

REPORT OF THE POLICE SERVICE**TO****THE CHATHAM-KENT POLICE SERVICES BOARD**

Board Report Number:	4.3 (Regular)
Date of Report:	June 10, 2021
Date of Board Meeting:	June 15, 2021
Reference:	2021 – 2024 Strategic Plan
Recommendation:	Receive the report for information purposes and approve 2021 – 2024 Strategic Plan

Summary:

As the Board is aware, Ontario Regulation 3/99 under the Ontario Police Services Act requires the Board to prepare a Strategic Plan for its Police Service at least once every three (new Act CSPA now four) years.

The Strategic Plan must address:

- The objectives, core business and functions of the Police Service, including how it will provide adequate and effective policing services;
- Quantitative and qualitative performance measures relating to the provision of community-based crime prevention initiatives, community patrol, criminal investigation services, community satisfaction, emergency calls for service, violent crime, property crime, youth crime, victim assistance, road safety and mental health.
- Information technology;
- Resource planning, and;
- Police facilities.

It is my pleasure as the Chief of Police to present, in partnership with the Chatham-Kent Police Services Board, the Chatham-Kent Police Service 2021 – 2024 Strategic Plan. This Strategic Plan was developed through collaboration with our community, as well as both internal and external stakeholders. The Chatham-Kent Police Service's approach to community safety focuses on community safety and well-being, which is emblematic of this Strategic Plan and embedded within our organization. This Plan began with a community survey and emphasizes partnerships, continued modernization and innovation. It further reinforces our ongoing commitment to ensuring accountability, transparency, equity, diversity and fiscal responsibility. We have carefully examined what our

community wants from us and drawn upon the expertise of our members who serve the Municipality of Chatham-Kent.

Please see the attached version of our 2021 – 2024 Strategic Plan, which if approved by the Board, will further be added to our official website.

Prepared by: 
Chief Gary Conn



Chatham-Kent Police Services Board

STRATEGIC PLAN

2021 — 2024

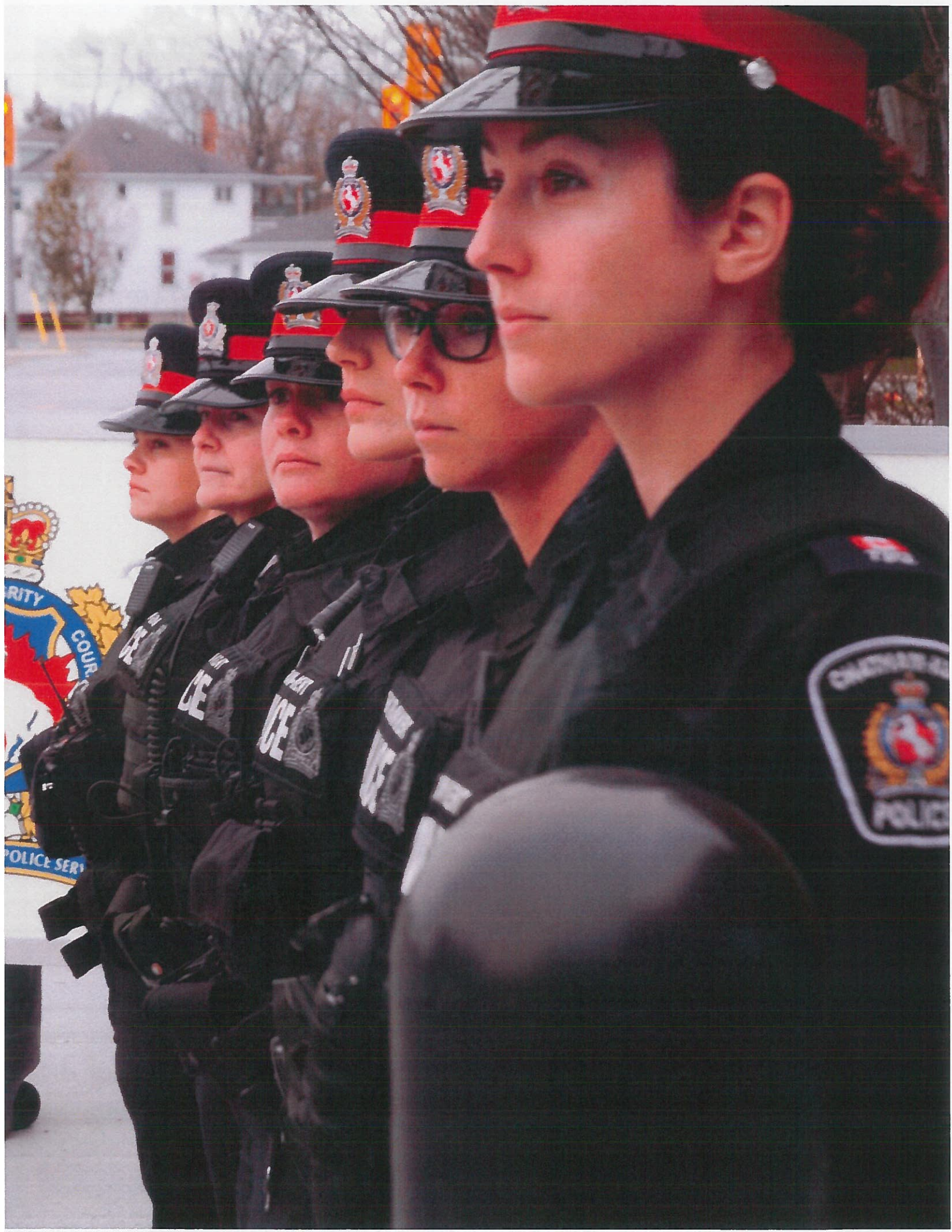
“Dedicated to Making Chatham-Kent the Safest Community in Ontario”





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FROM POLICE SERVICES BOARD CHAIR PAT WEAVER

On behalf of my colleagues on the Chatham-Kent Police Services Board, I am pleased to present the Chatham-Kent Police Service's 2021 – 2024 Strategic Plan. This plan provides goals and objectives for the Chatham-Kent Police Service over the next four years. The mandate for our Police Services Board is to ensure proper governance to the Chatham-Kent Police Service and to provide an adequate and effective police service that ensures the highest ideals and principles when dealing with the public.

The 2021 – 2024 Strategic Plan will act as a roadmap, in providing the highest quality of police service in order to ensure the security, safety and wellbeing of our Municipality, as we look toward the future of managing an extremely complex business with growing financial challenges. It is our hope that this Strategic Plan will provide a framework in continuing to build community partnerships and lead to a joint problem solving organization with our community.

Our past accomplishments can be attributed to the hard work of police members and our close community partners. We remain extremely proud of our Police Service and what its members have accomplished over the years. This document is a testament to that collaboration and we look forward to the next four years continuing our efforts in making Chatham-Kent the safest community in Ontario.





FROM CHIEF OF POLICE GARY CONN

It is my pleasure as your Chief of Police to present, in partnership with the Chatham-Kent Police Services Board, the Chatham-Kent Police Service 2021 – 2024 Strategic Plan.

This Strategic Plan was developed through collaboration with our community, as well as both internal and external stakeholders. The Chatham-Kent Police Service's approach to community safety focuses on community safety and well-being, which is emblematic of this Strategic Plan and embedded within our organization.

This Plan began with a community survey and emphasizes partnerships, continued modernization and innovation. It further reinforces our ongoing commitment to ensuring accountability, transparency, equity, diversity and fiscal responsibility. We have carefully examined what our community wants from us and drawn upon the expertise of our members who serve the Municipality of Chatham-Kent.

Our 2021 – 2024 Strategic Plan will focus on four key themes. These themes will concentrate our efforts and resources towards:

- **Mitigating complex social trends.** These include issues surrounding mental health, addictions, homelessness and poverty, which all represent a widespread concern with significant impact on public safety, police services and resources.
- **Building capacity for technology in a rapidly changing world.** Cyber-related crimes and the advancements in technology have created borderless crimes. This ever-changing information environment creates data challenges, as our service addresses systems and sources from CCTV, digital forensic evidence, internet, mobile recording devices and eventually body worn cameras.
- **Maintaining a healthy workforce.** The most important asset we have is our people and to this end, we must continue to develop and promote initiatives to support the cultural, physical and psychological well-being of our members. The 24/7 nature of policing involves addressing the toll and stresses of our profession which entails both physical and cognitive related injuries.
- **Enhance our reputation by investing in Leadership, Recruitment and Relationships.** Our continued support with the FIRST (Fast Intervention Risk Specific Teams) Strategy is a unique "ad hoc" model, which is the only one of its kind in Canada. This multi-sectoral approach is vital in pursuing initiatives that respond to harm reduction, property crime, community drug strategies and municipal consultations associated to the provincially mandated Community Safety and Well-Being Plan.



Our “People” based strategy will further enhance our reputation through an advanced/proactive recruitment approach and creation of an Equity, Diversity and Inclusion Coordinator (EDIC). EDI has emerged as a worldwide practice that helps us to see things from differing and new perspectives. This model incorporates a continuing effort related to equity, diversity and inclusion through the pursuit of diversity represented among the members of the Chatham-Kent Police Service and ongoing liaison with our varied local communities such as Indigenous Peoples (Walpole and Moraviantown), immigrant settlement groups, seniors and advisory groups to name but a few.

Our last Strategic Plan maintained our service as a technology innovation leader in the policing sector, as we continue to utilize technology for the effective and efficient deployment of our officers. This new Strategic Plan will continue the expansion of information technology through the implementation of our P25 radio upgrades, next generation E911 service delivery (NG 911), CCTV in downtown Chatham, completion of the Dillion training facility and firearms range, expansion of software options for the Digital Forensics Unit, Polygraph and acquisition of DEM technology for a pilot project and eventual role out of Body Worn Cameras (BWC) for all front line officers.

As we move forward, our Service will continue to seek out new and innovative ways to help reduce calls for service and serve our communities and their needs at the right time and in the right manner. We have delivered and continue to deliver a solid performance, which is well documented within this plan. When reading this plan, you will see the aforementioned four overarching themes.

We are confident that applying these themes to implement this plan will foster a safe community for everyone. I would like to express a very special thank-you to all who took part in this Strategic Plan and to ensure both the public and our members, that my commitment as the Chief of Police is to listen to your concerns and to work with you in making our Service, the very best it can be.



STATEMENT OF MISSION, VISION, AND VALUES

OUR MISSION

The Chatham-Kent Police Service is dedicated to making Chatham-Kent the safest community in Ontario.

OUR VISION

In partnership with our citizens, we will serve & protect our community with integrity, fairness and courage.

OUR VALUES

We, the members of the Chatham-Kent Police Service believe in:

- Meaningful **community partnerships** with the people we serve;
- A **safe community** where the protection of life and property are valued & preserved.

We are:

- **Compassionate** for all in need;
- **Honest** in our interactions with each other and the members of our community;
- **Fair, equitable** and **impartial** at all times;
- **Respectful** to each other and to the persons we protect and serve;
- Dedicated to **open communication** within our organization and with our community.

We believe in:

- Being **approachable** and **understanding** of community needs and issues;
- Being **professional** in our duty and committed to **improvement** through life-long learning;
- Having a **positive attitude** in our dealings with each other and our communities;
- Promoting **teamwork** within our Service and with members of our communities to achieve our mutual goals, making use of diverse skills, abilities, roles and views.



THE STRATEGIC PLANNING PROCESS

Ontario Regulation 3/99 of the Ontario Police Services Act requires that every Police Services Board shall prepare a Strategic Plan for its police service at least once every three years to address:

- The objectives, core business and functions of the police force, including how it will provide adequate and effective police services;
- Quantitative and qualitative performance objectives and indicators relating to the provision of community-based crime prevention initiatives, community patrol, criminal investigation services, community satisfaction, emergency calls for service, violent crime, property crime, youth crime, victim assistance and road safety;
- Information Technology, Resource Planning and Police Facilities.

With a complement of 165 sworn officers, 63 civilian staff, and an operating budget of approximately \$32.4 million dollars we are the seventeenth-largest Police Service in Ontario. We serve 106,000 citizens and 23 communities comprising the fifth-largest municipal geographic area in the province of approximately 2,400 square kilometres. The Service is well-equipped with the tools of today's law enforcement environment and is a leader in technology innovation within policing in Ontario. The 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 police services in the Province, despite our challenges of geography and the regional impact of a changing economy.

The Chatham-Kent Police Service consulted with the community in the preparation of this Strategic Plan through a widespread survey in an effort to have citizen input into the priorities to be established and to gauge citizen satisfaction. In the fall of 2020, we contracted an independent research company (Oraclepoll Research) to conduct a public opinion survey. The objective of the project was to gauge and track the opinions of residents on a series of issues related to policing. The sample size consisted of 400 randomly selected Chatham-Kent residents who were interviewed by telephone. All surveys were conducted using computer-assisted techniques of telephone interviewing and random number selection. The residential surveys were conducted over a two week period and ensured an equal representation of our entire municipality. Because we used this same independent company for the development of our Strategic Plans over the last 7 years, we were able to compare data that had been benchmarked from 2014 and 2017. There were 102 questions, some of which were open ended and others closed ended. Some of the areas we examined dealt with police patrol, police programs, concerns with crime related issues, police performance, traffic concerns, neighbourhood safety concerns to name but a few.

Respondents were asked an open-ended (unaided) question about what they considered to be the most important issue related to crime and policing in Chatham-Kent.



CHATHAM-KENT CITIZEN POLL: TOP ISSUES RELATING TO CRIME & POLICING

TOP ISSUES	2014	2017	2020	+/-
Drugs / Addictions	8%	22%	40%	18%
Break & Enters / Thefts	16%	16%	15%	-1%
Don't Know	16%	13%	9%	-4%
More Patrols / Visibility / Police Officers	15%	13%	8%	-5%
Safety (on streets, in neighborhoods)	11%	10%	8%	-2%
Distracted Driving	-	5%	5%	—
COVID-19 (effects on mental health)	-	-	3%	3%
Enforcement / Apprehending Criminals	7%	5%	2%	-2%
More Co-operation with Residents	6%	4%	2%	-2%
Unemployment / Poverty / Economic Issues	6%	2%	2%	—
Response Time to Calls for Service	3%	2%	1%	-1%
Youth Crime	2%	2%	1%	-1%
Violence / Violent Crime	3%	1%	1%	—
Crime Prevention Programs	2%	1%	1%	—
Elder Abuse	2%	1%	1%	—
General Crime	1%	1%	1%	—
Drinking & Driving	1%	1%	1%	—
Traffic Enforcement / Speeding	2%	1%	1%	—
Other (Domestic Violence, Bullying, Mischief)	—	1%	1%	—



CITIZEN SURVEY: DRUG-RELATED CRIME

Drug related crimes and the perception of problems related to these issues remains the top concerns related to crime and policing by four in ten residents, a significant +18% increase compared to 2017. Continuing with the survey respondents were further asked if social order in their neighborhoods have increased, decreased or remained the same over the past three years. There has been a +17% spike in 2020 in percentage of residents that feel these concerns have increased. Once again, the question posed to our citizens stated:

“Do you feel that social disorder issues such as mental health, poverty, addictions and homelessness in your neighborhood has increased, decreased or remained the same over the past three years?”

DRUG-RELATED CRIME	2017	2020
Increased in my Neighbourhood	18%	34%
Decreased in my Neighbourhood	9%	5%
Remained the Same in my Neighbourhood	63%	55%
Don't Know	10%	6%

CITIZEN SURVEY: OPINION OF POLICE

In respect to value statements surrounding the Chatham-Kent Police Service, all respondents (n=400) were asked to rate their level of agreement with five statements using a five-point rating scale. The table below presents the results from the question in the order they were asked. It combines the total disagree (strongly disagree & disagree) and total agree (strongly agree & agree) findings.

The strongest level of agreement was for members being approachable at 83%. Among the remaining four statements, agreement was highest for doing a good job in hiring to ensure a gender balance (65%) and ensuring people from different ethnic and racial backgrounds are represented (60%).

While agreement ratings were lower for doing a good job in promoting practices to ensure a gender balance (48%) and being committed to diversity and inclusion in the workplace (46%), a significant number were unsure or unaware (29% & 32% respectively).



CITIZEN SURVEY: OPINION OF POLICE

QUESTION ASKED	DISAGREE	NEUTRAL	AGREE	UNSURE
Members of the Chatham-Kent Police Service are approachable	6%	9%	83%	2%
The Chatham-Kent Police Service has done a good job in its hiring to ensure a gender balance	12%	14%	65%	8%
The Chatham-Kent Police Service has done a good job in its promoting practices to ensure a gender balance	11%	12%	48%	29%
The Chatham-Kent Police Service is committed to diversity and inclusion in its workforce	12%	10%	46%	32%
The Chatham-Kent Police Service has done a good job in its hiring & promotion practices to ensure people from different ethnic and racial backgrounds are represented	13%	12%	60%	15%

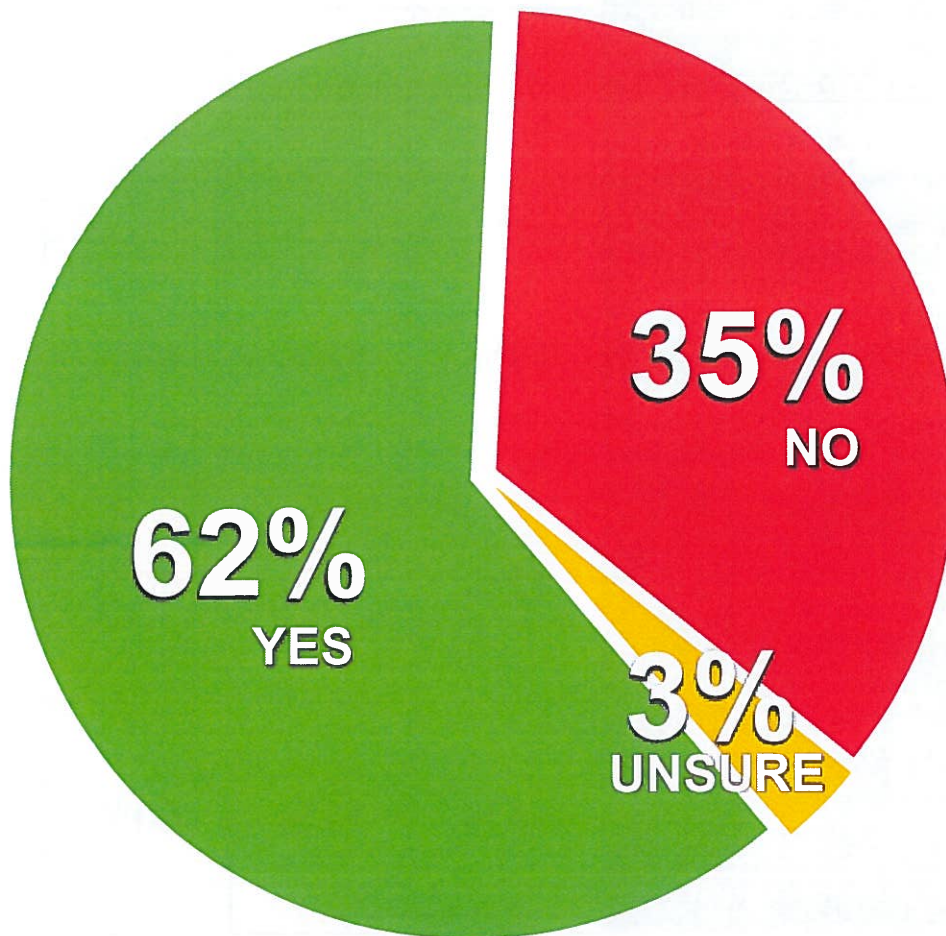


CITIZEN SURVEY: POLICE BUDGET PRIORITIES

In respect to fiscal responsibility surrounding budget, all respondents were asked about a police budget increase if the funds went towards increased policing. The question asked:

“Would you support an increase to the police budget if the money was used to hire more officers and increase police visibility, or if it went to maintaining the current level of community programs and services?”

A 62% majority would support an increase to the police budget if the money went directly towards increasing visibility, hiring officers, and maintaining existing services.





CITIZEN SURVEY: FUTURE PLANNING PRIORITIES

Finally, residents were asked which of the following improvements to existing programs or future programs/services they would like to see implemented by the Chatham-Kent Police Service.

QUESTION ASKED	2017	2020
Expand Drug Recognition Expert (DRE) program to train officers to identify people impaired by drugs while driving	87%	89%
Focus on crimes victimizing vulnerable persons, including Child Pornography, E-Crimes, Elder Abuse, and Mental Health	80%	82%
Support education & crime prevention programs to reduce Break-and-Enters and Property Crimes	73%	78%
Support education & crime prevention programs focused on Youth in our community	78%	76%
Support the establishment of a Back-Up Emergency Communication Centre linked with other municipal services in the community	64%	59%
Support equipping Chatham-Kent Police officers with Body-Worn Cameras (new question this year)	—	88%

Overwhelmingly, citizens of Chatham-Kent wish to see an expansion of our DRE program and the implementation of body worn cameras for our front line officers.

In conclusion, the increased use of technology in respect to body worn cameras (BWC) and Drug Recognition Experts (DRE) will further enhance efficiencies for this Strategic Plan. While an increase surrounding the interdiction of drugs while mitigating complex social disorders or trends and vulnerable person crimes are issues which our citizens wish their police to concentrate efforts.



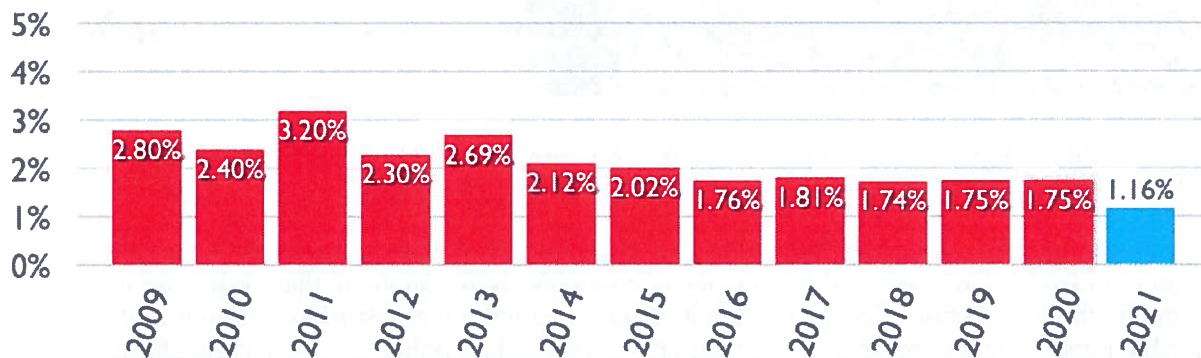
BUDGET & FINANCIAL IMPLICATIONS

It is expected that movements such as, “De-Fund the police” and the current fiscal pressures at all levels of government will continue and in fact become more acute, especially in Chatham-Kent. In this regard, and as was the practice in the previous Strategic Plan (2018 – 2020), it is intended that most of the objectives contained within this Plan will be financed through the existing operating budget, already established reserves for some of the capital projects and the potential utilization of any budget surplus funds that could be put toward the goals of the Strategic Plan.

Certainly other opportunities through existing and future grants, including Community, Inter-Municipal and even Regional partnerships will be explored and exploited fully to assist in funding some of the identified areas of this Strategic Plan. It is recognized that the established operating budget for policing our community is adequate and effective for our current operations, but the fiscal reality indicates increasing that budget further to accomplish all of the goals of the Strategic Plan, may not be entirely feasible. As a result, all Branches within the Service will be examined closely in order to ensure increases to only those which absolutely warrant it.

It is important to remember that a Strategic Plan stresses operational and administrative improvement. It is not a financial document. In fact, during the numerous consultations and surveys completed, no one suggested that they wished to see a diminishment of the current service level. As a matter of fact, additional services have been provided at no additional cost to the citizens of our municipality. At the same time, the Board recognized the need to identify strategies that could be fulfilled in a cost efficient manner. This Plan includes initiatives that will save money in the long term and increase revenue in certain areas, such as office rental space with Probation and Parole, Firearm Range Rental, Polygraph, CCTV and Unmanned Aerial System (UAS or Drone) rental to assist in cost recovery.

Our Management Team along with the guidance of the Police Services Board will endeavor to deliver on these objectives in a fiscally responsible manner, in order to maintain the professionalism of our Service and to meet the policing and social needs of our community.





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CHATHAM KENT POLICE SERVICE

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OPERATIONAL SUPPORT BRANCH

Dedicated to Making Chatham-Kent the Safest Community in Ontario



OPERATIONAL SUPPORT BRANCH OVERVIEW

The Operational Support Branch provides support services to front-line officers and investigates serious and major benchmark crimes using specialized training, specific techniques and operational functions. This may include forensic identification, detailed interviews, covert operations, and surveillance. The Ontario Major Case Management System is utilized as circumstances dictate for serious crimes, complex investigations, and multi-jurisdictional investigations.

Goal:

- Thorough & professional investigations, interrupt and interdict criminal activity, fair and impartial internal investigations and a continuous robust internal review to identify areas of risk, enhance education and training opportunities and human resource planning to meet our strategies and objectives.

Objectives:

- Provide the necessary training and development to assist with personal and professional wellness
- Recruitment strategy based on the needs of the community and organization.
- Augment intelligence-led policing initiatives, through training, education and technology
- Research state of the art technology to assist with all aspects of the organization
- Enhance partnerships with local and provincial agencies
- Develop and implement an employee wellness program
- Enhancement of our Victim Services referral process, to further support vulnerable victims
- Utilize crime techniques, software and state of the art technology to investigate property crime, street level drug use and conduct covert investigations.
- Educate our community on emerging drug trends and property crime strategies
- Increase involvement in Human Trafficking investigations to assist survivors and identify offenders.
- Continuous robust review of all policies and procedures

Performance Measures:

- Recruitment plan to ensure we are representative of our community
- Increase presence in regards to Human trafficking Investigations
- 1% increase in clearance rate of drug crimes with a 5% increase in total drug charges
- Increase our commitment to Joint Forces Operations
- Purchase state of the art technology and equipment to enhance investigative techniques

Budget Impact:

- Within existing budget

Accountability:

- Inspector - Operational Support



MAJOR CRIME UNIT

The Major Crime Unit is responsible for the investigation of serious benchmark offences as defined by the Ontario Major Case Model. These offences include Homicide, Attempt Homicide, Aggravated Assault, Sexual Assault, Criminal Harassment, Abduction, Robbery and Missing Persons. The Officers selected to work in this Unit receive specialized training, work closely with the agency partners to ensure successful conclusions to these often complex investigations. The Major Crime Unit recognizes that violent crimes against persons have the greatest impact on the members of our community, resulting in fear and the deterioration in the quality of life.

Goal:

- Educate, train and equip investigators to the highest standards in order to successfully investigate and prosecute major crime incidents. Mitigate the harmful effects on victims, the community and members

Objectives:

- Provide necessary resources to maximize the likelihood of apprehension & conviction
- Enhance relationships to combat the growing trend of borderless criminal activity.
- Ensure victims of crime have access to community supports to help lessen violent crime impact
- Identify training goals to ensure investigators receive the most up to date case law and investigative techniques in relation to complex/serious investigations.
- Enhance our use of Powercase to ensure quality and accountability during major investigations
- Succession plan accordingly to identify potential investigators via a mentorship program.
- Develop and implement a Polygraph technician position to enhance investigative abilities.
- Utilize new technologies to assist in Major Crime investigations.
- Provide an environment in which members of the Major Crime Unit are provided resources to assist with their personal and professional wellness.

Budget Impact:

- Accomplish through current budget including Provincial grant funding

Performance Measures:

- Violent crime investigations are monitored and assessed via the Major Crime Unit
- Increase clearance rates. Decrease violent crime stats, through training and education
- Purchase and update state of the art technology and computer programs
- Increased victim referrals to Community Agencies (Victim Services)

Benchmark - 2020 Reference:

- 432 violent crimes, which includes: Murder, Attempted Murder, Assault, Aggravated Assault, Sexual Assault, Criminal Harassment, Abduction, and Robbery-Increase clearance rate by 2%
- Property Crimes include: B&E, Theft of Vehicle, Theft-Over \$5000, Theft-Under \$5000, Possession of Stolen Property, Mischief, Fraud, and Arson

Accountability:

- Inspector - Operational Support



INVESTIGATIVE SUPPORT SECTION

This Section serves as a resource and support to all of the Service's investigative and community patrol units. The Investigative Support Section includes Internet Child Exploitation, Child Abuse, Digital Forensics, Forensic IDENT Unit, Major Case Management, Analytical Unit, Crime Stoppers and the Chaplains program.

Goal:

- To support our investigative units through the delivery of state of the art technology, equipment and subject matter experts with a focus on community education, officer wellness and victim support geared towards online safety and crimes of sexual violence.

Objectives:

- Enhance video conversion, evidence collection software and investigative technologies.
- Engage in partnerships, with other agencies to make technology more accessible and affordable.
- Invest in a mobile, Digital Forensics Lab with on scene interview room and surveillance capabilities.
- Enhancement of our Victim Services referral process, to further support vulnerable victims.
- Expansion of the CKPS Chaplains Program to include chaplains from all community faiths.
- Expansion of the Safeguard program to Officers involved in sensitive and traumatic investigations
- Expand our training and education in the area of major cases and crimes of sexual violence.
- Invest in digital analysis training and technology, to assist in sexual abuse and internet exploitation.

Performance Measures:

- Enhanced digital and technological evidence collection and analysis.
- Enhanced partnerships with Policing Services, specifically those in southwestern Ontario
- Improved investigative capabilities, on-scene investigative resources, training and education
- Support for victims of sexual violence, the goal of a 85% referral rate for such crimes
- Increase community engagement, support and education pertaining to online safety.
- Increased solve rate through the use of technological advancements.
- Expansion of the Chaplains program to engage all faiths within Chatham-Kent
- Addition of the Forensic Ident and Child Abuse Units to the Safeguard program.

Budget Impact:

- Accomplished within the current budget with Provincial grant funding

Benchmark - 2020 Reference:

- 54% of all incidents involving sexual violence were referred to Victim Services
- 75 Child Exploitation investigations-increase on-line investigations by 1%
- 189 digital devices examined by the Digital Forensics Unit
- 61 incidents involving child physical or sexual assault resulting in 49 charges laid and 11 arrests
- 222 Crime Scenes processed including 22 sudden death investigation scenes

Accountability:

- Inspector - Operational Support



INTELLIGENCE UNIT

The Intelligence Unit is a multi-purpose unit primarily focused on investigating Drugs, Street Crimes, Organized Crime, Biker Enforcement, Asset Forfeiture and Human Trafficking. The unit is also responsible for provincial threat assessment, covert operations, and share vital intelligence information with partners' agencies such as the Criminal Intelligence Services of Ontario.

Goal:

- Act as a support unit in the investigation of property crime incidents and street level drug use. Augment investigations with the use of covert techniques and identify crime trends through intelligence information.

Objectives:

- Utilize crime techniques, software and state of the art technology to investigate property crime, street level drug use and conduct covert investigations.
- Educate our community on emerging drug trends and property crime strategies.
- Enhance information sharing internally, to provide real-time data on drug and property crimes.
- Train and mentor officers to enhance their knowledge on the drug trade and property crimes.
- Utilize the latest technology to identify and investigate street level drug trade and property crimes.
- Increase participation in joint forces operations to augment drug, property crime and covert operations.
- Provide an environment in which members of the Intelligence Unit are provided resources to assist with their personal and professional wellness.

Performance Measures:

- Training and educating members of the unit in their first year of the core competency via Ontario Police College (OPC) and or the Criminal Intelligence Service Ontario (CISO)
- The purchase of the art covert surveillance equipment.
- Implement a pawn shop database program.
- Train and educate an intelligence officer as a CISO Technical Investigator.
- Train frontline members on the use and handling of confidential informants.
- Join the Provincial Joint Forces Cannabis Enforcement Team
- Increase the percentage of property crime incidents that are cleared by charge.
- Increase the number of investigations involving asset forfeiture.

Budget Impact:

- Accomplished within the current budget

Benchmark - 2020 Reference:

- 93 arrests for major drug and property crime offences
- \$11,560,125.00, dollar value of drugs seized
- \$100,800.00, dollar value of property seized
- \$152,772.60 in cash seized related to Asset Forfeiture Investigations

Accountability:

- Inspector - Operational Support



HUMAN TRAFFICKING

Chatham-Kent Police Service will continue its ongoing efforts to combat Human Trafficking. The Intelligence Unit takes the lead role in this initiative by coordinating and collaborating with federal, provincial and municipal law enforcement agencies.

Goal:

- Effectively investigate all aspects of human trafficking and increase coordination at all levels to ensure victims are cared for and traffickers are held accountable. Enhance our focus on at risk youth, and promote initiatives and education for our community and officers on the signs of human trafficking.

Objectives:

- Increase contact with potential victims to provide education and safety.
- Increase involvement in Human Trafficking investigations to assist survivors and identify offenders.
- Build capacity through education and training with the community and the police service.
- Increase participation in the Provincial Strategy and liaise with other agencies on Human Trafficking.
- Maintain statistical data in order to fulfill Provincial Strategy and funding requirements.
- Liaise with community partners to advocate on behalf of victims and survivors.
- Encourage participation within the community to provide survivor care.
- Put in place the use of situation tables and the creation of Human Trafficking coalition groups.

Performance Measures:

- Statistics gathered which compare increase of productivity from January 2018 to December 2020.

Budget Impact:

- Neutral

Benchmark - 2020 Reference:

- 16 Criminal charges laid and 2 arrests in human trafficking investigations
- 21 Investigations (320% increase from 2018)
- 17 Proactive Operations (41% increase from 2018)
- 32 investigations and proactive initiatives to assist outside agencies
- 5 Educational presentations, internally and externally.
- 8 Community Coalitions/Situation Tables (166% increase from 2018)

Accountability:

- Inspector – Operational Support



PROFESSIONAL STANDARDS BRANCH

The Professional Standards Branch is responsible for the investigation into public complaints, internal complaints and the review of incidents that require the involvement of the Special Investigations Unit. The branch is also responsible for; risk mitigation and management, recruiting, training and public information.

Goal:

- Increase knowledge, skills and abilities, through recruitment, training and technology. Ensure compliance and accountability for our membership through impartial application of the compulsory guidelines.

Objectives:

- Ongoing, robust review of all policies and procedures
- Recruitment based on the needs of the community and organization.
- Educate, train and mentor our membership for life-long enrichment and succession planning
- Assist in the research and development of all new technologies.
- Enhance the public information role to ensure we are meeting the needs of the community and the organization.
- Review the current training needs of the organization to abide by adequacy standards and to meet the needs of our community.

Performance Measures:

- Implement changes as per the new Comprehensive Ontario Police Services Act
- Specific training initiatives driven to promote a healthy and respectful workplace
- Implement training and mentoring program for all ranks
- Put into place a streamlined recruiting process
- Augment training for all areas surrounding new technology, as they are introduced.
- Implement specific requirements for media relations and releases to ensure a consistent and transparent message is delivered.

Budget Impact:

- Neutral

Benchmark - 2020 Reference:

- 29 training courses attended at Ontario Police College, Canadian Police College or locally.
- 5,256hrs in time officer spent at training, education or seminars
- 28 Office of the Independent Police Review (OIPRD)
- 59 Internal Chief's Investigations
- 51 Use of Force Reports submitted

Accountability:

- Inspector - Operational Support



EMPLOYEE WELLNESS

The wellness of our membership is key to creating a healthy organizational culture. Employee wellness is the cornerstone of an organization's ability to understand, identify and value their employees'. Wellness, will help improve decision making, enhance engagement and productivity and it will reduce turnover, burnout and reinvigorate employees.

Goal:

- In partnership with the Chatham-Kent Police Association, develop an employee wellness program that is impartial, diverse and will encourage employees' personal and professional productivity, physical and mental well-being and foster a healthy, supportive and productive workplace culture.

Objectives:

- Increase our involvement with partner agencies and working groups
- Ensure employee privacy in all wellness strategies.
- Enhance the accessibility of wellness resources to all employees
- Educate employees' of available health and wellness programs
- Train all supervisors on employee wellness during traumatic, high-risk and SIU investigations
- Design a custom website specifically for employee wellness
- Establish protocols to provide wrap-around resources for members following traumatic events
- Provide wellness check-ins and educational sessions for our members during their career
- Analysis of WSIB services to identify gaps and address them

Performance Measures:

- Join OACP Occupational Stress Injuries (OSI) working group
- Provide a minimum of 3 internal workplace funded supports
- Implementation of a Employee Wellness Website
- Continuous review of internal workplace supports to identify effectiveness on outreach strategies/approach
- Absenteeism rate analysis pre and post wellness implementation
- Anonymous survey of employees to gauge the effectiveness of the wellness strategies
- Aggregate number of employees being suggested/referred by a supervisor to seek out additional supports
- Reduce number of days it takes a member to receive an initial assessment/treatment from a medical professional to under 30 days

Budget Impact:

- Neutral

Benchmark - 2020 Reference:

- Sick days used pre and post wellness program implementation
- Turnover rate pre and post wellness program implementation
- WSIB claims pre and post wellness program implementation

Accountability:

- Inspector – Operational Support



VICTIM SERVICES

The Chatham-Kent Police Service provides assistance to victims in various ways, community partnerships including Chatham-Kent Victim Services, the Chaplaincy Unit and volunteer. Victim first approach is the goal to ensure their voices are heard. Victims are often relegated to minor players in the criminal justice system and therefore need to be supported throughout the process and referred to agencies that can assist them in coping with their victimization.

Goal:

- Continue to improve our support and assistance to victims of crime and traumatic events.

Objectives:

- Increase the utilization of victim assistance and support resources
- Increase number of front line referrals to Victim's Assistance
- Enhancement of our Victim Services referral process, to further support vulnerable victims
- Enhance victims assistance strategies
- Continually review and research new and current practices to identify new practices/methodologies

Performance Measures:

- The number of call-outs of Chatham-Kent Victim Services vs. 2020 levels

Budget Impact:

- Neutral

Benchmark - 2020 Reference:

- 16,944 Volunteer Hours
- 951 Call-Outs
- 997 Victim - Initial Contacts
- 271 Immediate Family- Initial Contact
- 3,080 Referrals Provided
- 954 Persons assisted during Follow-up Contacts
- 10 Public Education Events

Accountability:

- Inspector – Operational Support



HUMAN RESOURCES PLANNING

Long-term human resource planning is the ability to identify current and future human resource needs. The human resource plan must attract ethnocultural and gender populations that reflect our diverse community and recognize suitable employees to recruit and retain, while also identifying a proper succession plan, with the goal to build a supportive and engaging work culture, to ensure organizational success.

Goal:

- The continuous process of systematic human resource planning is to achieve optimum use of our most valuable asset- quality employees and identify any gaps within the organization to ensure we are representative of our community and review our current organizational structure in order to meet future demands and achieve our identified strategies and objectives.

Objectives:

- Actively recruit to reflect the diversity of our community in our competitive labour market
- visible minorities in order to be representative of the community we serve
- Implement a wellness program to foster a healthy workplace and positively effect our employee's mental and physical well being
- Review organizational staffing requirements for 5 and 10 year projected intervals
- Ensure training meets Ministry Standards and community needs, including diversity education
- Succession plan to recognize future leaders of the organization
- Ensure our systems, structure and practices meet performance objectives and expectations
- Engage cultural communication and partnerships
- Continuous organizational structure review to meet the ever-changing needs of our community
- Create an Equity, Diversity and Inclusion Coordinator (EDIC)

Performance Measures:

- Quality of hire, measure the success of recruits via their performance review
- Analysis of our turnover rate
- Training effectiveness, review and analyze use of force reports, report writing, SAP
- Absence rate, review and analysis of absenteeism
- Develop internal discussion papers on projected HR issues & best-practices for the future
- Increase the number of visible minorities and female applicants by 3%
- Promote lifelong education for continue development of future leadership
- Internal surveys to measure employee: satisfaction and engagement

Budget Impact:

- Neutral

Accountability:

- Chief of Police



ADMINISTRATIVE SUPPORT BRANCH

Dedicated to Making Chatham-Kent the Safest Community in Ontario



ADMINISTRATIVE BRANCH OVERVIEW

The Administrative Support Branch portfolio is comprised of a dedicated team that collectively keeps the Police Service functioning from behind the scenes. The branch consists of Quartermaster/Drug Exhibits, Property Coordinator, Information Technology Services, Building and Fleet Logistics, Firearms, Special Projects, Records Management, Court Services and the 911 Emergency Communication Center. Although they work behind the scenes, they collectively enhance public safety in our community.

Goal:

- The Administrative Branch will continue to provide essential services to the citizens of the Municipality of Chatham-Kent by ensuring that the front-line members of the service have the logistical assistance, administrative follow-up, facilities, equipment and critical 911 and dispatch services required. All members will strive to enhance the technological abilities of all members to provide first-rate customer service to our community.

Objectives:

- Provide information technology expertise and services that will help steer IT related projects
- Continue to provide first-rate emergency communications service to the C-K Fire Service, CKPS and citizens who contact 9-1-1 for assistance.
- Continue to enhance our relationships with Victim Witness, Crown Attorney's Office and the Judiciary as we partner in our local criminal justice system.

Performance Measures:

- Development of a Drug Treatment court within the Municipality
- Help reduce recidivism among first time offenders
- Response times to Priority "0" (Emergency) calls for service are maintained or improved
- Provide tools that would assist frontline investigators with assistance as it pertains to digital evidence management

Budget Impact:

- Neutral

Benchmark - 2020 Reference:

- New programs will have no benchmark to compare to, will set baseline

Accountability:

- Inspector - Administrative Support



PROPERTY MANAGEMENT/ASSET TRACKING

Police officers must have at their disposal the tools and equipment needed to effectively police their communities. Along with merely providing the equipment, our police service must ensure that we adequately track and maintain the state of the art equipment used on a daily basis. Operating 24-hours a day tends to make the task of tracking the use and maintenance of these important pieces of equipment difficult.

Goal:

- Continue to ensure that the members of this service are provided the tools and equipment required to effectively deliver policing services to their community and to audit/track the equipment used by officers.

Objectives:

- Acquire and install a police asset management suite of tools at each deployment location within the Municipality of Chatham-Kent to ensure the proper tracking and maintenance of equipment used by our members.
- Utilize asset management program to ensure the effective and timely maintenance of important pieces of equipment such as CEW's, C8 rifles, portable radios and roadside alcohol units.
- Utilize asset management program to audit and track the equipment used by officers.

Performance Measures:

- Daily review of the deployment of all equipment by Supervisors to ensure the timely signing in and out of each item.
- Continuous review of all logs for any issues related to the efficient operation of tools and equipment.

Budget Impact:

- Neutral

Benchmark - 2020 Reference:

- New program with no benchmark to compare to, will set a baseline

Accountability:

- Inspector – Administrative Support



INFORMATION TECHNOLOGY SERVICES

Information Technology Section is to ensure that the members of the Chatham-Kent 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.

Goal:

- To ensure our technological advancements support the needs of our Service and Community.
- Ongoing research & development to enhance our technological infrastructure to support our current business model and provide necessary tools to fulfill our commitment to the community.

Objectives:

- Implementation of an equipment management/asset tracking system for all deployment locations
- Review the feasibility and implementation of a backup Emergency Communications Centre
- Install the CCTV system in the downtown core of Chatham and examine the potential expansion into other communities where a need exists
- Review options for the replacement of the internal telephone system (PBX) as required for the NG-911 implementation
- Onboarding the provincially mandated Digital Evidence Management (DEM) system
- Research the feasibility and implement the use of Body Worn Cameras (BWC) for frontline members
- Research the feasibility of a new internal human resources management tool
- Expand the use of the online reporting system to incorporate such things as : firearm amnesty reporting portal, traffic complaint and Freedom of Information (FOI) submissions

Performance Measures:

- Continuous expansion of on-line reporting, ongoing review and research
- IT member secondment to the OPTIC Agency by end of 2021
- Enhanced Human Resource Software report by the end of 2022
- Installation of VoIP phones installed in all police facilities by the end of 2023

Budget Impact:

- Within existing budget and established reserves
- Addition of new programs and equipment may lead to new IT personnel requirement

Benchmark - 2020 Reference:

- New program with no benchmark to compare to, will set a baseline

Accountability:

- Inspector - Administrative Support



POLICE FLEET

Fleet management services primary role is to provide reliable, efficient and safe vehicles and related equipment for our membership. Fleet management services is a critical component of our ability to properly police the community. In partnership with the Municipality, fleet management services operates over 70 police fleet vehicles. The strong relationship between the Chatham-Kent Police Service and the Municipality is a key reason we are able to provide a planned and proactive approach to managing the fleet needs of the service in a cost-effective manner.

Goal:

- Administer and manage, efficient, cost-effective fleet services to ensure the needs of the community and Service are met for long-term success.

Objectives:

- Consistently review and proactively research fleet services to ensure reliability and performance.
- Increase the current drone to a fleet of drones to assist in more rapid deployment model.
- Build on our partnership with the Municipality to consolidate resources in order to maximize our fleet utilization.
- Explore options for deployment of an All-Terrain Vehicle and Side by Side to safely and effectively patrol the community.
- Research the viability of obtaining through donation of a replacement CIRT Armoured Rescue Vehicle (ARV)
- Continue to work with our valued vendors to explore options in order to introduce value in our fleet and related equipment

Performance Measures:

- Ongoing partnership between CKPS Fleet and CK Municipality Fleet Management Services.
- Review of feasibility to purchase an ATV and/or Side by Side by the end of 2022
- Update on the receipt of an Armoured Rescue Vehicle (ARV) by the end of 2021
- Equipment recycled when any new fleet vehicles is decommissioned

Budget Impact:

- Within existing budget and established reserves

Benchmark - 2020 Reference:

- Municipality of Chatham-Kent fleet data

Accountability:

- Inspector – Administrative Support



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 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 for long-term success.

Objectives:

- Consistently review and restructure in order to minimize operational costs associated with infrastructure where appropriate.
- Enrich our partnership with the Municipality to consolidate resources in order to maximize our space and infrastructure.
- Explore options for future development of property within the Municipality to aid the ever-changing needs of the Community and Service.
- Complete the construction of the new Firearms Range at the Dillon Road complex
- Identify a suitable location and construct a backup Emergency Communications Centre
- Complete and establish usage contracts for new range and training space at Dillon Road Complex

Performance Measures:

- In partnership with the Municipality review yearly maintenance projects for all facilities to ensure safe and effective work areas with a focus on lighting & HVAC
- Project and forecast the ever growing-needs of the community and service in order to identify all options to ensure fiscal responsibility.
- Ongoing review of all facilities to add LED lighting to reduce costs
- Increase in new police services using our training facility with potential cost recovery associated to police service contracts

Budget Impact:

- Within existing budget and established reserves

Accountability:

- Inspector - Administrative Support



DIGITAL EVIDENCE MANAGEMENT

Police investigations have changed dramatically in recent years and with a significant amount of digital evidence including audio, video and social media related pieces, ensuring the effective management, storage and sharing of this evidence to the Crown Attorney will be of the utmost importance. In many cases, digital evidence has assisted in the successful conclusion of many criminal investigations. This accumulation of digital evidence will continue with the eventual advent of Body Worn Cameras (BWC).

Goal:

- To research, procure and install a sustainable Digital Evidence Management (DEM) system for our digital evidence needs.
- Ongoing research and development to enhance our technological infrastructure to support our current business model and provide the necessary tools to fulfill our commitment to the community.
- Provide the necessary tools for front line officers to investigate crimes effectively and provide timely disclosure to the Crown Attorney's office in an effort to efficiently prosecute those charged.

Objectives:

- Review and explore the possibility of engaging with the provincially secured DEM program through Axon Canada.
- Expand and enhance our partnerships with the Municipality and external stakeholders including the Crown Attorney's office and Victim Witness Assistance Program.
- Tie into a provincially consistent process for managing evidentiary video/audio files, replacing the variety of manual process, duplication of effort, multiple copies stored in various locations.

Performance Measures:

- Complete implementation of DEM program by end of 2022
- Seamless, efficient, secure exchange of court files and evidence by the CKPS.
- Reduced administrative tasks.
- Streamlined processes within the justice sector.
- Elimination of duplication and time-consuming paper-based processes and physical media which requires storage and transportation, reducing the risk of lost documentation.

Budget Impact:

- May require additional budget to support new technology

Benchmark - 2020 Reference:

- New program with no benchmark to compare to, will set baseline

Accountability:

- Inspector – Administrative Support



BODY-WORN CAMERAS

Police accountability and public trust is based in part on the ability of the service to be transparent about our actions in the community. The usage of cameras on our officers (Body Worn Cameras, or BWC) would allow supervisors to review and perhaps share (depending on court processes and IPC) video with the public. Other police agencies report increased public trust and decreased complaints, or the complaint process becoming more efficient, due to video evidence.

Goal:

- To research, procure and install a sustainable Digital Evidence Management (DEM) system for our digital evidence To research, procure, install and equip. frontline members with body worn cameras (BWC), in part to assist with public trust and accountability

Objectives:

- Determine supplier and infrastructure needs to complete project for BWC for 120 front-line officers

Performance Measures:

- Complete implementation of BWC by end of 2024
- Compare complaint numbers related to conduct with previous years
- Compare Use of Force reports related to previous years

Budget Impact:

- Will require an add to current budget lines for QM
- May require additional staff in IT to maintain cameras

Benchmark - 2020 Reference:

- New program with no benchmark to compare to, will set baseline

Accountability:

- Inspector – Administrative Support



NEXT-GENERATION 911 COMMUNICATIONS UPGRADE

The Chatham-Kent Police Service has facilitated Enhanced 911 (E911) services on behalf of the Municipality of Chatham-Kent since 1996. Bell Canada is in the process of transitioning their analog E911 infrastructure to Next-Generation fibre-optic technology which requires significant technical upgrades to all Primary and Secondary PSAP agencies. We will continue to examine E911 service delivery options for our community that are efficient & effective as technological requirements change.

Goal:

- Ensure Emergency Communication Operators have the proper training and tools necessary to answer NG-911 calls efficiently and dispatch the required assistance according to service policy.

Objectives:

- Establish working committee and project manager from the Municipality of Chatham-Kent
- Continue to transition our internal telephone system to be digital voice & data ready
- Work with Bell Canada to implement new NG911 features
- Full procedures/policies in regards of system failures for NG911
- ECO trained on how to prioritize/analyze multiple modes of communications before commencement
- Media campaign about the change, along with proper use reminders
- Maintain technological parity with other Ontario municipal police agencies

Performance Measures:

- Maintain an efficient call answer and assessment process
- Meet Bell E911 PSAP service delivery standard of call answer within two ring cycles
- Frequent technical “check ups” on the integrity of the equipment being used in the ECC. Proactive
- Complete transition to NG-9-1-1 by the updated date of March 30, 2024
- Overall reduction in sick time, WSIB claims, and associated overtime in the ECC

Budget Impact:

- Within established reserves
- Continue in partnership with the Municipality of Chatham-Kent

Benchmark - 2020 Reference:

- Maintain our 9-second average call-answer times for E911 calls
- Review opportunities to improve average call-answer statistics

Accountability:

- Inspector – Administrative Support



BACKUP EMERGENCY COMMUNICATIONS CENTRE

The Backup Emergency Communication Centre (ECC) is a priority for us in this Strategic Plan. If a catastrophic event does occur, that event could possibly render the primary Communications Centre unusable at that time and in addition, that event would simultaneously result in a marked increase in the need for emergency services in the municipality. Emergency resources require a secondary location for continuity of 9-1-1 dispatch capabilities.

Goal:

- Ensure Emergency Communication Operators (ECO) have the proper training and tools necessary to be fully operational in an off site setting
- Short-term: Develop an Emergency Plan of Action that we can follow if the ECC suffers a major failure.
- Medium-term: Fund, construct, and train-in a basic but functional Backup ECC in a municipally owned building.
- Long-term: Examine the potential for a new ECC to be operated as part of a holistic Municipal Call Centre.
- A new ECC designed to modern requirements would include considerations for ECO health & well-being, downtime during breaks, and training space that may not otherwise be available in our current CKPS HQ

Objectives:

- Replicate the working CAD / Network system in the ECC currently.
- Maintaining functionality during a disaster.
- Full written backup procedures for system failures with Computer Aided Dispatch, radio systems, GIS, power systems, mobile data technologies and NG-9-1-1 related functions.
- "Comfort" facilities available to ECOs (in times of true disasters) such as rest/quiet area
- Detailed procedures of the transition of applications (CAD/CPIC/RMS) available
- Have an Emergency Plan of Action prepared and ready-to-go by the end of 2022
- Have a basic but functional backup ECC set-up and working by the end 2023

Performance Measures:

- The ECC shall train on the backup procedure to ensure dispatch staff is familiar and comfortable with the process.
- Survey/checklists during/after pre-scheduled shifts in order to assess the functionality and inventory any missing items required.
- Reviewing statistics from scheduled shifts to see if any performance declines can be attributed the workspace.

Budget Impact:

- Construction of backup ECC may exceed current established reserves

Benchmark - 2020 Reference:

- New addition with no benchmark to compare to

Accountability:

- Inspector – Administrative Support