



Timmins Police Service
Business Plan
2017 - 2019





MISSION

Guided by the 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

professionalism

service

innovation

empowerment

partnership

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Message

from Board Chair Mayor Steve Black



It is an honour to be able to share with the community the 2017-2019 Timmins Police Service Business Plan. The plan outlines the steps and key issues we will continue to focus on in order to provide the great quality of policing services that the men and women serving our community are capable of providing.

Throughout the creation of this plan Timmins Police Service staff and board members have taken part in community consultations to ensure our priorities capture the priorities of the people we serve. Continuing to improve our relationship with the community is an important aspect of any policing service and one to which we remain extremely committed.

The 2017-2019 business plan will be the guiding principles of our police service, ensuring that the service provided is of the highest calibre available and meets the needs of the residents of Timmins over the next 3 years.

I would like to thank Chief Gauthier and all the civilian and uniformed staff serving our community. Their dedication and commitment to protecting and serving our residents is second to none.

MEMBERS OF THE TIMMINS POLICE SERVICES BOARD



Michael Doody
Board member



Doris Blouin-Harrison
Board member



John Curley
Board member



Darlene Lafontaine
Vice-Chair



Rock Foy
Board secretary

Message

from Chief John Gauthier



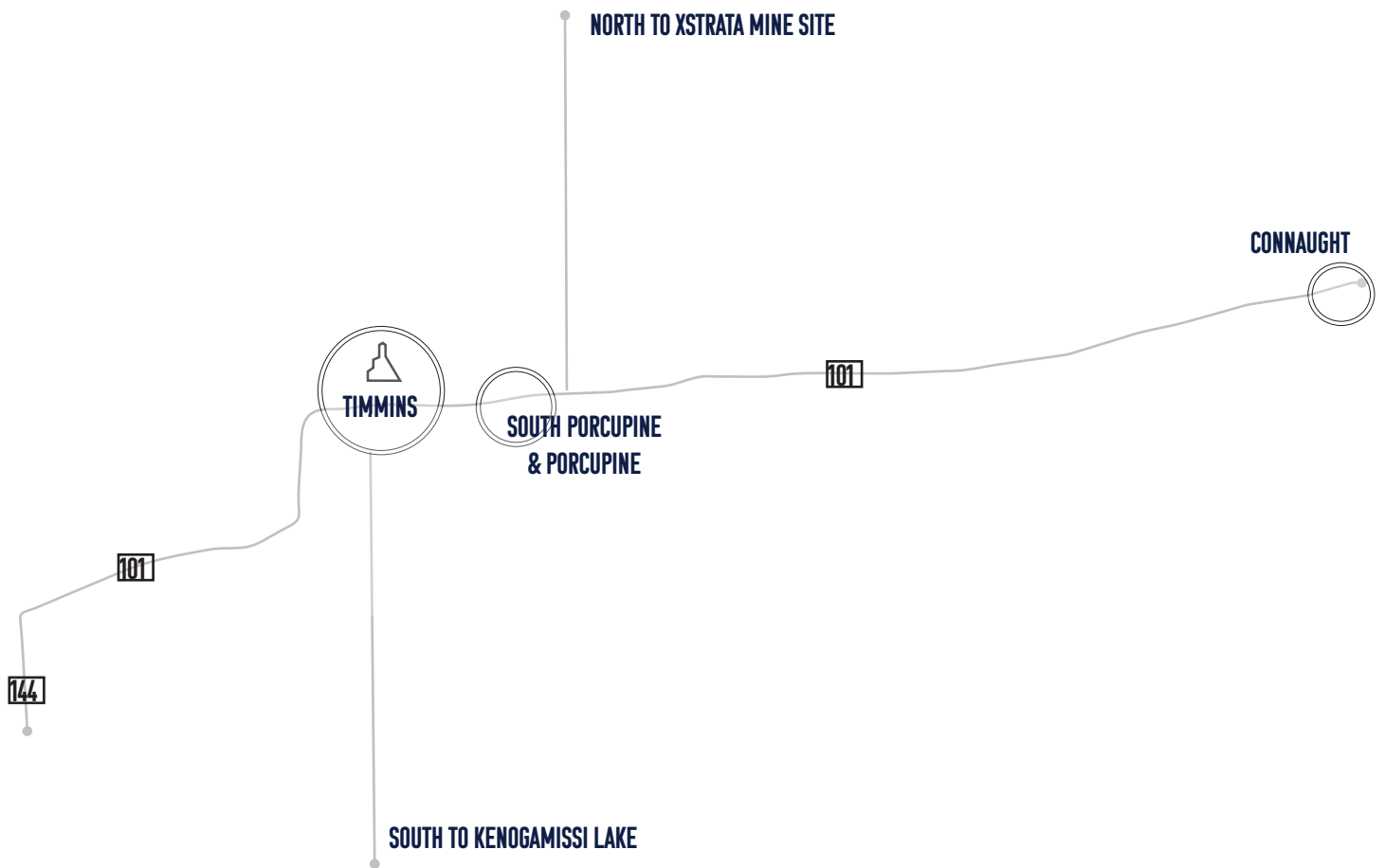
In recent years, there has been a common theme in the world of policing – ‘doing more with less.’ Although demands on officers and staff continue to grow, it has become increasingly difficult to meet these demands given budgets and human resource challenges. Our ultimate goal, however, continues to be a safe and secure Timmins for all of our community members, and will continue to be our mission regardless of any future challenges. We will continue to serve our community not only with “Pride and Integrity”, but with fairness, professionalism, impartiality and dedication. In the Spring of 2017, the Timmins Police Service launched its’ first online survey. The purpose of the survey was to establish the public’s wants and needs from their police service, ultimately assisting in establishing goals for this Business Plan. The feedback received from the community was loud and clear, and was taken very seriously. A large part of setting and achieving our goals comes from our residents, both through survey responses and public meetings held with our community stakeholders. The 2017-2019 Business Plan will be the working model by which the Timmins Police Service will work toward a safer and more secure Timmins for all.

TPS COMMAND TEAM

Pictured from L-R: Inspector Henry Dacosta, Deputy Chief Des Walsh, Chief John Gauthier, and Inspector Rick Blanchette. Front Row: 911 Communications Manager Selena Pearce-Gauthier and Administrative Co-ordinator Ginette Levis.



The area we *serve*



The Timmins Police Service is responsible for policing approximately *3,210* square kilometers.

Our valued *members*



ORGANIZATIONAL COMPOSITION	2016
SWORN MEMBERS	85
CIVILIAN MEMBERS	51
TOTAL AUTHORIZED STRENGTH	136

Timmins is a city of
43,791
residents.

That's **515**
residents for every
police officer.

2017-2019 Business Plan Process

HOW THE PLAN CAME TO BE

The 2017 - 2019 Business Plan was created with community satisfaction at top of mind. Consultation meetings with community partners played a significant role in the development of the plan, taking into the account the needs, wants and feedback from our valued community members.

For the first time, the Timmins Police Service also conducted a public survey, which was completed both on-line and in person. The survey saw an overwhelming response, and greatly assisted in identifying goals and objectives to work toward over the next three years.



We're listening!

WHAT WE HEARD FROM OUR COMMUNITY MEMBERS

Areas of priority from community feedback include:

- A focus on drug enforcement and the investigation of violent crimes
- More awareness and programming to assist victims of crime
- Anti-bullying programs put in place, especially in local schools
- Continuation of downtown foot patrols to contribute to the overall safety of the community
- More cultural sensitivity and awareness programs for officers
- Improved programming involving youth to further enhance youth/police relations





The Timmins Police Service is committed to implementing new technologies and keeping its members up to date with training and knowledge of existing methods in order to maintain a high level of organizational effectiveness and support crime reduction, prevention, and to assist with investigations.

What we've accomplished



Establishment of Community Mobilization Committee

Proactive programs such as Medication Drop-Off Day, Patch-4-Patch program

First ever DARE Leadership Camp



Prevention/Tip oriented media campaigns such as "Lock it or Lose it"

Timmins & Area Drug Strategy established

Implementation of traffic calming speed radar unit



Various traffic initiatives including continuous follow-up releases and public safety reminders

Road to Mental Readiness program in place



Patrol zones restructured to be more efficient

Investigative boundaries clearly defined

School Liaison Program thriving

ENHANCING OUR OPERATIONS:

Maximizing community safety by striving for operational excellence

The Timmins Police Service is committed to maximizing community safety through effective and efficient deployment of resources. By enhancing and modernizing our operations, the goal is to accomplish our mission of excellence in the delivery of policing services. The Timmins Police Service will continue to have a positive impact on our community with our community partners by dealing with community concerns, enforcing the law, and with organizational preparedness and effectiveness.

OBJECTIVES	ACTIONS
<p>1. Through evidence-based decision making and comprehensive investigation and enforcement, increase the detection and prevention of crime, in particular, violent crime, illicit drugs and road safety.</p>	<p>1.a Continue to employ the principles of intelligence-based approaches for the prevention and investigation of crimes and concerns that have been identified by our community. Explore the possibility of enhanced crime analysis as a tool to identify and act upon evolving risks to the community such as changing drug trends, cybercrime, and our response to people in crisis.</p> <p>1.b Target illicit drug activity and associated violent crime through increased intelligence-gathering and analysis, community engaged prevention, and innovative proactive intervention techniques. Consider enhancing partnerships with other law enforcement agencies and partners to combat against drugs and associated violent crime.</p> <p>1.c Maintain and enhance effective traffic management, enforcement and road safety initiatives. Utilize data to systematically conduct enforcement and promote traffic safety priorities.</p>
<p>2. Effectively and efficiently manage and deploy resources in a responsible and sustainable manner. Consider the possibility of shifting responsibilities as identified through periodical efficiency reviews of human resources.</p>	<p>2.a Regularly review and assess human resource deployment to ensure effective response, investigation and excellence in service delivery. Adjust deployment accordingly when required based on a priority assessment.</p>

2017-2019 OBJECTIVES AND ACTIONS

OBJECTIVES	ACTIONS
	<p>2.b While remaining fiscally responsible, collaborate with partners to maximize training for our most important resource. Through analysis and planning ensure that we are fully prepared and trained to adjust and respond to evolving trends, changes in legislation and evolving crime (i.e. electronic briefs, impaired by drug, cybercrime).</p> <p>2.c Through proper financial planning and community partner support, continue to provide and maintain high quality equipment, I/T support and necessary tools to achieve excellence in the delivery of policing services.</p>
<p>3. Continue to strive to be a leader in Ontario by utilizing modern and innovative tools and strategies in order to maintain organizational effectiveness and a high level of professionalism in this challenging and continuously changing climate.</p>	<p>3.a Continue to build and develop the technical investigations unit in order to support investigative services and ensure that the Timmins Police Service can respond to any investigations requiring technical support. Consider alternative support for the technical investigation unit by training other officers for processing electronic devices for less complex investigations. Acquisition of mobile data extraction terminal to facilitate the examination of mobile devices. Maintain and aim to expand role on Provincial Strategy.</p> <p>3.b Maintain and expand utilization of CCTV program to enhance investigative support and as a crime prevention strategy. Regularly reassess number and location of cameras through crime analysis to ensure maximum effectiveness of program is achieved.</p> <p>3.c Assess and consider implementation of other innovative strategies, equipment or tools to maintain a high level of organizational effectiveness and professionalism and to support crime reduction, prevention and assist with investigations. (i.e. Camera registration program, automatic license plate recognition devices, mobile data terminals and electronic offence notices).</p>

ENHANCING OUR OPERATIONS

Achievement measurements

- Number of reported Criminal Code incidents
- Change in ranking in Crime Severity Index categories
- Number of drug initiatives and seizures
- Violent crime rate reduction
- Number of directed patrols
- Number of collisions
- Number of training courses offered
- Satisfaction feedback on equipment and support
- Status of technical investigation unit reviewed annually
- Changes or enhancements to CCTV program
- Number of other innovative strategies or tools implemented



STRENGTH IN NUMBERS:

Mobilizing and engaging our community to ensure a safe and secure Timmins

The Timmins Police Service’s commitment to crime prevention and intervention is one that is shared with all sectors of our diverse community. Our effectiveness and efficiency in providing assistance to those who require support and services is greatly increased through a community-based partnership approach to service delivery and support.

OBJECTIVES	ACTIONS
<p>1. Increase and maintain public trust, confidence, and community satisfaction by engaging and enhancing our relationship with our diverse community at all levels.</p>	<p>1.a Continue to increase and maintain communication and collaboration with our community to promote transparency, information sharing and mutual respect. Increase public education through social media and the Timmins Police Service website. Enhance processes to effectively and efficiently communicate all available resources and strategies to our community, not just from a police perspective, but from a multi-agency approach to public education and involvement. Maximize communication to our community as it relates to services and supports, as well as crime prevention, public safety and harm reduction.</p> <p>1.b Maintain and enhance our interaction and program delivery with our aboriginal community, youth, seniors, persons with disabilities, victims and other at risk members of our community with the assistance of relevant partner agencies.</p> <p>1.c Engage community partners and stakeholders to become more involved in increasing and maintaining public safety through a proactive and collaborative approach to crime prevention. Increase education and police assistance with the implementation of crime prevention strategies to be implemented by community partners, stakeholders and community members.</p>
<p>2. Maintain on-going networks and partnerships and build new sustainable partnerships with agencies, organizations and citizen groups engaged in increasing access to community support for those in need and focused on a shared approach to crime prevention, community safety and crisis intervention.</p>	<p>2.a Conduct a review of current protocols and MOU’s with existing partners to identify areas for enhanced collaboration and gaps in service and support delivery. Identify new partners to assist in filling those gaps. Participate in the sexual assault case review pilot project.</p>

2017-2019 OBJECTIVES AND ACTIONS

OBJECTIVES	ACTIONS
	<p>2.b Explore new opportunities and maintain existing police input and involvement in multi-agency committees and strategies aimed at providing better service to people in various types of crisis and at harm reduction as it relates to illicit drugs and mental health.</p> <p>2.c Reassert our dedication along with all of our partners to crime prevention and to collaboratively providing victim assistance programs, not only to victims of crime, but to victims of social problems (i.e. homelessness). Continue to develop partnership with new Living Space project.</p>
<p>3. Engage our youth and our community partners to create and encourage positive police and youth relations. Create opportunities to ensure that our community members, partners and leaders of the future, remain engaged in community safety and crime prevention.</p>	<p>3.a Empower our community and youth by expanding and maintaining youth crime initiatives and by implementing strategies to promote positive relationships and cultivating a safe climate for youth.</p> <p>3.b Enhance and maintain school based programs such as the school liaison program, D.A.R.E. and Keepin' it Real. Increase school safety and crime prevention strategies within the schools with the assistance of relevant community partners (i.e. MADD Canada). Continue to explore possibility of presentations at high-school level centered around drugs, alcohol, and decision-making skills.</p> <p>3.c Enhance communication and education to community partners and parents on crime prevention and personal safety for youth-specific crime and at risk behaviors. Encourage youth involvement and collaboration using interactive means (i.e. Timmins Police and/or partner agencies' social media).</p>

STRENGTH IN NUMBERS

Achievement measurements

- Community satisfaction and confidence rate
- Number of new opportunities and partnerships created or enhanced
- Number of referrals to Victim Services
- Feedback from community partners on crime prevention
- Feedback from youth and community partners regarding youth engagement
- Increased website traffic, number of followers on social media, and level of increased feedback from the public
- Number of public education communications
- Feedback from Aboriginal Liaison program and our Aboriginal community
- Number of new crime prevention strategies with partners or stakeholders
- Number of multi-agency committees and strategies
- Number of youth crime initiatives and feedback on school-based programs
- Number of youth-specific communications and education initiatives



COMMITTED TO OUR MISSION:

The continuous pursuit of excellence in the delivery of policing services

OBJECTIVES	ACTIONS
<p>1. Ensure efficiency and effectiveness are maximized from a customer service standpoint by utilizing internal and external review processes, enhanced communications and best practice research to continuously achieve excellence in all aspects of service.</p>	<p>1.a Regular review and measuring of adherence to policies and best practices to ensure highest standards are being met. Consistent internal and external communications to ensure adherence and ensure community is aware of what to expect from the police service.</p> <p>1.b Regular review of C.E.R.B. operations and processes to ensure high level of customer satisfaction from the first point of contact. Continued review of actual calls for service to identify and address possible efficiencies from a customer service point of view. Conduct periodical public surveys to measure customer satisfaction.</p> <p>1.c Remain committed to service that recognizes and respects community diversity. Continue to demonstrate our commitment to youth, seniors, aboriginal people and other multi-cultural communities in Timmins. Recognize and train our people to know that special considerations exist when working in a diverse community.</p>
<p>2. Increase visibility and participation in community events. Continue to enhance the visibility of the Timmins Police Service and its members from all departments to humanize all aspects of the police service and reduce false perceptions.</p>	<p>2.a Create a climate which facilitates for members from all departments of the Timmins Police Service to take part in more community events.</p> <p>2.b Maintain increased number of external communications through corporate communications coordinator to maximize exposure at community events. Increase number of external messaging about regular day to day operations of all departments of the Timmins Police Service. Consider public survey to measure changes in public perception.</p>

2017-2019 OBJECTIVES AND ACTIONS

OBJECTIVES	ACTIONS
	<p>2.c Rejuvenate the sense that the Timmins Police Service facility is a “community building” as it was focused on during the 2007 grand opening ceremonies. Increase public opportunities for exposure to the Timmins Police Service community building.</p>
<p>3. Utilize and modernize, if necessary, existing and emerging technologies to achieve excellence in service delivery.</p>	<p>3.a Implement next generation 911 system and conduct a review of entire communications system for further efficiencies.</p> <p>3.b Explore alternative options for communication and reporting. Specifically, consider feasibility of an online reporting system for the Timmins Police Service. Consider opportunities for other online services to be implemented from the Timmins Police Service website platform.</p> <p>3.c In conjunction with other police partners, conduct a feasibility study as a first step toward the possible future implementation of police body-worn camera program. Consider upgrade to existing technologies to maximize effectiveness (i.e. in cruiser cameras).</p>

COMMITTED TO OUR MISSION

Achievement measurements

- Results measuring adherence of policies
- Effective implementation and use of new technologies and tools
- Increased number of calls for service reviewed
- Customer satisfaction survey results
- Number of diversity training opportunities provided
- Number of public functions at Timmins Police Service Community Building
- Number of communications and messages to increase police visibility
- Number of community events attended by Timmins Police Service
- Successful implementation of Next Generation 911
- Status of online reporting and other online services
- Status of consideration of body-worn cameras



OUR MOST IMPORTANT RESOURCE:

The members of the Timmins Police Service: the core our our success

Our policing team includes officers, court security personnel, administrative staff, civilian members and volunteers. We value our members and are committed to providing a supportive and positive working environment. Investing in our members’ well-being will allow us to keep our people healthy and to remain an attractive place of employment.

OBJECTIVES	ACTIONS
<p>1. Continue to develop and implement workplace wellness programs and support systems to ensure a healthy and engaging workplace.</p>	<p>1.a Maintain current workplace wellness programs and increase number of programs. Enhance awareness and understanding of health and wellness programs and services to all members and their families.</p> <p>1.b Develop and implement a comprehensive mental wellness program to assist in preventing, identifying and treating mental illness in the workplace. Increase internal and external communications to reduce the stigma associated with mental health. Develop a strategy and Standard Operating Procedure regarding PTSD and mental well-being.</p> <p>1.c Continue to encourage and create a work climate that promotes openness, trust and mutual respect. Consider the use of a member satisfaction survey.</p>

2017-2019 OBJECTIVES AND ACTIONS

OBJECTIVES	ACTIONS
<p>3. Ensure training, facilities, equipment and tools meet the needs and expectations of the members and service as it relates to health and safety. Consider the implementation of existing and emerging technologies to maximize officer safety.</p>	<p>3.a Maintain best practices with health and safety committee and inspections on a regular basis.</p> <p>3. b Explore the implementation of technology to maximize officer safety (i.e. GPS vehicle tracking system). Replacement of in-car camera system.</p> <p>3.c Conduct regular review of issued equipment and tools for health and safety adequacy. Complete implementation of Timmins Police Service carbine program.</p>



OUR MOST IMPORTANT RESOURCE

Achievement measurements



- Number of health and well-ness programs
- Status of mental wellness program
- Reduction in sick time levels
- Feedback from members - member survey results
- Number of applicants for employment opportunities
- Number of members enrolled in continuing education
- Enhanced performance management program status
- Standard workplace inspections and assessments
- Number of new technologies implemented
- Status of carbine program



“Too often the public is quick to criticize our police officers, and they don’t get credit when credit is due. Timmins Police officers greatly assisted me in a time of need with empathy, patience, compassion and understanding. Hats off to the Timmins Police Service for having such an outstanding team!”

- A resident of Timmins

THANK YOU

THE TIMMINS POLICE SERVICE REMAINS DEDICATED TO MAKING A DIFFERENCE IN OUR COMMUNITY.

We would like to thank the following groups and individuals who assisted in the development of the 2017-2019 business plan:

- Members of the Timmins Police Services Board for their guidance and assistance in the development of the plan.
- Residents who attended community meetings and took part in the community satisfaction survey, both online and in person.
- The Timmins Police Service Administration team
- Community partners who provided valuable feedback
- Plan development & layout: Staff Sergeant Danny Charest & Communications Coordinator Kate Cantin





185 Spruce St. S
Timmins, ON P4N 2M7

(705) -264-1201

www.timminspolice.ca

"Pride and Integrity Since 1912"

STAY CONNECTED TO THE TIMMINS POLICE SERVICE:

