



Timmins Police Service

Strategic Business Plan

2020-2022

OUR VISION

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

OUR 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.



OUR VALUES

Professionalism - We are committed to upholding the 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 contribution of all in a climate of openness, trust and mutual respect

Partnership - We pursue our mission through strategic interaction with the community we serve

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***Front cover photo by David Ainsworth Photography*

***Back cover photo by Jeffrey Del Guidice*

***Please note that some of the photos in this publication were taken prior to COVID-19 restrictions.*



MESSAGE FROM THE CHAIR



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

Policing in Canada has never been more challenging. Police services have been required to pivot, enhance and augment the traditional responsibilities of law enforcement in order to address the demands and intricacies of complex social issues. Addiction, mental health, diversity, inclusion and cultural awareness are but a few of the new realities of modern policing.

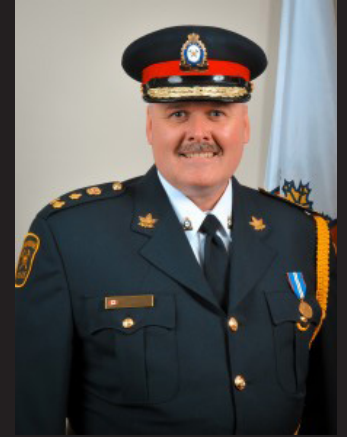
Communities place their trust in the professionalism, expertise and collective experiences of police services. This trust cannot be taken for granted and is reflected in the many partnerships between local law enforcement and various stakeholders in our city. Our community benefits from the collaborative initiatives outlined in this document.

On behalf of the Board, Chief Gauthier, senior command staff and the women and men of the Timmins Police Service, I am pleased to table our Strategic Business Plan for 2020-2022.

This document will be the template for which our police service will maintain its history of professionalism, integrity and service to the citizens of Timmins.

Rob Knox
Chair

MESSAGE FROM THE CHIEF



In the following pages, you will have the opportunity to become fully aware and acquainted with the goals for the Timmins Police Service over the next 3 years. Efficiencies in technical, human resource, and logistical enhancements, will better allow the organization to meet the demands of modern policing.

The Timmins Police Service is unwavering in its focus and commitments to public safety and community service. The obligation to remain as forward thinking as possible is an essential priority. The value of being adaptive, innovative, and accountable to the public we serve, has proven to be a genuine benefit to our organization and the citizens of Timmins.

I am extremely proud of the ability of my senior administrative staff to set meaningful priorities and goals which demonstrates our commitment to identifying the means of providing professional policing services in an environment that can readily adapt to the expectations of the public and all our community partners.

The success of the Timmins Police Service is the result of the commitment of all of our employees, civilian and sworn. Their ongoing dedication and hard work allows us to ensure a safe and secure Timmins.

Despite the added challenges posed by the pandemic, our commitment to key areas of concern that have been identified through consultation and thorough internal analytical processes remains intact.

I view this document as a commitment to the City of Timmins while remaining in direct alignment with our Mission Statement and Supporting Values.

John Gauthier
Chief of Police

DEVELOPMENT OF THE PLAN

The 2020-2022 Timmins Police Service Business Plan was developed after considering information obtained from community engagement, contemporary policing issues, and members of the police service.

Community Engagement

An independent consulting agency conducted community engagement sessions in conjunction with the Community Safety and Well-Being Plan. They engaged a wide variety of community organizations including the Education Sector (students and staff), social services, the Business Sector, the Health Sector, seniors' residences, and other community groups. Additionally, public surveys were administered to obtain input from local residents. The input was received from a wide range of demographic backgrounds within the community. They also received feedback from employees of the Timmins Police Service to capture a wide range of local perspectives to be considered in developing policing priorities. The main topics developed from this information source were a concern for public safety, drug consumption, mental health illness, property crimes, and homelessness.

Timmins Police Service Input

Input from the Timmins Police Service includes the analysis of calls for service, emerging local crime trends, social disorder concerns, and internal and external capacity. Information was also received from community interest groups during regular consultations on current trends that appear to have developed in the community.

The information gathering process sought input about the priorities from the perspective of the entire community. Three key priorities were identified during the development of the plan. These priorities are not ranked in order of importance, but work in cooperation with one another to achieve the overarching goal of a safer and more secure community.

Contemporary Policing Issues



THE COMMUNITY WE SERVE

The policing responsibility for the Timmins Police Service spans a large geographical area including the urban aspect of the city of Timmins and the surrounding 29 townships. The population of over 42,520 citizens in the City of Timmins, along with the population in the outlying areas is made up of diverse ethnicities, age groups, and individual backgrounds whose composition helps create a unique northern community. The demographics of our population continue to change and we continue to make strides to better offer policing services to a growing, thriving and changing population of service recipients. The result of these efforts allows for a more culturally aware, sensitive, and inclusive approach for responding to the needs of a changing population.

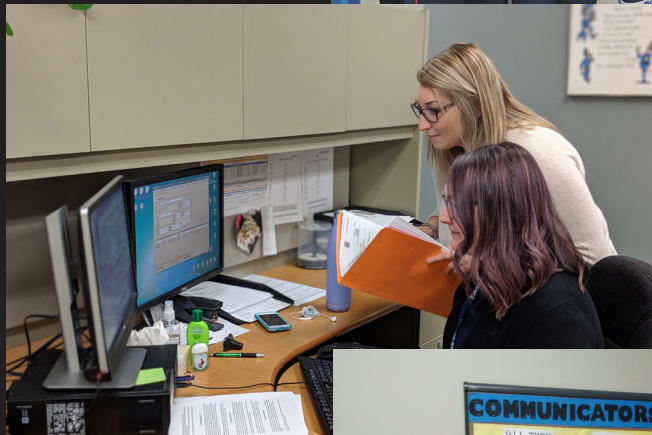
From a corporate perspective, the City of Timmins includes:

- 83 wholesale operations
- 278 retail outlet enterprises
- 239 service oriented businesses (law firms, medical offices)
- 4 school boards
- Community organizations
- Other social and emergency services

Ongoing collaborations and partnerships with these community stakeholders are essential to support a cooperative approach in delivering policing services. Among the considerations for these stakeholders include services for various visitors, guests, and tourists in our area. There are also considerations for those involved in education, health services, and the trade sectors and the natural resource industries unique to northern Ontario. Policing services play an important role in supporting a positive atmosphere where these stakeholders can operate and pursue their intended goals.

It is crucial that responsible and dedicated policing goals and obligations are met so that commercial, retail and industrial enterprises can be commenced and prosper to the benefit of our community. The growing and evolving needs of the communities we serve resonates with the Timmins Police Service so that professional, ethical, and efficient service delivery continues in such a way that community safety is enhanced and social ills linked to illicit behaviours are addressed.





TIMMINS POLICE CORE FUNCTIONS AT A GLANCE

The Timmins Police Service strives to meet the policing and safety needs of our community with the introduction of new, innovative and modern approaches to our service delivery model. The Timmins Police Service, as an organization, consists of a complement of:

- 85 sworn police officers
- 33 "9-1-1" communication operators
- 25 civilian support staff members

These professionals maintain the internal capacity to operate a modern professional police service. They work collectively while responding to approximately 30,000 calls for service annually. These calls for service include emergency response, criminal investigations, social behaviour issues, and court security. Resources are also assigned to facilitate and support community mobilization, crime prevention, and public awareness initiatives. Civilian staff are responsible for emergency 9-1-1 calls, police, fire, and EMS dispatching, as well as records management and court security. These services also include EMS and fire dispatch services for several communities throughout Northeastern Ontario. Regardless of their individual rank or area of specialty, the Timmins Police Service, both uniform and civilian members, work cohesively to provide service in a dynamic and changing atmosphere that demands professionalism and sensitivity towards our community.



ACCOMPLISHMENTS 2017-2019

A number of goals in the 2017 to 2019 Business Plan were accomplished. Some of the most noteworthy achievements include:

1. Engaging our diverse community through various initiatives:

- THRIVE
- Living Space
- Northern College Orientation – International Students
- DARE classes and leadership camp
- Youth in Policing Initiative
- Student Employment
- Indigenous Liaison/Indigenous Advisory Committee

These initiatives are integral to fostering positive relationships with our diverse community. An inclusive approach is pursued to provide respect and recognition for different perspectives from various groups, cultures, and demographics.



2. Collaboration with Community Stakeholders:

- Timmins and District Hospital
- Business Improvement Association
- Victim Advocacy Groups
- Local School Boards
- Social Services – Addictions, Housing, Mental Health etc.
- Community Mobilization Timmins (CMT)

These collaborations were instrumental in developing strategies to address local needs including the implementation of the Mobile Crisis Rapid Response Team and the Victim Advocacy Review Committee who review sexual assault investigations.



3. Investing in our members by providing a supportive environment and the necessary resources to be successful:

- New equipment – carbine program, traffic safety, in-car camera upgrade
- Awareness – cultural training, local social service resources, mental health and addictions
- Training – modern Northern College facilities, in-service training, specialized training
- New badges, uniform baseball hats

Improved equipment for drug processing, in-car camera systems, use of force, and traffic safety provided officers with quality equipment. Officers had the knowledge required to be confident in fulfilling their assignments through ongoing training. Delivery of enhanced training opportunities was possible through partnerships with Northern College and the use of their modern facility. One of the most noteworthy changes was the baseball hat; the members requested this item and it was issued as part of the uniform dress equipment preserving the comfort and professional appearance of uniformed officers.



4. Operational excellence was achieved through community access to police services:

- Uniform patrol
- Community Services
- Emergency Response Team
- Investigative resources – Criminal Investigators, Drug Enforcement, Forensic Examiners and Traffic Investigators
- Professional Standards

Internal capacity was expanded to ensure specialized police resources are available locally. Police officers continued to attend all calls for service in person and utilize specialized services when required. The internal capacity of these resources facilitated timely access for our community when these resources were required.



PRIORITIES 2020-2022

Objectives

- Increased police presence in the community
- Crime prevention/harm reduction by addressing local issues
- Prioritized drug enforcement strategies to pursue illegal drug supply sources
- Centralized review and investigation of property crime, trends, and offenders
- Enhanced deployment of traffic management initiatives

COMMUNITY SAFETY

Intended Outcomes

- Decreased violent crime incidents and maintain a sense of public trust in the police
- Improved perception of safety in the community
- Decreased availability of illicit drugs in the community
- Comprehensive understanding of trends in local property crimes
- Improved road safety

Objectives

- Build a robust framework to address Mental Health and Addiction issues
- Proactively engage the community with boots on the ground approach
- Continue referrals and partnerships with stakeholders to provide support for victims of crime
- Collaborate, engage, and strengthen partnerships to build both internal and external capacity for addressing community issues

COMMUNITY MOBILIZATION

Intended Outcomes

- Decrease in acute and emergency mental health and addictions complaints
- Improved mental health and addiction services provided through police intervention
- Maintain support for victims of crime and reduce barriers to access justice
- Increased access to social services and local resources for police and community members

Objectives

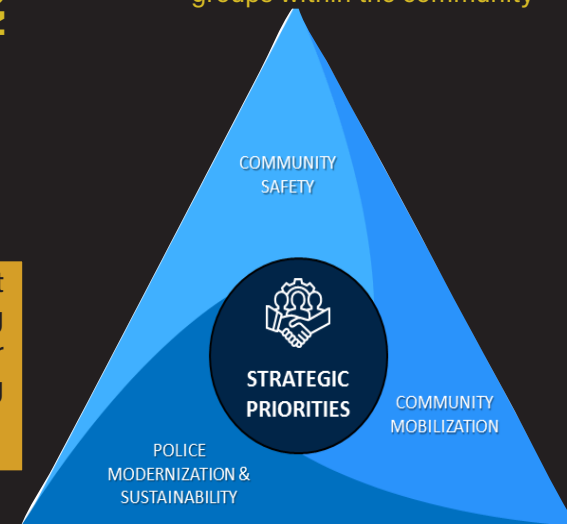
- Continuously pursue and implement Information Technology solutions (ie - CCTV expansion, NG911, Digital Evidence Management)
- Supporting members well-being, mental health, and professional development
- Supporting diversity and inclusion in recruitment strategies

Intended Outcomes

- Improve efficiencies and effectiveness of service through the use of technology
- Better access to mental health supports, learning opportunities, and career development plans
- Increased engagement across a vast range of culturally diverse groups within the community

POLICE MODERNIZATION & SUSTAINABILITY

Three strategic priorities were developed to support this business plan. These priorities are not ranked in order of importance, but were developed to complement one another while pursuing objectives for the purpose of achieving the intended outcomes. The inputs identified under these priorities have overlapping consequences that affect one another to work towards closing gaps in service.







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