



TIMMINS POLICE SERVICE BOARD
AND TIMMINS POLICE SERVICE

STRATEGIC PLAN

TIMMINS POLICE SERVICE BOARD

2024–2026



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TERRITORIAL LAND ACKNOWLEDGEMENT

We have come together on this land now called Timmins. These lands where we live, work and play hold the ancestral connections and stories of Indigenous peoples since time immemorial.

We acknowledge that we are situated in Treaty 9 territory, a place that is the traditional land of the Mattagami and Flying Post First Nations, steeped in rich Indigenous history with a living culture that continues today.

We respect the histories, languages, and cultures of all other Indigenous Peoples including the Metis and all First Nations whose presence continues to enrich our vibrant community.

We are grateful to continue to build the much-needed relationships with our Indigenous on their land and to have the opportunity to work together to preserve peace for all in this community.

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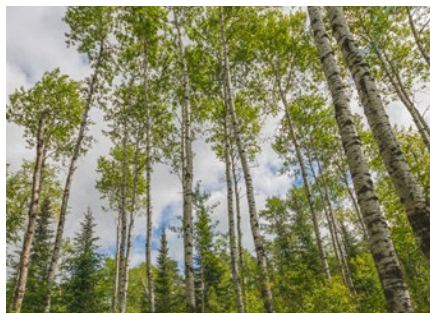
Timmins – Our Community and History

Timmins has a rich history that dates back to the early 1900s, when gold was discovered in the area. The discovery of gold led to a gold rush, and the city quickly grew as prospectors flocked to the region in search of wealth. Timmins became known as the “City with the Heart of Gold”, and mining became the backbone of the community.

Since then, Timmins has evolved into a thriving and diverse community. While mining remains an integral part of its economy, the city has diversified its industries and is now home to sectors like healthcare, education and forestry. Timmins is also known for its natural beauty, with an abundance of lakes, rivers and forests that attract outdoor enthusiasts and nature lovers.

Today, Timmins is a vibrant and close-knit community, boasting an increasingly rich tapestry of people of various backgrounds, ethnicities and cultures. Timmins also has a strong sense of community spirit, with residents actively involved in local events, festivals and initiatives.

In essence, Timmins is a city that has grown and thrived since its gold rush days. With a strong sense of community, a diversified economy and a rich cultural heritage, Timmins continues to evolve while embracing its past.



Message from the Chair

On behalf of the Timmins Police Service Board, I am delighted to present the Timmins Police Service 2024–2026 Strategic Plan.

This plan is the result of extensive engagement involving our dedicated staff, community members, volunteers and key stakeholders from across our city. The collective input gathered throughout this process has shaped a strategic vision that resonates with the needs and aspirations of our diverse community.

Representing a collaborative effort, this comprehensive document mirrors the shared priorities of the Timmins Police Service and the diverse individuals, communities and businesses we are committed to serving and safeguarding.

Our Strategic Plan is intricately crafted to address the distinctive needs of our community, offering a structured policing approach grounded in innovation, collaboration and knowledge sharing.

Designed as our guiding roadmap, the 2024–2026 Strategic Plan will influence our decisions, resource allocations and actions, based on a collaborative and innovative perspective. This approach ensures a continual enhancement in our service delivery, fostering positive outcomes for all our stakeholders.

Your ongoing support is appreciated as we collaboratively strive to make Timmins a safer and more secure community for everyone.



Mr. Kraymr Grenke
Chair

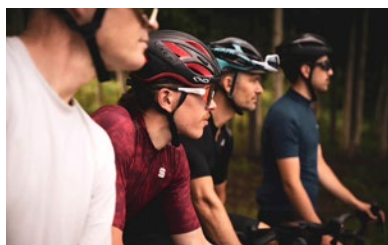
Councillor Kristin Murray
Vice Chair

Councillor Steve Black
Member

Mrs. Cheryl St. Amour
Member

Mr. R. James Clarke
Member

Our Mission, Vision and Values



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 VISION

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



OUR VALUES

Professionalism

We are committed to upholding the highest standards of public accountability and professional integrity.

Service

We are committed to achieving the highest standards of police service delivery.

Compassion

We are committed to embodying compassion in every aspect of our service to the community. Our dedication to compassion means we strive to understand the unique challenges and experiences of those we serve, offering empathy, respect and encouragement regardless of their circumstances.

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.



Our Strategic Planning Process

The Timmins Police Service (T.P.S.) continually strives to become a more effective, inclusive and modern police service, while earning the trust, confidence and pride of the community. The purpose of this Strategic Plan is to clearly identify our priorities so that our members and our community understand our commitment to these important issues.

The strategic planning process included a reflection on current T.P.S. initiatives as well as on best practices in public safety and community engagement. The process involved extensive public engagement and consultation and an evaluation of the changing environments across policing and within the City of Timmins.

The goal is to ensure that the priorities of the T.P.S. are transparent, clearly defined and actionable.

The Strategic Plan recognizes the uniqueness of the City of Timmins and values the priorities expressed by the community. It aligns the priorities with the Timmins Police Service Board's expectations that the Service demonstrate efficiency, effective leadership and management, innovation, transparency and meaningful community engagement.

DEVELOPMENT OF THE STRATEGIC PLAN

The process that led to this Strategic Plan consisted of six main phases.



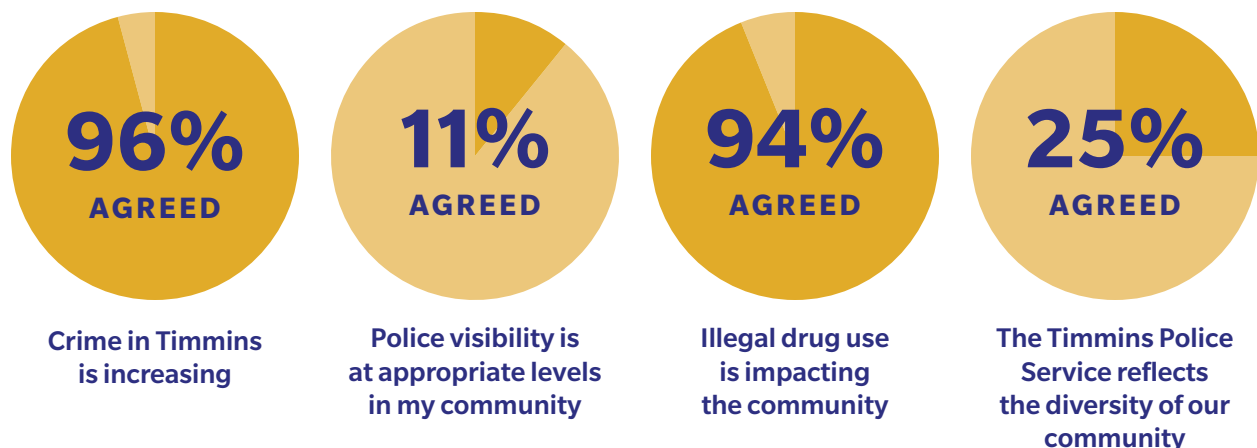
These six phases combined to create a comprehensive picture of the current state, future vision and goals of the Timmins Police Service, along with specific strategies and activities for the achievement of those goals. The process included extensive discussion and dialogue among T.P.S. stakeholders to ensure that the Strategic Plan considered and respected the perspectives of members of the community and of the T.P.S.

Community Feedback

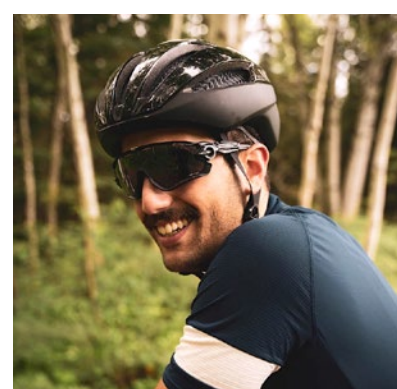
KEY FINDINGS OF THE PUBLIC SURVEY

The community welcomed the opportunity to provide feedback; 1,828 responses to the public survey were received over a one-month period. The responses to the survey illustrated the opinions and priorities of the people of Timmins. Among the most substantial priorities identified through the survey were:

- Police visibility
- Community safety, including concern regarding increasing crime rates
- Communication and public awareness of information on crime and how to stay safe
- Diversity of T.P.S. staff in relation to the community
- Traffic congestion
- Community wellness supports, and collaboration with cultural groups and social service and health agencies



Engagement and communication with the community were repeatedly identified as priorities.



Community Conversations – Your Voices Heard

CONSULTATIONS AND INTERVIEWS

From July 10 to 12, 2023, 32 in-person-consultation sessions were conducted, involving 63 people. Additional individuals were interviewed during four virtual sessions. These discussions provided opportunities for internal and external stakeholders to ask questions and propose ideas and collective solutions. This inclusive approach ensured that the strategic planning process benefited from diverse opinions, and also contributed to trusting and cooperative relationships between the T.P.S. and its stakeholders.

The 75 interview participants were members of the following:

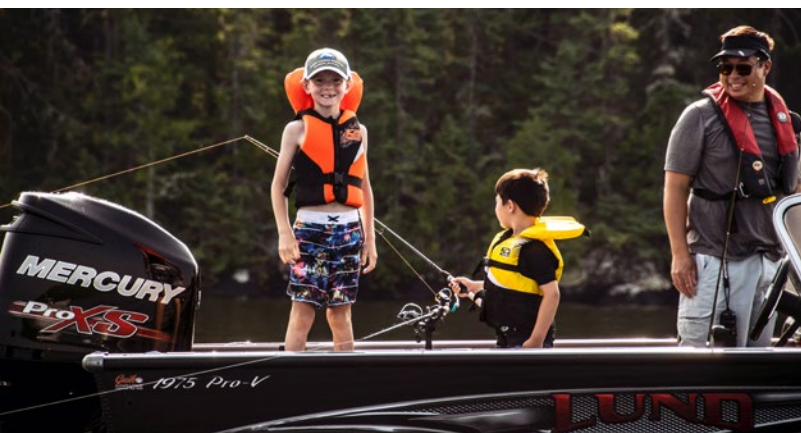
- 1 Timmins Police Service Board
- 2 Timmins Police Service
- 3 City of Timmins (Members of Council and staff)
- 4 Various community organizations



Community Conversations – Your Voices Heard *(continued)*

KEY PRIORITIES DETERMINED FROM THE CONSULTATIONS

Diversity	Meaningful steps toward developing greater cultural competence and understanding of equity, diversity, inclusion and anti-racism
Community	A community policing model that focuses on engagement, collaboration, partnerships and meaningful community involvement
Member Development and Wellness	More opportunities for training, education and development with the Service; leadership development; expanded wellness programming; and enhanced training
Communication	Improved internal and external communication
Analytical Capacity	Research, analytics, reporting and transparency
Organizational Development	Risk management solutions, modernized technology, greater efficiency, a review of service delivery practices, and a continuous improvement strategy



Police Service Member Feedback

KEY FINDINGS OF THE MEMBER SURVEY

Timmins Police Service members were asked to identify up to three priorities on which the Service should focus in the new Strategic Plan. The 52 respondents concentrated primarily on internal T.P.S. priorities. The issues prioritized by the members fell into the following five categories.



1

Staffing Levels

There was a consistent sentiment that low staffing levels contribute to diminished training opportunities, poor communication, and other human-resources issues.

2

Services Provided

There is a need to review the services provided by T.P.S., as well as how those services are provided.

3

Modernization

There is a need to modernize the T.P.S., especially in the area of technology.

4

External Factors

Attention must be given to the pressures on the Service with respect to external factors related to social disorder, homelessness, mental health and addiction.

5

Communication

There is a need to enhance communication both within T.P.S. and between T.P.S. and the community.



Strategic Goals at a Glance



1 STRENGTHENING OUR COMMUNITY

The Timmins Police Service recognizes the importance of understanding and addressing the priorities, opinions, concerns and interests of the community. As the Strategic Plan developed, residents said they were interested in community partnerships, police presence, effective communication with the community and traffic and pedestrian safety. They also value effective governance, the role of the Police Service Board, and equity, diversity, inclusion and anti-racism. Goal 1 reflects these priorities.

Expected Outcome: A locally based community policing model with strong community input.

2 STRENGTHENING OUR PEOPLE

Research and consultation showed that the Service faces challenges in recruitment, retention and management of its human resources. Many of these challenges are common in Ontario policing, while others are specific to Timmins. This section of the Strategic Plan focuses on a comprehensive human-resources strategy, improved retention, leadership development and internal communication.

Expected Outcome: Progressive, prepared and resilient police staff.



3 STRENGTHENING OUR OPERATIONS

Members of the community and of the Service stressed the importance of continuous quality assessments and improvements in police operations. To ensure effective community service, the Service and the Board will undertake the development of a risk management and governance framework, a comprehensive service delivery review, and enriched regional collaboration to reduce crime.

Expected Outcome: A modern, efficient and effective police organization.



STRATEGIC GOAL #1:

Strengthening our Community



OBJECTIVE 1: Community Partnerships and Collaborations

- Enhance collaboration with the Timmins business and academic communities to expand productive and collaborative partnerships focused on community wellness.
- Revitalize Community Mobilization Timmins, the Mobile Crisis Rapid Response Team, and the Outreach and Community Safety Team, to ensure that services are being delivered by appropriate staff with the most advanced skills.

OBJECTIVE 2: Police Visibility and Response Options

- Establish an alternative response unit to allow front-line officers to focus on proactive police work.
- Develop a special constable program so that duties that do not require a police officer can be handled more efficiently.



OBJECTIVE 3: Equity, Diversity, Inclusion and Anti-Racism

- Develop an equity, diversity, inclusion and anti-racism action plan to enhance relationships with the community and within the T.P.S. workplace.



OBJECTIVE 4: Communications and Engagement

- Develop a comprehensive external communication strategy that focuses on key policing issues that are of interest to the community.
- Establish a police-community advisory council to ensure that community voices are heard consistently within the Service.

OBJECTIVE 5: Governance Practices

- Engage skilled Board support staff to give the Board the knowledge and insight it needs to enrich police oversight and community engagement.



OBJECTIVE 6: Road Safety

- Participate in a city-wide committee dedicated to traffic management and road safety, to plan for the efficient movement of all types of traffic, including pedestrians, in Timmins.
- Support a multi-year traffic, pedestrian and road safety strategy developed by the City of Timmins to improve safety on city roads, walkways, bicycle lanes and trails.



STRATEGIC GOAL #2:

Strengthening our People



OBJECTIVE 1: Enhance Human Resources Management Strength

- Identify a human-resources leader to manage planned changes.
- Build a model to forecast future staffing requirements.
- Research and apply best recruitment practices to ensure effective recruitment efforts.

OBJECTIVE 2: Improve Employees' Sense of Well-being

- Develop a structured and transparent performance-review process to ensure that standards and requirements are understood, and individual performance is reinforced.
- Analyze the data from exit interviews, conducted when members leave the Service, to identify and fix any systemic human-resources issues.
- Develop structured and transparent promotion and transfer policies to ensure equitable access to opportunities within the Service.

OBJECTIVE 3: Develop Staff and Leaders

- Develop appropriate staff and leadership training and make it widely available in order to enhance police and leadership skills.
- Develop a mentorship program within the T.P.S. to spread the value of experience and insight to less senior members in a positive way.

OBJECTIVE 4: Strengthen Internal Communication

- Create an internal communication framework to ensure that all members have the information they need and want in order to foster a positive workplace.
- Survey staff regularly to proactively identify issues and gauge their level of satisfaction.



STRATEGIC GOAL #3:

Strengthening our Operations

OBJECTIVE 1: Strategic Information Management Analysis

- Review work processes for NicheRMS365 and evaluate the Service's capacity for strategic information gathering and analysis.
- Review the Service's strategic information management and analysis capabilities to determine how best to develop and enhance its analytical capacity.

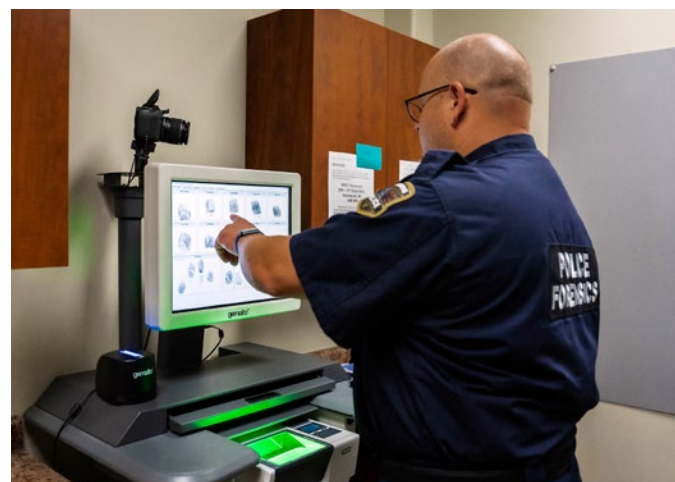
OBJECTIVE 2: Culture of Continuous Improvement

- Secure funding for and appoint an operations management administrator to facilitate a culture of continuous improvement within the T.P.S.
- Consider participation in the continuous improvement process used by the City of Timmins in order to streamline processes and procedures within the T.P.S.
- Undertake a service delivery review to ensure that the Service is delivering appropriate services in the most efficient, effective and economical way.

OBJECTIVE 3: Innovative Technology

- Acquire an in-house information technology position to coordinate a strategic technology plan and oversee its implementation.
- Acquire a digital evidence management system to make the administration of evidence more efficient and cost-effective.
- Undertake a cyber-security audit to ensure the Service is protected from vulnerabilities, including attacks by cyber criminals.
- Modernize the technology available to front-line resources to enhance efficiency, officer safety, community confidence, and analytical capabilities.

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STRATEGIC GOAL #3:

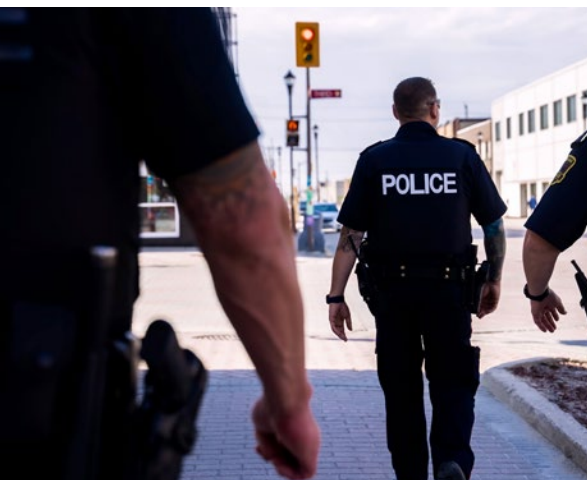
Strengthening our Operations *(continued)*

OBJECTIVE 4: Service Delivery Review

- Conduct a service delivery review to ensure that the T.P.S. is delivering the most appropriate services in the most efficient, effective and economical ways possible.
- Implement the recommended changes arising from the service delivery review, guided by a forward-looking roadmap, to ensure that changes are implemented appropriately and in consultation with the community and service delivery partners.

OBJECTIVE 5: Regional Collaboration on Crime


- Re-establish a regional information-sharing model by joining the Regional Guns and Gangs Joint Task Force and providing resources to the team.






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