisis would not only provide better service, but could also reduce the amount of time officers are spending on mental health calls. A collaborated approach to prescription drug abuse could reduce the amount of harm, overdoses and deaths resulting from these drugs.

<p>7. Continue to provide effective assistance and support to victims of crime and tragic events</p>	<p>7.1 Strengthen the partnership with VCARS and further promote and refer their services</p> <p>7.2 Continue and increase victim follow-up and call-backs currently being done through the bail safety officer.</p>	<ul style="list-style-type: none"> • VCARS referral statistics • Number of victim follow-ups conducted. 	<ul style="list-style-type: none"> • Continued efforts to effectively support, assist and protect victims will increase public trust and community satisfaction. • Victim follow-up can assist in reducing anxiety for victims who are unfamiliar with the process. Positive police interaction with victims will have a direct impact on community satisfaction.
<p>8. Continue to enhance relationships and partnerships with schools and students within our community</p>	<p>8.1 Maintain the school liaison officer program and periodically review the program for potential improvements</p> <p>8.2 Improve communication with schools on school related topics</p> <p>8.3 Continue commitment to D.A.R.E. program and expansion of “Keepin’ it REAL” to grade 8 students.</p> <p>8.4 Include school board and student representatives on Crime Prevention Committee</p>	<ul style="list-style-type: none"> • Number of school visits • Feedback from school administrators and students • Number of communications with schools • Number of students taking D.A.R.E. and “Keepin’ it REAL” programs. 	<ul style="list-style-type: none"> • The school liaison program has been very successful. Increased communication with schools on related topics would provide another channel to promote the TPS and the program. The communications could then be filtered out to parents by school officials. • Including student and school board representatives on the Crime Prevention Committee could assist in reducing and preventing crime and incidents requiring police involvement in schools.

9. Continue to build and strengthen relations with our aboriginal community

- 9.1 Maintain and support the Aboriginal Liaison officer position and the Aboriginal Advisory Committee
- 9.2 Continue to send officers on aboriginal awareness training with the goal of all officers being trained
- 9.3 Develop and implement strategies to address the safety and well-being of aboriginal youth.
- 9.4 Continue participation in officer exchange/winter road program with NAPS and expand program to include NAPS officers coming to TPS

- Feedback from partner agencies in relation to aboriginal liaison officer/position
- Number of officers trained in aboriginal awareness
- Number of programs and initiatives specifically geared for aboriginal youth
- Number of officers participating in exchange program and number of NAPS officers taking part in program at TPS
- The Aboriginal Liaison unit and Aboriginal Advisory Committee have made great strides to improve relations with our aboriginal community.
- Officer feedback in relation to the aboriginal awareness training is extremely positive and sending more officers on the training could continue to improve the relationship between police and our aboriginal community members.
- The aboriginal liaison officer could work with community service officers to develop and implement in-school programs/presentations specifically geared for aboriginal youth.

10. Improve external access to information

- 10.1 Increase TPS presence/activity through social media outlets (Facebook, Twitter, etc.)
- 10.2 Continued efforts to keep the media informed through frequent media releases
- 10.3 Promote the TPS image

- Level of activity/interaction on TPS social media sites
- Number of media releases
- Increased number of positive police communications
- External communication has improved drastically since the implementation of a communications coordinator. External communication can still be improved through a more coordinated approach between supervisors and the communications coordinator.
- Improved and more consistent external communication will result in more public awareness and increased police support and community satisfaction.



Effective and Efficient Resource Management: Doing More with Less

Effective management of human, physical and financial resources are critical success factors in policing. The Timmins Police Service recognizes the importance of having strategies in place to attract, recruit, train, develop and retain high performing employees. Acquiring and maintaining the proper physical resources is also very important. However, these resources must be obtained and managed while being fiscally responsible and aware of increasing financial restrictions.

<i>Objectives</i>	<i>Action Plans</i>	<i>Performance Indicators</i>	<i>Considerations</i>
11. Provide a quality work environment and implement strategies to properly develop and maintain our most important resource	11.1 Review and enhance in-service training opportunities 11.2 Utilize mentoring programs (promotions, lateral transfers) 11.3 Expand professional development through E-learning 11.4 Improve recruitment initiatives to attract a diverse candidate pool 11.5 Enhance web-based recruiting strategies	<ul style="list-style-type: none"> • Number of training opportunities • Number of training and mentoring opportunities • Number of E-Learning opportunities • Increase in number of overall applicants • Increase in number of female and aboriginal applicants • Increase in number of hits on recruitment web page 	<ul style="list-style-type: none"> • More effectively trained officers will have the tools to provide a better service to the citizens of Timmins and will contribute to increased customer satisfaction • Proper career development strategies will ensure that the right people, with the right skills, are in the right positions • A more proactive recruiting strategy could assist in creating a more diversified pool of candidates to better meet the needs of the police service
12. Enhance employee satisfaction, health and wellness	12.1 Continue and enhance health and wellness committee activities 12.2 Implement strategies to heighten awareness and a	<ul style="list-style-type: none"> • Number of health and wellness events • Number of EAP communications/activities 	<ul style="list-style-type: none"> • Increased employee health, wellness and satisfaction will contribute to a more

	<p>better understanding of police-specific stressors (i.e. shift work, compassion fatigue)</p> <p>12.3 Further promote and demystify the Employee Assistance Program through internal communication to employees</p>	<ul style="list-style-type: none"> • Number of communications re: police stressors • Employee feedback (i.e. satisfaction survey) 	<p>effective and productive workplace.</p> <ul style="list-style-type: none"> • Better promoting and education of EAP and police stressors could encourage a troubled employee to seek help. • By knowing the signs and symptoms, employees may be able to address issues before they become more serious and potentially avoid sick time.
<p>13. Continue education and support for 9-1-1 communicators</p>	<p>13.1 Continue partnerships with the Ministry of Health and other agencies</p> <p>13.2 Increase effectiveness and efficiency of 9-1-1 communicators</p> <p>13.3 Continued education, support, training, for 9-1-1 communicators</p> <p>13.4 Implement Next Generation 9-1-1 system</p>	<ul style="list-style-type: none"> • PRO Q/A scores for 9-1-1 communicators • Progress of NG 9-1-1 implementation (technology and equipment) • Feedback re: training and support from employees 	<ul style="list-style-type: none"> • Tracking progress in communicators' PRO QA testing will ensure that emergency calls are being dealt with in the appropriate manner while providing the more efficient service to callers. • Providing continuing education and training for communicators is essential in ensuring residents are receiving the best service possible. • The implementation of the NG 9-1-1 system will allow communicators to move beyond the traditional voice 9-1-1 calls to further support new telecommunications

<p>14. Review and enhance, where necessary, human resource deployment and responsibilities</p>	<p>14.1 Review current patrol zone structure to implement possible efficiencies and achieve better patrol coverage</p> <p>14.2 Review and define the investigative role of patrol officers vs. criminal investigators. Implement any identified efficiencies</p>	<ul style="list-style-type: none"> • Response time analysis • Crime statistics • Calls for service/zone analysis • Workload analysis of patrol officers vs. criminal investigators 	<p>technology.</p> <ul style="list-style-type: none"> • Officer deployment based on a balance between call volume and geographical area of responsibility will result in increased officer presence, which can prevent crime. • Clear guidelines for the investigative role of patrol officers and criminal investigators will result in efficiencies in the criminal investigation process
<p>15. Ensure proper equipment and I/T support is in place to allow for the delivery of effective and efficient service</p>	<p>15.1 Review CCTV project for effectiveness related to the number and location of cameras</p> <p>15.2 Research and consider on-line reporting of occurrences on TPS website</p> <p>15.3 Conduct review of report/court brief preparation to identify and implement efficiencies. Explore use of dictation data entry software</p>	<ul style="list-style-type: none"> • Number of working cameras • Number of investigations with positive results from cameras • Amount of time required for court brief preparation • Quality control audit of court briefs 	<ul style="list-style-type: none"> • More strategic placement or adjustments to the cameras could result more crimes being solved. • On-line reporting of certain types of occurrences would result in time efficiencies for officers and provide time for proactive police strategies. • Efficiencies in the report/court brief preparation process could not only result in time efficiencies, but also in better quality control.

16. Demonstrate effective financial management and fiscal responsibility while achieving a high standard of service

- 16.1 Seek corporate stakeholder support to assist in funding crime prevention or other police strategies
- 16.2 Continue to explore and seek all funding opportunities from provincial and federal governments (i.e. civil remedies, RIDE, etc.)

- Number of funds obtained through stakeholder support
- Number of grants applied for and obtained.

- Any external funding and support will assist to implement proactive strategies in prevention or to acquire equipment that otherwise may not be acquired (i.e. radar speed display board to help reduce speeding)

In Conclusion

The Timmins Police Service 2014-2016 Business Plan was developed with input from a number of different sources, all of which are rooted within our community. The Business Plan provides direction to our organization for the next three years. Our priorities, objectives and performance indicators are clearly defined. However, the plan remains an on-going and flexible process; objectives can change over the next three years, as the Timmins Police Service and the community's needs and priorities are reassessed. Through annual reporting provisions, we will review how effective the Timmins Police Service has been from year to year.

The success of this Business Plan relies largely on the efforts of all members of the Timmins Police Service. Every member of our community and all of our service partners also play a significant role in supporting the police in their efforts to succeed. The Timmins Police Service and the community they serve share the responsibility of ensuring a safe and secure Timmins. Working in partnership with the citizens of Timmins, the Timmins Police Service is confident that the objectives presented in this plan will be achieved.

Timmins Police Service



“Pride and Integrity Since 1912”