

# **SOUTH SIMCOE POLICE SERVICE**

# **Strategic Plan**

## **2022-2025**



***Protect with Courage, Serve with Compassion***

## **OVERVIEW**

The Police Services Act requires that every Police Service Board prepare a strategic plan for its police service. The plan must address the objectives, core business and functions of the police service including how it will provide adequate and effective police services to the community. The development of the South Simcoe Police Service's 2022-2025 Strategic Plan has been a collaborative effort developed in partnership and consultation with the Police Services Board, members of the Service, and our Communities. All who participated in the planning process have made valuable contributions to the focus and direction of this plan.

Through this process the Service has set their plan on four key priority pillars:

- Enhance Community Safety Through Collaboration
- Ensure Internal & External Engagement through Communication & Outreach
- Focus on Continuous Improvement Through Innovation
- Develop and Increase Organizational Capacity

We appreciate the time and effort put in by so many people to ensure this plan is not only reflective of the community's priorities, but is responsive to today's ever-changing environment.





## **BRINGING OUR PLAN TO LIFE**

### **Plan Implementation and Monitoring**

**Our Strategic Plan is a living document that will be used to formulate our daily activities. We will regularly monitor our progress towards the identified objectives and make adjustments as required. The Strategic Plan is integrated with the annual budget process to support our key priorities and actions.**

**Our team will develop detailed implementation plans and timelines for each objective and action and will submit regular reports to track their progress. We will regularly report our progress to the Police Services Board through our annual report and on the SSPS website at [www.southsimcoepolice.on.ca](http://www.southsimcoepolice.on.ca)**





### **OUR COMMUNITIES**

**The Towns of Innisfil and Bradford West Gwillimbury are two of the fastest growing communities in Ontario and are expected to continue to grow in the years ahead.**

**The South Simcoe Police Service contributes to the safety and well-being of the 86,206 residents that make Innisfil or Bradford West Gwillimbury their home.**

### **Our Communities at a Glance**

**Total Geographical area: 464 square km**

**Population (2021 census)**

**Innisfil – 43,326**

**Bradford West Gwillimbury 42,206**

**Lake Simcoe shoreline : approximately 35 km**







## **Mission - Vision - Values**

**Our Vision:** To make a difference in the lives of others every day

**Our Mission:** Working together to ensure effective and efficient Community Safety and Well-being

### **Our Core Values**

**Collaborative Respectful**

**Inclusive Courageous**

**Professional Accountable**

**Compassionate**





## PILLAR 1

### Enhance Community Safety Through Collaboration

GOAL	OBJECTIVES	ACTIVITIES
Deter Criminal Activity	Enhance our ability to monitor the locations of known criminals and/or offenders by utilizing crime analysis and pro-active enforcement initiatives	Increase compliance through offender Management
	Use media platforms to provide crime prevention messaging	Provide targeted prevention messaging on a monthly basis
	Proactively address emerging crime trends	Educate Community & Enforcement activities that focus on Guns & Gangs & Human Trafficking
	Partner with other agencies to prevent crime	Undertake joint force investigations and share intelligence with partner agencies
Improve Road Safety	Participate in traffic enforcement initiatives	Issue 1 offence notice per shift
		Conduct 1 RIDE event per block
		Directed high visibility at targeted complaint zones
		Participate in one road safety project quarterly (i.e. Back to School – All Hands on Deck, Festive RIDE, Seatbelt Campaign, Aggressive Driving Campaign)
	Develop and undertake education initiatives that enhance road safety and improve driver/operator behavior	Target one offence quarterly and educate public on what that offence involves and the consequences, for example: move over law, pedestrian crosswalk safety etc.
	Engage with community partners to ensure safe roads	Participate in Road Safety committees (Town, MADD etc)

Enhance services to victims & vulnerable members of the community	Support victims of crime	Ensure every victim of crime is provided with a VSSC referral, and increase the flow of information to victim services so that they are in a better position to support the victim from the early stages of the investigation to the conclusion of the court process
		Ensure victims are contacted 2 weeks before any trial date
	Implement programs to support vulnerable persons	Create awareness and implement services or programs that assist the victims and vulnerable persons in our communities
		Expand COAST program
Ensure critical incident, major event and emergency preparedness	Train staff on Major Incident response and Command process	Staff to be trained in major incident response (IMS 100, 200 & 300)
		Provide ongoing and required training for Major Incident Command team (Duty Officer, Scribes, negotiators, SAR, etc)
	Ensure critical infrastructure is maintained	Conduct quarterly radio tower site and related generator inspections
		Conduct monthly building inspections & testing
		Annual testing of the backup Communications Center
	Ongoing participation with stakeholders in critical incident and emergency preparedness activities	Review evacuation plan annually for the Bradford Courthouse
		Conduct Land Search & Rescue training and refresher training for uniform staff in 2023 and 2025
		Participate in Municipal and County Emergency Preparedness training scenarios
Enhance partnerships that focus on prevention	Work with community stakeholders to promote prevention through shared resources and proactive interaction	Work with partners on Community Safety & Well-Being strategy
	Participate in joint activities with internal/external partners that focus on enforcement and prevention strategies	Representation on Community committees and partner agency Boards (MADD, VSSC, SMOS, LIP)
		Conduct 1 foot patrol per block at targeted areas such as core downtown, malls, bars & parks



## PILLAR 2

### Ensure Internal & External Engagement through Communication & Outreach

GOAL	OBJECTIVES	ACTIVITIES
Ensure organizational awareness and enhance internal & external engagement & communication	Continue to expand our media presence and online profile by using creative and unique content	Profile units monthly (Board meetings)
		Increase community engagement with a target growth of 3000 followers annually
		Maintain on-going review and revitalization on website content
	Market organizational mission vision and values	Signage in stations & messaging on external platforms
	Create a culture that enables open dialogue throughout the organization	Provide member feedback opportunities
Enhance support of our programs	Participate in community events and activities that increase public awareness of our programs	Educate community on NG911 system (2023)
		Participate in youth engagement events (Kids and Cops, hockey, volleyball etc)
	Host a variety of awareness and engagement sessions	Deliver Citizen Police Academy, Seniors events, open houses and Newcomer Police Academy
		Use of Camera registry

Ensure ongoing community consultation	Participate in external working groups or committees	Participate in the Simcoe/Muskoka OPIOD strategy
		Participate in Investigative working groups and committees
		Meaningful participation in CISO initiatives
		Participate in the OACP Committees and working groups
		Participate in County & municipal committees
	Participate in community consultation activities	Engage with public on various platforms
Demonstrate inclusivity & develop partnerships with diverse communities	Develop a diversity, equity & inclusion strategy (internal & external)	Deliver cultural awareness training to staff
		Celebrate/participate in multicultural events
		Attend and participate in programs/events that support diversity/inclusivity



## PILLAR 3

### Focus on Continuous Improvement Through Innovation

GOAL	OBJECTIVES	ACTIVITIES
Leverage technology to enhance operational & administrative efficiency	Explore alternate methods of service delivery	Quarterly meetings of Innovation Hub
		Investigate the use of technology on mobile devices
	Improve processes through the use of technology	Establish a standard approach to data entry and collection in RMS
		Enhance the use of business intelligence tools
		Utilize Niche tools to transfer information into RMS
		Implement e-ticketing
		Implement HRIS to integrate employee information
	Continued consultation with technology partners/vendors	Attend PRIDE IT meetings to share and learn new and better ways of providing technical services
		Utilize our partnership with PRIDE and other Services to evaluate what technology is being used that we may be able to also benefit from
	Ensure sustainability of technology infrastructure	Ensure redundancy of existing systems
		Provide in-service systems security awareness training

## PILLAR 4

### Develop and Increase Organizational Capacity

GOAL	OBJECTIVES	ACTIVITIES
Ensure resources address growth & changing communities	Develop a succession plan for the organization	Support secondments and acting opportunities
		Run consistent and fair promotional and selection processes
		Ongoing Communications training
		Train Supervisor's in Corporate Communications duties
		Create a service wide skills inventory
	Conduct a staffing and workload analysis to meet current and future demands	Evaluate the current support staff to front-line ratio (2023)
	Attract skilled & educated workforce reflective of our diverse communities	Attract highly competent employees that can relate to social/cultural challenges of the job
		Work with ministry on CSS and hiring standards
		Participate in external recruiting opportunities to identify potential candidates
		Build on the information sessions for recruit hiring
		Seize opportunities to reach out to the diverse communities



Ensure high quality internal & external service delivery standards	Establish processes & systems for accountability & compliance	Conduct relevant audits (monthly / annually)
		Develop policy relating to quality assurance and implement
	Review policies and procedures to ensure they meet current requirements and legislation	Review all policy and procedures on a four year cycle or as per legislation
	Create or establish service delivery standards	Communicate performance expectations across all platoons/units
		Review information sharing processes with agencies such as Probation, CAS, CFO, other Municipal Agencies
	Ensure all members are trained and equipped to meet or exceed standards	Ensure all employees receive mandated training
		Review new hire onboarding processes
		Review how we deliver new hire training for each department
		Review and enhance ongoing training for employees and supervisors in H&S, HR policies and practices
		Continue to review best practices and legislation to ensure compliance
		Monitor and Update CAD and Niche training

Cultivate & sustain a safe & healthy work environment	Enhance employee wellness & resilience programs	Continue to support SSPS wellness program
		Review and improve return to work/accommodation program
		Continue to support mental health initiatives i.e. EAP, PEER support
	Maintain a safe work place environment	Ongoing maintenance of portable radio equipment
		Ensure OHSA legislation is met. i.e. Joint OHSA committee, building checks and training
	Ensure we foster a sense of employee pride, well-being & inclusiveness	Provide timely feedback on performance
		Deliver annual Service recognition event
		Pursue external recognition awards
		Develop a platform to showcase and communicate employee recognition





# **Contact Us**

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