



# ST. THOMAS POLICE SERVICE

# STRATEGIC PLAN

## 2019-2022



## STRENGTH THROUGH PROGRESS



**Serving Our  
Community  
Since 1852**



# ST. THOMAS POLICE SERVICE STRATEGIC PLAN

## 2019–2022

### TABLE OF CONTENTS

Message from the Board Chair	3
Message from the Chief of Police	4
Our Vision / Mission / Values	5
About the St. Thomas Police Service	6
Our Strategic Promise	7
The Strategic Planning Process	8
Core Business And Functions	10
Organizational Chart	12
Review of the 2016—2018 Business Plan	13
<b>Community Satisfaction</b>	<b>14</b>
Community Based Crime Prevention and Community Patrols	15
Emergency Calls For Service	18
Road Safety	19
<b>Criminal Investigations</b>	<b>21</b>
Assistance To Victims of Crimes	22
<b>Violent Crime</b>	<b>25</b>
<b>Property Crime</b>	<b>26</b>
<b>Youth Crime</b>	<b>28</b>
Information Technology	30
Resource Planning	32
Police Facilities	34



#### COPYRIGHT © 2019 ST. THOMAS POLICE SERVICE

All Rights Reserved. This publication is protected by copyright, and permission should be obtained by the publisher prior to any prohibited reproduction, storage in a retrieval system, or transmission in any form or by any means, electronic, mechanical, photocopying, recording, or likewise. For information regarding permission, write to the St. Thomas Police Service at 45 Caso Crossing, St. Thomas ON N5R 0G7.





# MESSAGE FROM THE POLICE SERVICES BOARD CHAIR



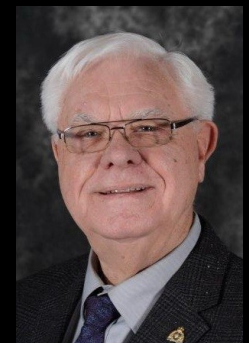
The St. Thomas Police Services Board, recognizing the importance of strategic planning for the future, is pleased to present the Business Plan for 2019 – 2022. This Business Plan is the continuation of work in progress and a reflection of the ever-changing needs of our community.



The Board and the Administration believe that it is necessary to continue to develop a customer service model in which the citizens of our community provide the direction for the delivery of police service. In the original Business Plan and subsequent plans, a Community survey as well as an Internal survey of Police Service members was conducted in order to determine that the expectations, perceptions and importance of specific programs, initiatives and services were collaboratively determined to be vitally important and necessary to meet the needs and expectations of our community. In 2018, we expanded our surveys to include City Council and the youth of our community, in addition to our internal and community surveys. This expanded consultation, with both our citizens, our members, City Council and youth of our community provided important information that played a significant role in the decisions made regarding the deployment of our resources and manpower. It is the foundation from which our Business Plan has been revised and further developed to meet the future needs of our community and Service.



Our Police Service will continue to examine alternative and innovative means to provide a cost effective and efficient delivery of service. The objectives and performance indicators of this business plan have been developed to ensure a means to effectively gauge the success of the plan, as it will be reviewed on an annual basis until such time as it is replaced with future business plans.



We have established goals with appropriate fiscal responsibility to facilitate planned change as determined by this business planning process. We are confident that the St. Thomas Police Service is ready for the challenges that lie ahead as we pursue excellence in the delivery of this vital public service.

*Dave Warden*

Photos Top to Bottom: David Warden, Provincial Appointee and Board Chair; Council Appointed Community Representative Andy Crawford; Councillor Jim Herbert and Councillor Mark Tinlin

# MESSAGE FROM THE CHIEF OF POLICE

The St. Thomas Police Service is excited to implement and deliver our new Business Plan for 2019-2022. This Plan outlines our direction and the strategic objectives to meet our goals for the next four years. This is our map together, our journey as partners to deal with current issues, future needs and the challenges we will face to enhance the well-being of our community.

We needed a different approach for the development of this Business Plan. Traditionally, we sent out one survey to residents of St. Thomas, however for this Plan, we wanted to encourage additional feedback from specific segments of our community including the business sector, members of Council and especially our youth so we could plan a detailed and accurate response to concerns the City of St. Thomas faces. We owe thanks to members of our Service who provided constructive feedback which played a vital role in finalizing what we believe to be an excellent roadmap for the next four years.

We will remain progressive to ensure our members have sufficient staffing, current training, access to modern resources, and health supports to enhance service delivery to the residents of St. Thomas. We must continue to be innovative, creative and open-minded to address emerging issues and to ensure policing sustainability.

The St. Thomas Police Service has proudly served this community since 1852 and we are committed to preventing crime, protecting members of our community and acting with integrity during each and every interaction.

We thank you for your continuous support and look forward to partnering with our community as we take on new challenges over the next four years.

*Chris C. Herridge*

Chief of Police





# OUR GUIDING VALUES AND PRINCIPLES



**Our Motto**  
**Strength Through Progress**

---

# ABOUT THE ST. THOMAS POLICE SERVICE

The City of St. Thomas was founded in 1803. Today, the City has grown to an estimated population of 41,813 and is located in the heart of southwestern Ontario. The City covers in excess of 8,834 acres or 35.75 square kilometers.

The St. Thomas Police Service operates under the direction of the St. Thomas Police Board, the civilian governing body responsible for selecting the Police Chief and Deputy Chief and for providing oversight of our strategic plan, policy and finances.

Our police service has an authorized staffing compliment of 73 sworn officers, and 32 civilian positions. It is further broken down into several units with functions ranging from Administration, Operations, Support Services, Court Services, Business Office and Information Technology support personnel.

As an organization, we are always pursuing new ways to achieve efficiencies. This is reflected in our participation in a variety of community initiatives and strategies designed to provide a multi-sectoral approach to the delivery of policing services.

Our police service operates within an economically diverse community. Changes include new growth in business and retail, and the development of several residential subdivisions.

Our 2018 Board, Operating, Court, and Building Maintenance Budget was \$11, 899, 963 which provided funding to cover personnel and operating costs, and other expenses to deliver services. The St. Thomas Police Service remains committed to financial transparency and fiscal prudence.



# OUR STRATEGIC PROMISE

The purpose of this Business Plan is to publically express our strategic priorities for the next four years. Building on our last plan, this document lays out objectives and core business functions of the police service, including how we will deliver adequate and effective services. This strategic plan serves as a set of guidelines for police employees when considering how best to engage with our community and deliver the services expected from our community. This plan will ensure that our decisions align with our strategic direction in 12 key organizational areas. We will outline our performance objectives with clearly defined quantitative and qualitative measurements and indicators.

Policing and the environment we operate in are constantly evolving. We are often presented with new and complex challenges related to emerging social issues, crime trends, and calls for service. In consideration of this, there will be times when we have to shift our priorities to meet the new demands and community expectations.

Each year, we will review our strategic plan to ensure we are responding to the emerging trends and priorities that have been identified. As we progress through the next four years, we will frequently assess whether opportunities exist to integrate, collaborate or expand any of our services with community partners. Together we can accomplish more than working alone. Our plan is to report frequently to our community on our strategic status to increase public awareness and improve confidence in the services and leadership that we provide.





---

# THE STRATEGIC PLANNING PROCESS

## BUSINESS PLANNING PROCESS AND ENVIRONMENTAL SCAN

The scope of planning for adequate and effective police services in our community is set out in Ontario's Police Services Act, which requires that service delivery must encompass, at a minimum, the core functions of crime prevention, law enforcement, assistance to victims of crime, public order maintenance, and emergency response.

The Adequacy Standards Regulation under the Police Services Act also provides direction to Ontario Police Services Boards and police services, including a requirement for Boards to engage in a business planning process to review the public safety needs of their community and to outline objectives for their police service. In developing the St. Thomas Police Service 2019–22 Business Plan, a blend of qualitative and quantitative tools were used to invite diverse perspectives on local police services, as well as input on priorities for how they should be delivered in the future. The opportunity was also taken to review and update our Mission, Vision, and Guiding Values and Principles.

Our Police Service is well-equipped with the modern tools required of today's law enforcement agencies. We aspire to be a leader in technology, innovation and modernization amongst our comparative policing partners. Our operating budget, officer-to-population ratio, per capita costs, calls for service and crime clearance rates are all within equivalent proportionate ranges in comparison to other comparative police services in the Province.

## COMMUNITY CONSULTATION—EXTERNAL SURVEYS

Through this strategic planning process we heard from hundreds of St. Thomas residents, students, seniors, local business owners and Municipally elected officials, who assisted in identifying strategies to address policing issues that impact our community. The St. Thomas Police Service consulted with the community in the preparation of this Strategic Plan through several widespread surveys in an effort to have citizen input into the priorities to be established and to gauge citizen satisfaction. In the summer of 2018 we distributed our surveys. The objective of the project was to gauge and track the opinions of residents on a series of issues related to policing. The Community Survey, Business Survey, Youth Survey and the Municipal Council Survey were all conducted over a two month period. Some of the areas examined dealt with police patrol, police programs, concerns with crime related issues, police performance, traffic concerns, neighbourhood safety concerns, and public confidence and trust perceptions.

We have found that the majority of community respondents believe that our focus should give priority for **drug related crime, theft from vehicles, breaking and entering crimes, and school safety and bullying occurrences**. This specific indication on drug and property crime is reflective of the actual increased statistics related to these categories in 2018 across the province.

[CLICK HERE FOR EXECUTIVE SUMMARY OF COMMUNITY SURVEY](#)

[CLICK HERE FOR EXECUTIVE SUMMARY OF BUSINESS SURVEY](#)

[CLICK HERE FOR EXECUTIVE SUMMARY OF YOUTH SURVEY](#)

[CLICK HERE FOR EXECUTIVE SUMMARY OF MUNICIPAL COUNCIL SURVEY](#)



---

# THE STRATEGIC PLANNING PROCESS CONTINUED....

## EMPLOYEE CONSULTATION—INTERNAL SURVEY

We've also heard from St. Thomas Police Service employees on the priorities and suggestions they perceive as the most important for the delivery of modern and progressive policing services. We remain committed to investing in our people, as we believe that a competent and engaged work force is our greatest strength. An internal survey was also undertaken in an effort to have our employees identify what they perceived to be their priorities moving forward. Some of the areas examined dealt with job satisfaction, internal communications, law enforcement priorities, staffing, working conditions, and operational perspectives related to patrol strategies, and engagement programs.

Moving forward, as part of our ongoing modernization process, we will endeavor to conduct brief internal electronic surveys on a yearly basis. The intended purpose will be to gather valuable information from our employees and to further create a healthy, committed, and engaged workforce in order to provide the consistently high quality service we are known for.

The 2019-2021 St. Thomas Police Service Strategic Plan is a roadmap that lays out how we will engage with you and deliver effective policing services going forward. As with every planning exercise, we complemented this strategic process with the environmental scans that identified some of the primary factors impacting policing. Through online survey engagement, we've learned of ways to build on our strengths and improve our services. By grounding our strategic planning in community engagement, internal consultation and research, we are better able to make evidence-based decisions that will benefit St. Thomas in the years to come.

Like many public sector entities, we are often challenged to accurately measure the outcomes and impacts of our initiatives. Over the next four years, we will focus on increasing our capacity to undertake more comprehensive performance measurement and publically share our results. We will make careful decisions about our priorities. We believe that by improving our internal processes, connecting with the community and using the best available evidence to make decisions, our new priorities combined with our core practices will help us to work smarter, rather than simply working harder.

# CORE BUSINESS AND FUNCTIONS

---

The St. Thomas Police Service is a 105 member organization that operates twenty-four hours a day, seven days a week. The Police Service has its own Communications Centre operating 24 hours a day staffed by Police Service civilian members.

The Police Service consists of the Chief of Police, Deputy Chief of Police, Inspectors, a Civilian Administrator, Staff Sergeants, Sergeants, Constables, Cadets, and civilian support staff members.

## Administration

The Chief of Police, Deputy Chief of Police, Inspectors and the Civilian Administrator guide the Administration of the Police Service overseeing the administrative affairs of the service, as well as the day-to-day operations of the police service.

## Information Technology Bureau

The Information Technology Bureau is comprised of two fulltime Systems Administrators. This office oversees the internal networking at the police building and the courthouse as well as all fleet vehicles. This includes multiple internet connections and wide area network connections. This Bureau supports the entire staff user base. This office is overseen by the Deputy Chief of Police.

## Business Office

The Business Office is comprised of four fulltime civilian Clerks, 2 part time civilian Clerks and 1 Cadet. This office is overseen by the Civilian Administrator. The work completed in this office consists of; Records Checks, CPIC; Statistics, Uniform Crime Reporting, Charge Disclosure, Crown Brief assembly, and FOI processing.

## Community Patrol Branch

The Community Patrol Branch utilizes a platoon system addressing frontline core policing responsibilities. The platoons work 24 hours per day 7 days per week. A Staff Sergeant and Sergeant supervise each platoon and continuously analyze incidents in order to deliver problem oriented policing deployment strategies. Two Communicators and a Cadet are assigned to each platoon, as well as several uniformed Constables. Each platoon has been strategically organized to include specific skill sets and capabilities. Platoon members are comprised of highly trained frontline personnel that operate continuously to deliver core policing obligations to the community

The platoons provide general patrol, directed patrol, crime prevention, crime detection, traffic management and enforcement, road safety, as well as other proactive activities, such as; beat patrol, bicycle patrol, old clothes activities, offender monitoring, traffic projects, and school support officer activities. The platoons prevent, identify and respond operationally to trending problems in the community.

## Support Services

The Police Service has a Support Services Branch. This Branch consists of a uniformed Staff Sergeant in charge of several Support Units, including: Community Engagement Unit, Court Services Bureau, the Criminal Investigations Branch, and the Street Crimes Unit.

## Community Engagement Unit

The Community Engagement Unit will make several staffing adjustments in 2019. The full time Constable assigned to the Community Resource Officer/Media Relations roles, will become a civilianized position known as Corporate Communications. This role will specifically address media relations and corporate messaging for the police service. A part time Constable will assume the role of School Support Officer (formerly Community Resource Officer) and provide services to local secondary schools. A full time Constable will remain committed to the Community Services Officer role assigned to the elementary schools in the City. A full time Constable will be assigned to the Traffic Enforcement Unit and address road safety as a primary responsibility. The Canine Unit remains a function of this Unit assigned to support the frontline.

Crime Prevention obligations, initiatives and programs will be adjusted to fall under the purview of the Constable assigned to the Community Services Officer role, and will be supported by frontline Constables in this service delivery model.

The School Support Officer will be in the secondary schools dealing with issues related to youth in the Community. Education, deterrence and enforcement are several of the key roles of the School Support Officer, and will be supported by frontline Constables in this service delivery model.

The Community Services Officer spends a great deal of time with children in the elementary school system teaching safety to our young persons, as well as participating in many other proactive duties within the Community.

The Traffic Enforcement Officer will be deployed to address road safety measures as identified internally and through community input. This officer will be highly trained and tasked to ensure road users in St. Thomas are always safe.

The Police Service Dog (PSD) and Handler (Constable) have duties that include building and area searches, evidence location, criminal apprehension, drug detection and searching for missing persons. This Unit is also in the community attending public events, schools, providing presentations and training.



# CORE BUSINESS AND FUNCTIONS continued...

## Court Services Bureau

The Court Services Bureau is overseen by an on-site Supervisor and is staffed by civilians, uniformed Special Constables and Police Officers. This office supports the Courts by providing Court Case Management, prisoner escorts and guard duty. The Court Service Bureau functions out of the 170,000 sq/ft Elgin Consolidated Courthouse.

## Criminal Investigations Branch

The Criminal Investigations Branch is overseen by the Community Engagement Unit Supervisor. This support Branch is comprised of a Sergeant who is in charge of 7 specially trained plain clothed Constables and one civilian member, who include: Criminal Investigators, Technological Crimes Officer (Forensic Computer Analyst and Internet Child Exploitation), Forensic Identification Services, Crime Stoppers, and the Property Administrator.

The full time Crime Stoppers Coordinator for the City of St. Thomas and surrounding areas is also the Domestic Violence Coordinator for the Police Service. The Criminal Investigation Branch investigates serious and complicated crimes. The Criminal Investigations Branch is committed to ongoing training and excellence in the area of Criminal Investigations. The revised civilian Property Administrator role was implemented in 2018 attached to the CIB Unit and is responsible for the management of hundreds of pieces of evidence/property that comes into the possession of the STPS each year.

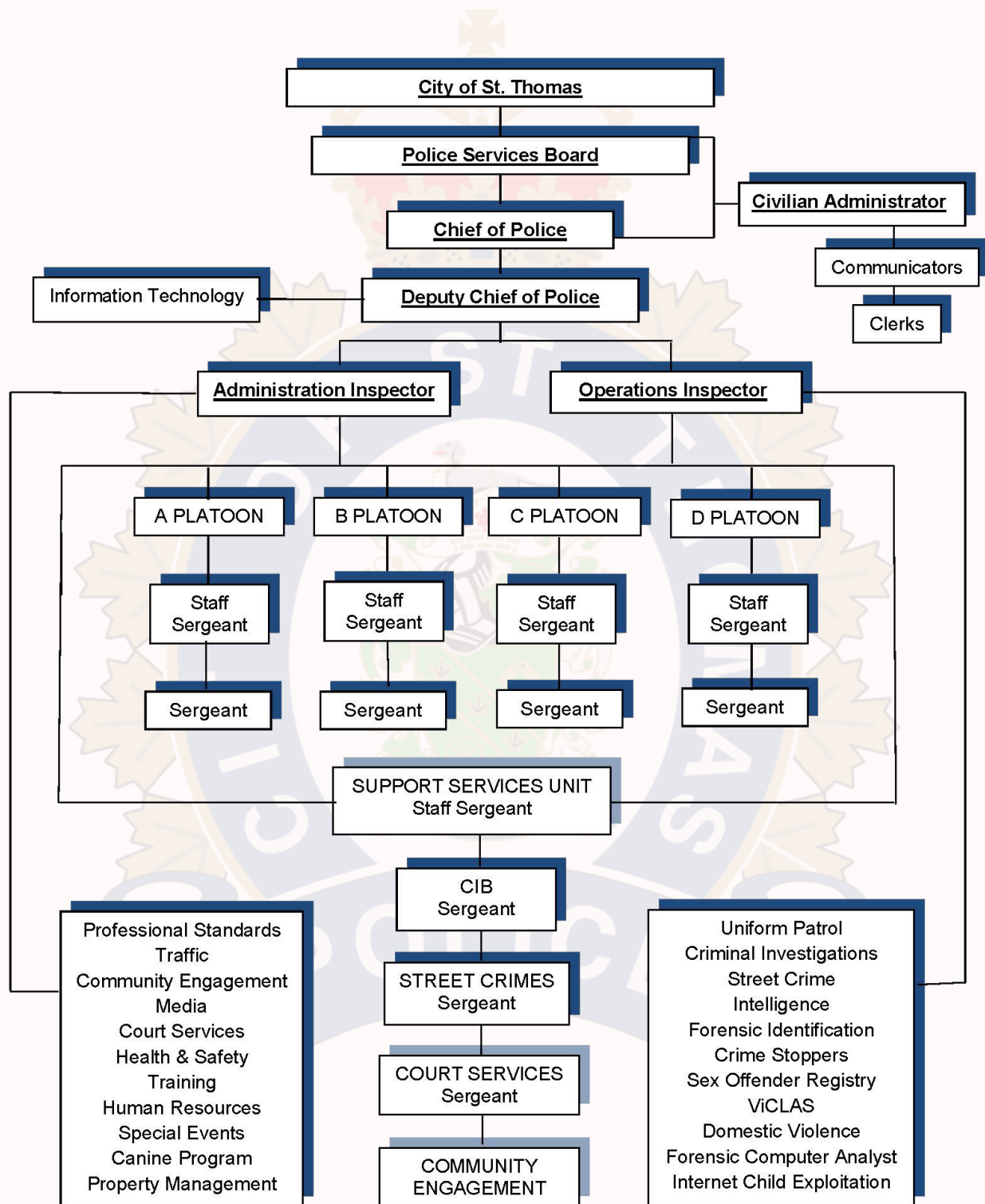
## Street Crimes Unit

The Street Crimes Unit is overseen by the Community Engagement Unit Supervisor. The revised Street Crimes Unit (formerly the Drug Enforcement Unit) was first deployed in 2017. The primary function of this Unit is to support the frontline and to eradicate the flow of illicit drugs into our community. The Unit's mandate was broadened to also include complex property and violent crimes that require enhanced and focused attention. This highly trained Unit is comprised of a Sergeant who is in charge of 4 Constables. One of these Constables is assigned to be our representative and participating member of the Criminal Intelligence Services of Ontario (CISO).

The St. Thomas Police Service continues to work in cooperation and collaboration with other Municipal, Provincial, and Federal agencies on any number of investigations or projects. The Police Service also works with local agencies and committees on shared responsibilities to address issues such as addiction, homelessness, mental health, and poverty. Improved communication between all Units including the Administration of the police service remains a priority.



# ST. THOMAS POLICE SERVICE ORGANIZATIONAL CHART



# REVIEW OF THE 2016-2018 BUSINESS PLAN

---

- ◆ The St. Thomas Police Service along with OPP and Aylmer Police Service, spearheaded the St. Thomas Elgin Situation Table. It is in place and making a difference for persons who require interventions from community partners. Multiple community partners are involved. The situation table that was introduced continues to develop and produce excellent results in assisting members of the community.
- ◆ STPS supervisor twitter account and Community Services Officer twitter account has been created for real time media releases and to facilitate community and youth engagement.
- ◆ Internet Child Exploitation added to the Technological Crimes Officer's portfolio.
- ◆ Ongoing Special training for officer in position of computer analysis and cell phone analysis to increase our ability to detect and enforce cyber-crime. Forensic workstation purchased to enhance cybercrime investigations and expedite forensic analysis of multiple devices simultaneously.
- ◆ Implementation of a formal Peer Support Program/Wellness Committee to address a fulsome support mechanism for our staff. We have met compliance with "Supporting Ontario's First Responders Act 2016" by submitting our PTSD First Responders Plan to the ministry. Peer to Peer training has been provided to our Peer Support Team.
- ◆ Partnered with CMHA and introduced a full time front-line Mental Health Response Worker to assist with mental health related calls for service.
- ◆ Created a part time Traffic Enforcement Unit with a view to expanding the role in the years to come.
- ◆ Have added GPS tracking to our fleet to assist with Officer Safety and Community Safety.
- ◆ Project Coppertone – initiated the largest street enforcement project in STPS history. 21 people were arrested and charged with criminal/drug offences. Approximately \$475,000 in illicit drugs were seized and removed from the street.
- ◆ The Adopt a School Program has been updated to include all new officers as well as some of the more experienced officers to engage with our youth. It has been re-branded as School Support Officer Program.
- ◆ Updated protocol with both the public and separate school boards regarding the Violence Threat Risk Assessment (VTRA) Protocol. The final updated protocol was signed in December 2017.
- ◆ Move to NEW STPS HQ - proper planning turned out to be extremely valuable. The move was made to the new facility and for being such a huge move this transition was completed with no interruption in service to the community.
- ◆ An Open House and a virtual video tour was produced for the public to view the new Police building.
- ◆ New radio system was installed and is currently in use.





# COMMUNITY SATISFACTION

The St. Thomas Police Service is committed to providing the best available community-based policing services possible. The Service actively solicits feedback from its community members and partners in an effort to improve upon the level of community satisfaction with the service it provides.

As indicated, the St. Thomas Police Service conducted a Community Survey, a Business Survey a Youth Survey, and a Municipal Council Survey to determine if the Police Service was meeting the expectations of the citizens of St. Thomas in the delivery of adequate and effective police services. In the past, community surveys were conducted, but not to the specific demographic extent that was completed in this latest process. The results of the surveys were compared and analyzed. The intention of the 2018 surveys was to identify what the needs, priorities, goals and perceptions the public and elected officials have about their Police Service and the services provided.

## OBJECTIVES

### *We Will .....*

- ◆ Maintain consistent and open communication with our community in an effort to enhance public understanding of the challenges and performance of the Service.
- ◆ Continue to develop and maintain positive reporting relationships with all local media outlets.
- ◆ Maintain ongoing participation and interaction with community organizations and stakeholders.
- ◆ Share appropriate and timely information with local Management Team members, St. Thomas City Council and Community Cabinet Leaders.
- ◆ Facilitate and support employee participation on Boards and Committees in the community.
- ◆ Use all external community survey results to address concerns that are most important to those we serve.
- ◆ Monitor and reduce public complaints against the police service and its employees through the O.I.P.R.D.
- ◆ Partner with other police services and community agencies to integrate services where appropriate and effectiveness can be improved, and efficiencies or cost savings can be realized.

## COMMUNITY OUTREACH

During the life of this document the St. Thomas Police Service will be committed to transparent and timely communications to better serve and notify our community of police and public safety issues that may arise. The Service currently engages with a website, Facebook account and several Twitter accounts. The Service will upgrade and maintain its website and social media accounts to better serve the public and to keep the community informed about interesting developments and undertakings regarding the Service and our community.

The Service will endeavor to increase the effectiveness of our communications through the enhancement and use of trending social media platforms. Messaging will continue daily to our community.

# COMMUNITY-BASED CRIME PREVENTION AND COMMUNITY PATROL

The St. Thomas Police Service recognizes the need for community-based, crime prevention initiatives based on crime, call and public disorder analysis, criminal intelligence, road safety and community needs. This is achieved through all sworn and civilian personnel supporting the frontline effort.

Community Patrol is one of the core functions of the Police Service. Community Patrol is a preventative, proactive and reactive tool that assists the community with general feelings of safety and security. Uniformed Patrol officers assist with crime prevention, crime detection, traffic safety, traffic education and property checks.

Community Patrol personnel are responsible for answering calls for service, maintaining traffic observation and enforcement in such areas as: high accident intersections, identified traffic projects, school zones, community safety zones, residential and commercial zones, as well as any other appropriate areas. Patrol strategies are based on crime and call analysis, crime trends and intelligence information.

The St. Thomas Police Service promotes the philosophy of community policing. It is our intent to continue to provide community based policing while delivering an inclusive service through increased interaction with community groups, social service agencies and neighborhood organizations to collaboratively develop solutions to everyday problems.

The citizens of St. Thomas have consistently communicated their desire to have increased police presence in their neighbourhoods and the downtown business core area. A visible police presence is often seen as providing a greater sense of safety and security. The St. Thomas Police Service is committed to maintaining the police patrol presence while fulfilling our operational core functions of policing for the safety and benefit of our communities in a cost-efficient manner.



# COMMUNITY-BASED CRIME PREVENTION AND COMMUNITY PATROL

## GOALS

To seek out, develop, and build partnerships creating resilient and safe communities in St. Thomas where residents are socially engaged and connected. Develop initiatives that will increase the St. Thomas Police Service's involvement with citizens, community groups, social agencies and neighborhood organizations in the development of crime prevention strategies and solutions. Continue to strive toward creating a safer community by providing a more visible uniform police presence and by ensuring our general and directed patrols are both effective and efficient.



## OBJECTIVES

*We Will .....*

- ◆ Continue to build upon the collaborative resource network of community partners already established to improve public safety and well-being. Community harm reduction efforts will be a priority.
- ◆ Increase the number of registrants utilizing the Vulnerable Persons Registry.
- ◆ Explore realignment strategies for patrol zones to ensure appropriate coverage.
- ◆ Ensure distracted driving education and enforcement is a primary patrol responsibility.
- ◆ Explore ways to ease the fears in relation to certain locations, including the downtown core.
- ◆ Increase our presence dedicated to downtown foot patrol by uniformed officers.
- ◆ Ensure the safety of the elderly population through community building and awareness.
- ◆ Improve on existing relationships with the LGBTQ2S+ community and expand on the understanding of LGBTQ2S+ issues in policing.
- ◆ Continue to collaborate with health partners to reduce mental health apprehensions and hospital wait-times, and to improve patient care.
- ◆ Advocate for sustainable and ongoing funding to the MCSCS and the MOHLTC in order to secure sustainable funding for a collaborative and patient-centered approach for a community-based mental health crisis response strategy.
- ◆ Implement a new service delivery model for Corporate Communications, replacing the Media Relations Officer.
- ◆ Implement a new service delivery model for the School Support Officer, replacing the Community Resource Officer.
- ◆ Explore ways to re-introduce and revitalize the Neighbourhood Watch Program in St. Thomas.





# COMMUNITY-BASED CRIME PREVENTION AND COMMUNITY PATROL

## PERFORMANCE MEASURES

- ◆ Track calls for service in patrol zones to determine optimal deployment of officers.
- ◆ Educate the elderly on common financial scams and provide anti-fraud tips and awareness through social media and our newly reconfigured STPS website.
- ◆ Provide resources and training on LGBTQ2S+ issues and on inclusive understanding, and participate and attend community events in support of LGBTQ2S+.
- ◆ Reduction in hospital wait-times related to mental health apprehensions to under 60 minutes.
- ◆ Provincial investment of ongoing funding for the implementation of a new service delivery model with up to three MHRW's to assist the STPS, and our neighbouring policing partners in dealing with mental health incidents.
- ◆ Through the sharing of information between Uniformed Platoons, the Street Crimes Unit (SCU), the Criminal Investigations Branch (CIB) and the Community Engagement Unit (CEU), we will increase the real-time intelligence available to investigators to help target criminals associated to the drug trade and property crimes. The unlawful activities of these criminals will be disrupted through drug and property crime investigations, before violent crimes occur.
- ◆ Implementation of a full time Corporate Communications civilian.
- ◆ Implementation of a part time Constable to assume the role of School Support Officer.



## ACCOUNTABILITY

Inspector of Operations  
Inspector of Administration  
Deputy Chief of Police

# EMERGENCY CALLS FOR SERVICE

Emergency response is a core function of a police service. The effectiveness of that response is a key determining factor in the adequacy and quality of the service provided by police to the community. Effective deployment of sufficient, properly trained and equipped police personnel is required to provide the level of emergency response expected by the community. Mental Health interactions with police are a daily occurrence. Ensuring these situations are dealt with appropriately and with compassion are paramount to a successful outcome. Ongoing training and partnerships with mental health providers will ensure the proper response from the Police so they do not put themselves or another member of the public at risk.

## GOALS

To ensure officers are dispatched to emergency calls in a safe and effective manner. To ensure that all staff are trained to handle the complexities of emergency calls for service and response obligations.

## OBJECTIVES

*We Will .....*

- ◆ Enhance differential response methods to increase availability of officers.
- ◆ Explore viability of analytics and predictive policing methods to relieve demands on frontline officers and deploy resources according to the actual needs.
- ◆ Use technology such as Mobile Data Terminals, Computer Aided Dispatch and Global Positioning Systems to more effectively deploy officers.
- ◆ Ensure the Service has an adequate number of trained crisis negotiators.
- ◆ Ensure that members performing the Dispatch/Communicator function possess the necessary core competencies.
- ◆ Maintain a highly trained Canine Unit and ensure it's effective deployment to best supplement and assist the needs of the Community Patrol Division and the Community Engagement Unit.
- ◆ Conduct Active Shooter Training.

## PERFORMANCE MEASURES

- ◆ Provide the necessary training for Communicators to ensure they have the requisite knowledge, skills, and abilities.
- ◆ Increase the number of staff members as required and as per organizational and community demands.
- ◆ Implement the use of analytics to assist in the creation of daily deployment strategies and approaches.
- ◆ Canine Unit is consistently used to assist frontline patrol and increases community engagement functions.



## ACCOUNTABILITY

Inspector of Operations

Inspector of Administration

Deputy Chief of Police

# ROAD SAFETY

Road safety is an issue that has gained growing attention due to the volume of traffic on our roadways and the aggressive and distracted driving of some individuals. Road safety consists of four (4) principles; Enforcement, Engineering, Education and Engagement.

The Police Service regularly participates in road safety initiatives sponsored by the Provincial and Federal Government, Canadian Association of Chiefs of Police and the Ontario Association of Chiefs of Police, as well as other provincial agencies.

Enforcement remains the most effective way to address road safety. Diligent enforcement of aggressive and distracted driving and other road safety issues is a daily priority of our police service. It will be our priority over the next four years to partner in multi-sectoral ways to better educate the public in areas such as pedestrian safety, bicycle safety, and aggressive and distracted driving.

We continue to use a Traffic Project Initiative to deal with specific traffic problems and road safety in the City. A traffic project is initiated when a concerned citizen, officer, or City Department identifies a traffic-related problem that exists in the City. A Staff Sergeant is tasked to oversee all traffic projects. Once identified, the problem receives coverage in the local media as well as specific enforcement action. The enforcement is conducted over a period of time and the statistics are monitored and communicated to the complainant. The results of a traffic project may cause a change to a City by-law, the re-engineering of a certain portion of a roadway or some other type of corrective measure.

We will work very closely with the City of St. Thomas to address road safety through traffic studies and other engineering practices. Our Community Engagement Unit works internally and with local service clubs in utilizing speed measuring equipment at various locations in the City. This community initiative provides drivers with immediate feedback about how quickly they are driving in a specific area, as well as providing the police service with information about average speeds in various areas of the City. Road safety is a collaborative effort with the community.

## GOAL

To increase road safety in St. Thomas.





## OBJECTIVES

*We Will .....*

- ◆ Commit to road safety education and enforcement utilizing a fulltime STPS Traffic Enforcement Unit.
- ◆ Maintain our commitment to road safety through accountability, enforcement and public education.
- ◆ Increase public awareness of R.I.D.E. programs and their value to road safety.
- ◆ Continue patrol-based enforcement projects at identified risk areas, high collision locations, with the support from the Traffic Enforcement Unit.
- ◆ Enhance deployment and use of Automatic Licence Plate Reader (ALPR) technology.
- ◆ Use social media tools to increase community engagement and awareness of local road safety issues.
- ◆ Undertake focused educational and targeted enforcement initiatives during 'Back to School' periods. Focus will be on targeting the big four road safety violations (Speed, Distracted Driving, Impaired Driving, and Seatbelt use).
- ◆ Undertake commercial motor vehicle blitz projects.
- ◆ Continue to partner with Southwest Public Health and other relevant community partners to educate the public on the dangers of Distracted Driving.
- ◆ Maintain current partnerships and develop additional ones to educate the public about impaired driving by alcohol and drugs and to deter and apprehend impaired drivers.



## PERFORMANCE MEASURES

- ◆ Implementation of full time Traffic Enforcement Unit
- ◆ Continued positive partnerships with relevant stakeholders for overall improved road safety.
- ◆ Conduct RIDE programs throughout each calendar year.
- ◆ Improved road safety at high collision locations as per analytics.
- ◆ Targeted traffic enforcement results.
- ◆ Increase road safety social media messaging and transparency on results/action.
- ◆ Overall reduction in collisions reported to police.
- ◆ Commercial motor vehicle inspection projects coordinated each year.
- ◆ Increased road safety and fewer traffic complaints.

## ACCOUNTABILITY

Inspector of Operations  
Inspector of Administration  
Deputy Chief of Police



# CRIMINAL INVESTIGATIONS

The Criminal Investigations Branch supports the Community Patrol Branch by providing investigative supports for serious crimes and investigations that are complex or span beyond jurisdictional boundaries.

The Criminal Investigation Branch offers specialists in Criminal Investigative Techniques (CIT), Fraud investigation, Tech Crime, Forensic Computer Analysis, Internet Child Exploitation (ICE), Ontario Major Case Management, Homicide, Sexual Assault, Sexual offences involving children, Domestic Violence, The Ontario Sex Offender Registry, Violent Crime Linkage Analysis System (ViCLAS), Forensic Identification Services and other specialty training. The Street Crimes Unit offers specialists in Drug Investigation, Intelligence, Investigative Interviewing Techniques, Search Warrants, Proceeds of Crime, and other specialty training.



The ongoing training of all personnel assists the City of St. Thomas by supplying qualified and competent officers who are capable of handling any serious or complicated criminal offence, which may occur in the City.

The members will, personally, or using community supports, ensure that victims of crime are treated with respect and understanding and are kept informed of investigative developments and court proceedings.

The Criminal Investigation Branch is dedicated to the objective of maximizing collective skills in terms of crime detection, investigation and prosecution. We will ensure thorough and professional investigations which successfully solve major and complex crimes, as well as to interrupt and interdict organized and unorganized criminal activity. This may include but is not limited to drug possession and trafficking through intelligence-led policing initiatives.

Criminal investigations continue to be increasingly more complex. The complex nature of the cases necessitates that the investigators possess the requisite knowledge, skills and abilities to ensure that the investigation ends in a successful prosecution. The St. Thomas Police Service is committed to ensuring that members of the Criminal Investigations Branch receive on-going training and resources to meet the needs of the justice system and the community.

## GOALS

The St. Thomas Police Service Criminal Investigations Branch is responsible for the investigation of serious offences such as homicides, robberies, sexual offences, sudden deaths and major frauds. We will ensure there is adequate staffing of members with the requisite training to meet the demands of the unit. We will continually promote and ensure excellence in criminal investigation services.

## OBJECTIVES

*We Will .....*

- ◆ Continue to enhance Forensic Crime Analysis functions.
- ◆ Continue to enhance our Child Pornography and Internet/Web investigative capacity.
- ◆ Ensure the highest standard of criminal investigations by accessing quality training.
- ◆ Ensure that human resources within the Criminal Investigations Branch and its related units are adequate and optimally deployed.

# CRIMINAL INVESTIGATIONS

## OBJECTIVES continued...

- ◆ Provide educational presentations relating to drug trends to community groups, elementary and high school students.
- ◆ Explore new and innovative ways to leverage technology and increase community collaboration to solve crime.
- ◆ Target violent drug traffickers/organized crime members and effect arrests through increased cooperation between the Street Crimes Unit, the Criminal Investigations Unit, the Community Engagement Unit and Frontline Community Patrol.
- ◆ Actively undertake illicit drug investigations, and focus concentrated effort on combatting the opioid crisis affecting St. Thomas and surrounding area.
- ◆ Proactively target those individuals or groups distributing illicit drugs in the City of St. Thomas.
- ◆ Actively pursue those convicted of offences under the Controlled Drug and Substances Act for asset forfeiture under Proceeds of Crime.
- ◆ Continue to make improvements to our technology for surveillance techniques.
- ◆ Explore new and innovative approaches to the traditional use and setup of Crime Stoppers that best fits the circumstances of our organization and community.
- ◆ Assist with the development of an Alcohol and Drug Strategy for St. Thomas.

## PERFORMANCE MEASURES

- ◆ Newly appointed members to CIB and its related units have or receive the necessary core competency training as soon as practicable.
- ◆ Caseloads of members within investigative units are monitored and assessed by qualified Supervisors daily.
- ◆ Overall decrease in acts of violent crime committed, property crimes committed and drug crimes committed.
- ◆ Participation in Joint Forces Operations and Drug Projects.
- ◆ Development of appropriate media messaging and public campaigns regarding illicit drug use.
- ◆ Disruption of the groups involved in the trafficking of illicit drugs and eradication of the supply to the street level.
- ◆ Increase and track the number of drug arrests made, drug warrant executions, charges processed, and quantity of illicit drugs seized, year over year.
- ◆ Engage new partnership opportunities in the fight against illicit drug activity in the City.
- ◆ Ensure an application for asset forfeiture is made in all relevant cases.

## ACCOUNTABILITY

Inspector of Operations  
Deputy Chief of Police





# ASSISTANCE TO VICTIMS OF CRIME

One of the core police functions in the Province of Ontario is to provide assistance to victims of crime. We have embraced this primary responsibility as one of our priorities by offering avenues of support to both victims and witnesses alike. Our police service is a partner with Victim Services Elgin. Our use of Victim Services Elgin remains a priority for us.

Our strategy will be to continue to work closely and to foster an excellent relationship with our local Victim Services provider for the benefit of those who fall prey to the criminal actions of others or tragic and unforeseen circumstances.

We will accomplish this by maintaining our close working relationship with all victim services agencies and maintaining and assessing training for our employees to meet current and emerging standards. We will endeavor to increase the utilization of victim assistance and support resources, to enhance victim assistance strategies, to partner with Victim Services agencies on related grant applications and programs and to examine current practices to identify potential new practices and/or methodologies.

## GOALS

To continue to provide adequate and effective assistance and improve our support to victims of crime and tragic events. We will treat the public in the same manner that we would expect our family members to be treated by the police in a similar circumstance. We will always demonstrate compassion, respect and care for those in need.

## OBJECTIVES

*We Will .....*

- ◆ Increase the utilization of victims assistance and support resources and increase number of front line referrals to Victim's Services Elgin.
- ◆ Work with victim assistance agencies such as Victim Services Elgin to explore ways to broaden strategies and practices.
- ◆ Maintain a positive working relationship with Victim Services Elgin, Victim/Witness Assistance Program, Violence Against Women Services Elgin County and other community resources.
- ◆ Promote an ongoing working relationship between the Service's Domestic Violence Coordinator and victim services in the community.

## PERFORMANCE MEASURES

- ◆ Increase the number of referrals and call-outs from the STPS to victims services in St. Thomas and Elgin County – year over year.
- ◆ Establishment of new partnerships in the community that can assist in a shared vision with goals of assisting victims of crime and unfortunate circumstances that fall under the jurisdiction of the STPS.
- ◆ Representation on relevant victim advocacy Boards and input into development of victim services programs & procedures.
- ◆ Monitor the interaction between the Domestic Violence Coordinator, Victim Services Elgin and the High Risk DV Committee.

## ACCOUNTABILITY

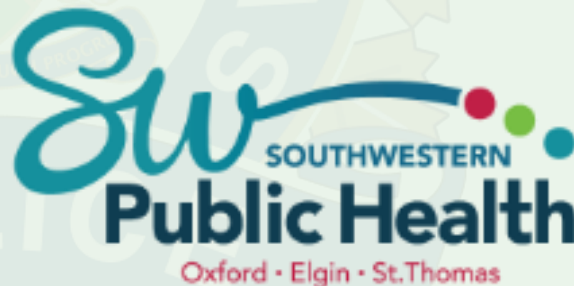
Inspector of Operations  
Inspector of Administration  
Deputy Chief of Police



Family & Children's  
Services of  
St. Thomas and Elgin



VICTIM SERVICES ELGIN



Violence Against Women,  
Services Elgin County

# VIOLENT CRIME

Violent crimes against persons have the greatest impact on the members of our community, resulting in fear and deterioration in the quality of life. While no community is immune from violent crime, we are indeed fortunate here in St. Thomas to have traditionally been below the national and provincial statistics that gauge violent crime. According to the Violent Crime Severity Index, St. Thomas's violent crime in 2017 was 38.86% (2016:52.46%) in comparison to the Provincial rate of 55.40% in 2017 (2016:64.13%). Our community as a whole should be extremely proud of these numbers. The issue of Domestic Violence continues to be a priority with the St. Thomas Police Service taking a very proactive stance in reducing instances of domestic violence and mitigating its effects. In 2017, our Service attended 486 incidents involving domestic violence (2016:600), and processed 99 criminal charges (2016:148).

Public education, community supports in conjunction with problem oriented policing strategies, continues to be the best approach to dealing with and deterring violent crime. Keeping the public updated and aware of such issues will continue to assist with the problem of violent crime.

## GOAL

To reduce the occurrence and effects of violent crime in our community.

## OBJECTIVES

*We Will .....*

- ◆ Ensure that violent crime investigations and prosecutions are properly resourced with sufficient personnel and expertise to maximize the likelihood of apprehension & conviction of the offender.
- ◆ Strategically target high-risk violent offenders utilizing a proactive approach.
- ◆ Gather and use intelligence to interdict and prevent violent offences such as domestic assaults, drug robberies, and home invasions.
- ◆ Provide ongoing training for members regarding violent crime investigation and deterrence.

## PERFORMANCE MEASURES

- ◆ Violent crime investigations and prosecutions are regularly monitored and assessed by the Criminal Investigation Branch.
- ◆ Reduction in violent crime (year over year).
- ◆ Run projects on violent offenders upon receipt of credible human source information.
- ◆ Continue to utilize forfeiture on all violent crime investigations.
- ◆ Continue liaison between Domestic Violence Coordinator and community partners, and provide ongoing Domestic Violence training for relevant staff.
- ◆ Service members who investigate violent crime occurrences have the necessary knowledge, skills and abilities.
- ◆ Ongoing communication and collaboration with community partners and service providers related to the protection of vulnerable people from violent crime.

## ACCOUNTABILITY

Inspector of Operations

Deputy Chief of Police





# PROPERTY CRIME

Property Crime has been on the rise in St. Thomas and throughout Ontario. Enhanced Community Patrol and Street Crimes Unit attention, Crime Prevention Programs, as well as consistent social media approaches have assisted with addressing property crime. Property crimes are always a priority as they cause members of our community more than just monetary loss. There is the invasion of privacy, as well as heightened concerns about general and personal safety that occur. There is also considerable cost involved in property crime due to the personal loss of property, as well as increased insurance costs, personal protection and replacement costs. Property crimes victimize a person's feeling of safety and security in their community.

Cyber Crimes have been increasing as well. Criminals use the internet to lure money from unsuspecting victims. Huge monetary losses are attributed to scams over the internet. Public education continues to assist with alerting citizens to ongoing scams in this area.

Property crimes are one of the most prevalent crimes and, therefore, affect a significant number of our citizens. Break and enters often cause victims and others to feel unsafe in their homes. Many property crimes are committed by those who are involved in illicit drug use and trade.

## GOAL

To reduce the incidents of property crime and assist citizens to prevent victimization.

## OBJECTIVES

### *We Will .....*

- ◆ Establish a Citizens On Patrol (C.O.P.) strategy to involve our community in the shared responsibilities of community-based crime prevention.
- ◆ Involve Crime Prevention Through Environmental Design principles and perform audits to reduce citizens' risk of victimization.
- ◆ Develop more robust processes within the Intelligence-Led Policing Crime Abatement Strategy to target the most prolific offenders responsible for the majority of property crime.
- ◆ Engage in multiple short-term investigative strike projects targeting theft from vehicle offences, theft of bicycles, break and enters and possession of stolen property offences.
- ◆ Enhance theft prevention messaging and related community awareness through coordinated and ongoing social media campaigns.
- ◆ Implement new public awareness prevention strategies to combat property crime by hosting community education sessions facilitated by the our Crime Prevention Officer.
- ◆ Develop a new Bicycle Registry system to assist in the recovery of stolen bicycles and return to rightful owners.
- ◆ Reduce workload requirements for the STPS Property Administrator as related to records management and storage of recovered property items, specifically bicycles.
- ◆ Participate in and assist in the development of provincial and local crime prevention initiatives such as the "Lock it or Lose it" program.

## PERFORMANCE MEASURES

- ◆ Undertake improved coordination of property crime offenders for surveillance teams and frontline attention, ensuring the highest risk chronic offenders are monitored and investigated.
- ◆ Build relationships with neighbouring Police agencies to share information on migratory offenders.
- ◆ Specifically reduce the amount (year over year) of thefts from vehicles, thefts of bicycles, and residential and commercial break and enters.
- ◆ Achieve an increase in the number of chronic property crime offenders targeted using the Intelligence Led Policing - Crime Abatement Strategy process by the Criminal Investigations Branch, the Street Crimes Unit and the Community Patrol Division.
- ◆ Develop and implement an efficient electronic tracking tool for St. Thomas residents to submit their bicycle particulars.
- ◆ Increase theft or possession of stolen property charges for those found in possession of stolen bicycles.
- ◆ Reduction in storage of recovered bicycles at police facilities.
- ◆ Implement the C.O.P. strategy starting with a reasonable and manageable number of volunteers. Train the volunteers and organize their efforts to assist in achieving specific goals of the organization and those of the greater community. Volunteers in the COP strategy will be goodwill ambassadors and foster positive contact with members of the community.
- ◆ Comparison of local property crime & clearance rates to those of provincial and national statistics.



## ACCOUNTABILITY

Inspector of Operations

Inspector of Administration

Deputy Chief of Police

The St. Thomas Police Service will continue to work collaboratively with educators and our other community partners to provide early intervention strategies and opportunities, along with developing applicable support programs, for young people. Crimes committed by youthful offenders are dealt-with differently than adults according to principles and legislative requirements of the Youth Criminal Justice Act. Those principles include the prevention of crime by addressing the circumstances that may have led to the offending behavior, rehabilitation, and the use of extra-judicial measures.

## GOAL

To continue to use holistic strategies and a community-based multi-partner approach to encourage youth in making good, responsible decisions in order to avoid criminal activity.

## OBJECTIVES

### *We Will .....*

- ◆ Continue school liaison activities and increase presence & frequency of elementary and secondary school visits. Face to Face interactions with youth will be a main priority.
- ◆ Work with our community media partners to connect better with youth in our community.
- ◆ Deter both in-person and cyber bullying involvement through initiatives for at-risk youth.
- ◆ Encourage dialogue with our youth on topics such as mental health, gender violence, and technology misuse.
- ◆ Increase connectivity to the community and enhance positive relationships between police and at-risk youth.
- ◆ Enhance focus with community partners on youth mental health in local Secondary Schools and in the community with awareness campaigns.
- ◆ Provide daily and weekly engagement opportunities to various at-risk youth populations through ongoing School Support Officer programming.
- ◆ Focus on youth crime deterrence through education and enforcement.
- ◆ Continue to access young persons who are at risk and engage the Situation Table and other community groups equipped to provide the proper care before they enter the criminal judicial system.
- ◆ Promote police presence and engagement with youth in the community.
- ◆ Explore ways to leverage technology to increase youth social media following in relevant ways that are important to youth. This connection is vital to our community engagement strategy.



## PERFORMANCE MEASURES

- ♦ Reduction in youth crime year over year.
- ♦ Reduction in negative interactions and trouble with youth calls for service in the community.
- ♦ Youth will be engaged in healthy lifestyles and athletic activities as sponsored by the STPS.
- ♦ Greater awareness of mental illness among School Support Officers (SSO's), staff, and students. Assist in the de-stigmatization of mental illness in students, staff, and parents of school aged youth.
- ♦ The delivery of mental health awareness tools, either by presentation or pamphlet, to all St. Thomas Secondary Schools.
- ♦ Monitor the participation of Service members with our community partners to address youth crime.
- ♦ Continue Community Engagement Unit programs geared towards youth (ie; 3 on 3—Not 3 on me; Jumpstart)

## ACCOUNTABILITY

Inspector of Operations

Inspector of Administration

Deputy Chief of Police



# INFORMATION TECHNOLOGY

The Police Service continues to experience expansion in the area of Information Technology. This puts additional demands on personnel in the areas of ongoing training, as well as the updating and replacement of equipment.

The Police Service maintains, updates and trains on several essential Information Technology systems. The Information Technology Bureau is in place to ensure that the members of the St. Thomas Police Service have access to state-of-the-art technology, which is reliable, accurate and secure. Technology allows members to be effective and efficient in the execution of their duties. Research and development will assist in identifying evolving and enhanced technological advancements to ensure we are able to meet the ever-changing needs of our investigations and our community.

The St. Thomas Police Service is always looking at ways to streamline the administrative workload of the front line officer. The Police Service will continue to explore ways of doing business that are more cost effective and efficient.

Over the next four years, we will focus on the role of technology in crime as well as the need for new organizational technology that supports our day-to-day operations.

## GOAL

To ensure our technological advancements support the needs of our Service and Community.

## OBJECTIVES

*We Will . . . . .*

- ◆ Target resource deployment to focus on predicted patterns of crime and social disorder.
- ◆ Research, develop and implement an Officer Performance Tracking Tool to assist in maintaining individual and organizational performance standards and expectations.
- ◆ Continue to explore the viability of expanding the options for on-line registries to incorporate such things as: Bicycle Registry, Vulnerable Persons, Surveillance Camera Registry.
- ◆ Explore the viability both financially and operationally of completely outsourcing records checks.
- ◆ Explore the viability of broadening Communications Centre Operations as a Primary Public Safety Answering Point (PPSAP).
- ◆ Continue to participate in discussions on expanding dispatch responsibilities to other areas.
- ◆ Ensure the STPS Information Technology Bureau has the tools required to maintain and sustain optimal levels of support for the effective operation of the entire organization.
- ◆ Update our 911 system to fully support the Bell Canada upgrade to the NG-911 System.
- ◆ Create and provide infrastructure for a new IT Backup Disaster Recovery Site.
- ◆ Provide the most efficient and user friendly website for the public to navigate, seek out information, and learn more about the STPS and the services that we deliver.

## OBJECTIVES continued...

- ◆ Continue to enhance technological expertise and increase capacity to investigate complex cyber crime and effectively manage the digital evidence.
- ◆ Explore the viability of implementing the use of electronic scheduling software to support Human Resource Management and Duty Rostering.

## PERFORMANCE MEASURES

- ◆ Improved crime intelligence delivered to front-line Patrol officers, including the broad availability of crime prediction information.
- ◆ Implementation of an Officer Performance Tracking Tool, and the use of related data by NCO's to more efficiently deploy officers.
- ◆ Implementation or improvement of existing on-line registries for Bicycles, Vulnerable Persons, and the Surveillance Camera Registry.
- ◆ Implementation of out-sourced processes for all records checks.
- ◆ Use of data analytics by NCO's to assist and justify deployment decisions.
- ◆ Internally develop and implement a new innovative and technologically interactive website in 2019.
- ◆ Implementation of an electronic page-out system for the Emergency Operations Centre in 2019.
- ◆ Implementation of PPSAP.
- ◆ Implement a new IT Backup DR Site.
- ◆ Implementation of the E-911 System.
- ◆ Implementation of electronic resource management software.

## ACCOUNTABILITY

Deputy Chief of Police

Chief of Police





# RESOURCE PLANNING

Resource planning and the ability to adapt to evolving circumstances are critical issues in meeting future challenges, including the recruiting and retention of employees in a competitive labor market, and the attraction of ethno cultural and gender populations to reflect the increasing diversity of our community. Training and professional development are key to meeting the increasing challenges of modern police work and to ensure organizational evolution and success.

The Provincial Adequacy Regulations direct a number of areas including, but not limited to; crime prevention, community patrol, communications and dispatch, crime analysis, criminal intelligence, supervision, criminal investigations, investigative supports and victim assistance.

At present, crime analysis and investigative supports are supplemental duties assigned to officers in addition to their regular responsibilities within the Service.

Victim Assistance is an area that all sworn personnel and appropriate civilian employees are responsible for in the execution of their daily duties.

The St. Thomas Police Service will continue to monitor the requirements of the Adequacy Regulation, Major Case Management Protocols, crime rates, city growth and other relevant considerations (workload, demand for service, service delivery, and community satisfaction). This will be done in an effort to ensure that the demands placed on the service are consistent with the staffing needs in particular functions . The Police Service will endeavor to expand partnerships and explore the viability of all modernization strategies that are intelligent business and organizational approaches for future sustainability, financial efficiencies and resource effectiveness. While we are committed to engaging in evidence-based decision making, we are also committed to innovation. As a progressive organization, we are constantly seeking out new or emerging processes that could benefit our service and those we serve.

In keeping with the allocation of resources the Police Service will continue to use on line learning opportunities in an effort to be financially responsible. The continued expansion of e-learning and video conference training will be broadened further over the next four years.

## GOALS

To develop plans and identify and respond to future human resource issues. To review our organizational structure with a view to adapting human resources to meet the emerging challenges of a modern police service.



## OBJECTIVES

### *We Will . . . . .*

- ◆ Recognizing that every community has unique needs, we will continue to work with various levels of government to clearly define the role of the Police in the Province and continue to explore the most cost effective manner in which to provide Policing Services to our Community.
- ◆ Review organizational staffing requirements for 5 year projected intervals.
- ◆ Develop employees & leaders for future succession in preparation for leadership roles and Senior Staff retirements.
- ◆ Ensure our systems, structure and practices meet performance objectives and expectations.
- ◆ Recruit to reflect the diversity of our community.
- ◆ Engage partnerships with visible minority groups and immigration services in the community.
- ◆ Meet with the City and various City Departments to explore sharing of resources that may be beneficial to the City overall such as By-Law Enforcement and Communications.
- ◆ Provide our members with the most appropriate equipment and most relevant training available.
- ◆ Ensure that the strategic priority of communication from all levels/platoons/units remains fulsome and regular.
- ◆ Research viability of implementing Scheduling Software to assist with human resource coordination, deployment and to provide for general overall organizational efficiencies.
- ◆ Consider work studies in all areas to determine staffing requirements.
- ◆ Develop recruitment video and media campaign materials to attract new candidates to apply to our service.
- ◆ Develop, support, and engage members, to empower them to perform to the best of their ability.
- ◆ Research and explore the viability of outsourcing our Records Checks completely.
- ◆ Continue to create an inclusive and supportive workplace culture where all employees feel valued and supported.
- ◆ Support a healthy and appropriate work-life balance for all of our employees and continue to focus on physical and mental wellness of staff.

## PERFORMANCE MEASURES

- ◆ Ongoing, comprehensive operational review of staffing requirements in all areas. Succession planning and meeting the realities of modern policing in St. Thomas will continue to be addressed.
- ◆ Produce a Business Case outlining the advantages and disadvantages of implementing scheduling software.
- ◆ Completion of yearly Operational Staffing Reviews for Police Services Board. The main findings and recommendations of the yearly Operational Staffing Review to be shared internally and externally, where appropriate.
- ◆ Ongoing enhancement and development of our psychological Wellness Programs, including the creation of a culture of psychological wellness to reduce stigma and the development of early intervention programs (such as peer support and training programs).
- ◆ Support recruitment practices that attract people with different backgrounds and perspectives.
- ◆ Create a yearly survey opportunity for internal feedback on specific areas to ensure optimal performance and moral by all.

## ACCOUNTABILITY

Chief of Police

Deputy Chief of Police

# POLICE FACILITIES

Police facilities must provide workplaces that enable efficient and effective delivery of our services. They must ensure flexibility to support the changing needs of the Service and the Community. Although the Municipality has the responsibility to deliver these facilities, key partnerships encourage constant communication between the two organizations to ensure everyone's needs are met.

## GOAL

Administer and manage, efficient, cost-effective facilities to ensure the needs of the community and Service are met.

## OBJECTIVES

*We Will .....*

- ◆ Optimally maintain the Colin McGregor Justice Building as the operational Headquarters for our police service.
- ◆ Enhance employee safety and security at the STPS HQ.
- ◆ Continue to address any building deficiencies as they impact daily operational use and health and safety concerns.

## PERFORMANCE MEASURES

- ◆ Continue service / maintenance agreements to ensure all building systems and cleanliness is optimally maintained.
- ◆ Regularly scheduled JOHSC Meetings and Inspections.
- ◆ Regular yearly Fire Alarm testing/inspections.
- ◆ Maintain ongoing communications with City Facilities Manager regarding any building deficiencies that are noted.

## ACCOUNTABILITY

Chief of Police

Deputy Chief of Police





## **COSTS OF POLICING**

Sustainable policing requires sound articulation for the return on investment for taxpayers. St. Thomas Police Service leaders will continually demonstrate the difference our services are making in the community and be accountable for every decision. The service has limited control over many of the drivers of operational costs, including; legislative changes, higher costs for equipment, transportation and fuel, mandatory training, increased overtime and emerging crime. Addressing these factors requires careful planning, ongoing evaluation of priorities and the capacity to make evidence-based decisions. Whenever possible, in-house resources and expertise will be utilized to implement the 2019-2022 Business Plan objectives. Annual budget processes will be geared towards meeting community needs and expectations for police service delivery in a fiscally responsible manner, in keeping with the financial targets of the City of St. Thomas. Grant funding will be sought whenever possible.

## **CONTACT INFORMATION**

Further information on the St. Thomas Police Service 2019-2022 Business Plan, including how to participate in the next planning cycle, is available by contacting the St. Thomas Police Service at [info@stps.on.ca](mailto:info@stps.on.ca).

## **ACKNOWLEDGMENTS**

This document was developed by the St. Thomas Police Services Board. Its content reflects a considerable degree of consultation and input from various sources within the organization, as well as throughout the St. Thomas community. This business plan would not have been possible without the important contributions of members of the St. Thomas Police Service, the community, and their time, interest, and input have been greatly appreciated.



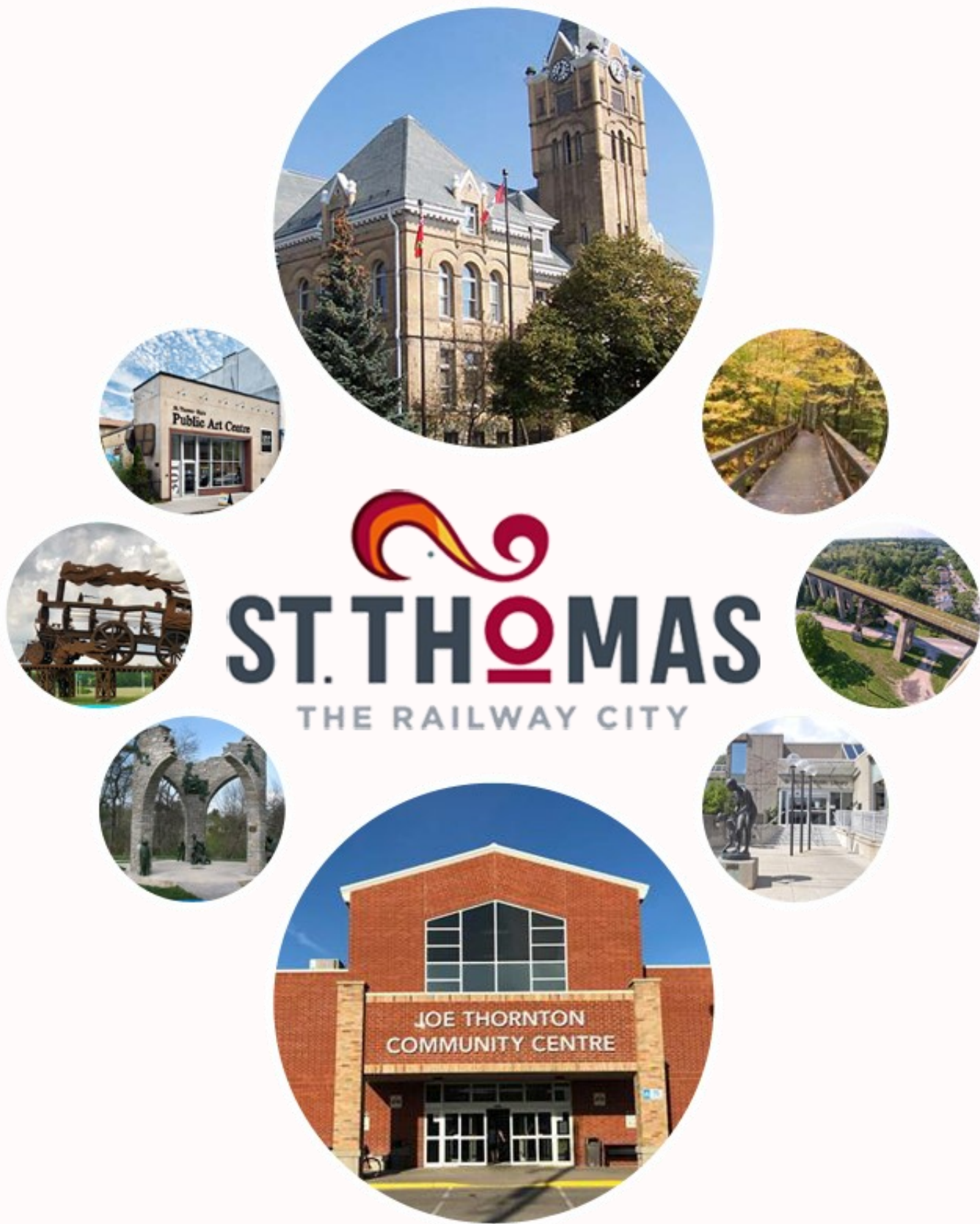
# POLICE



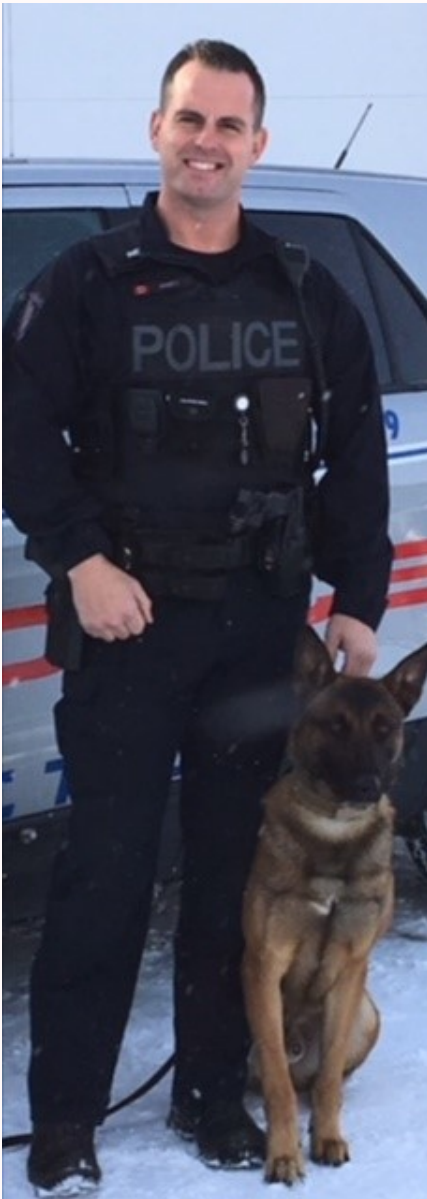


# Then & Now









45 CASO Crossing  
St. Thomas, ON N5R 0G7  
Tel: 519-631-1224  
Fax: 519-633-9028  
[www.stps.on.ca](http://www.stps.on.ca)

