



Owen Sound Police Service **2023-2026** Operations Plan



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Message from the Owen Sound Police Services Board Chair



On behalf of the Owen Sound Police Services Board, I am pleased to introduce our 2023–2026 Operations Plan. The Board’s most important responsibility, as the governing body of your local police service, is to ensure that the citizens of Owen Sound are provided with adequate and effective policing, delivered in the most cost-efficient manner possible.

The Board received excellent responses and valuable input from the most recent community and member surveys. Based on those responses and our commitment to the community we have updated our vision and mission statements as well as our strategic priorities for 2023–2026.

As noted in the consultations for this plan, drugs, addiction, trafficking, enforcement and overdoses were identified as the most important policing priorities by the community and members of the service.

Our service’s leadership team, as detailed in the 2023-2026 Operations Plan, has developed goals and actions to address these key priorities. I encourage you to review this plan which seeks to provide a high standard of community policing and safety for our residents and visitors.

John H. Thomson, Board Chair

Message from the Owen Sound Police Service Chief of Police



Thank you for taking time to review the Owen Sound Police Service's 2023-2026 Operations Plan. On behalf of the Police Service, I would like to recognize the significant input from residents, visitors and our members that helped guide these community policing priorities. The Board has created a well-balanced plan from this consultation, providing a clear direction and path for the coming years.

The Board's 2023-2026 plan focuses on four Strategic Priorities: Community Safety, Community Wellbeing, Our Members, and Sustainability. Each Strategic Priority outlines specific goals and actions to achieve the desired outcomes. Leaders within the Police Service participated in developing these goals and actions and will be responsible for, and integral in, achieving the desired results.

I look forward to the challenges of implementing this plan. Our dedicated team of sworn and civilian members join the policing profession to make a difference and are committed to exploring alternative approaches to our current practices to better serve the community's needs. We are eager to continue working with our community partners to provide outstanding policing services and advance the safety and wellbeing of a vibrant, inclusive, and healthy Owen Sound community.

Craig S. Ambrose, Chief of Police

VISION

To be a trusted partner in advancing the safety and wellbeing of a vibrant, inclusive, and healthy community.

MISSION

To deliver high quality policing services while fostering collaborative partnerships and community engagement that strengthen public safety and community wellbeing.

VALUES

We value our community and our people through:

INTEGRITY – by serving with respect, honesty, and accountability

DEDICATION – by fostering a commitment to wellbeing, growth, and inclusivity

LEADERSHIP – by motivating and inspiring a vision for the future

TEAMWORK – by empowering the contributions and opinions of others

INNOVATION – by encouraging progressive ideas and solutions



CONSULTATIONS

Under Ontario's anticipated Community Safety and Policing Act, 2019, a Police Services Board's strategic planning duties are outlined in Part IV, section 39, with review and revision at least once every four years. Consultations were undertaken in 2022 with the Board, members of the Owen Sound Police Service (OSPS), the community, and partner agencies to help guide future direction and priorities. Progress review of OSPS' 2020-2022 Operations Plan identified achievements as well as several objectives to be carried forward.

The OSPS 2022 Member Survey captured feedback from employees on topics related to organizational performance, connecting with the community, job satisfaction and wellness. The 86% response rate reflects outstanding participation from the dedicated team of sworn and civilian members, who acknowledged successes and offered solutions to organizational challenges. Members feel OSPS is very effective at responding quickly to calls for service, resolving crimes where violence is involved, and providing excellent policing services to the residents of Owen Sound. Challenges include having sufficient time to provide the quality of work members would like to, regular performance reviews, and adequate staffing levels for the workload.

There were 435 respondents to the OSPS 2022 Community Survey providing a high level of confidence that the sample results are representative of the City of Owen Sound. The community's overall satisfaction with the quality of police services in Owen Sound remained consistent at 60% since the previous survey. Satisfaction was very high in regards to OSPS' presence at community events, working with other emergency service/public safety providers, and resolving crimes where violence is involved. Lower levels of satisfaction were identified in OSPS' work with social service providers on complex issues, presence in the downtown River District area, and resolving property crimes such as theft.

Both the community and OSPS members identified controlled substances as the most important policing priority in the City of Owen Sound, including addiction, trafficking, enforcement, and overdoses. Mental health, homelessness, violent and property crime were also recognized as important public safety and policing issues. Planning workshops with the Owen Sound Police Services Board and OSPS members carefully considered these findings during the development of this plan.

STRATEGIC PRIORITIES

The Owen Sound Police Services Board ensures adequate and effective policing, in part by establishing the high-level direction of the OSPS. This plan operationalizes goals and actions that will contribute towards positive outcomes within the following strategic priorities, set by the Board, over the next four years:

Community Safety

Community Wellbeing

Our Members

Sustainability

GOAL	ACTIONS	POSITION ACCOUNTABLE
CS 1	To address safety concerns identified by the community	
	a. by improving external OSPS messaging regarding current crime trends and crime prevention tips	Criminal Investigations Branch (CIB) Sergeant
	b. by gathering feedback and safety concerns from the community	Strategic Analyst
	c. by deploying flexible proactive community-oriented response based on feedback from the community and OSPS priorities	CIB Sergeant
	d. by monitoring and publishing emergency response times to priority calls	Director of Corporate Services
CS 2	To improve police visibility in the River District and at other priority areas	
	a. by increasing visibility, foot, and bicycle patrol in the River District and other priority areas	CIB Sergeant
	b. by scheduling alternative OSPS members to increase visibility at peak periods	Platoon 2 Sergeant
	c. by attending and/or hosting community events	Community Services Officer (CSO)
CS 3	To address controlled substances, firearms, and violent crime	
	a. by targeting drug and weapon traffickers, and working with other law enforcement partners to investigate and prosecute offenders	Drug Investigator
	b. by focusing investigative efforts on repeat offenders of violent and property crime	CIB Sergeant
	c. by educating the community regarding Canadian governmental changes in controlled substances policies and authorities of police	Inspector P3 & P4, CIB
CS 4	To promote road safety	
	a. by addressing areas of road safety concerns based on feedback from the community	Platoon 3 Sergeant
	b. by promoting road-user safety information, targeted traffic enforcement activities, and sharing results with the community	Platoon 3 Sergeant
	c. by collaborating with the City of Owen Sound on road safety initiatives	Inspector, P1 & 2, CS, Training

GOAL	ACTIONS	POSITION ACCOUNTABLE
CW 1	To improve collaboration with social service providers	
	a. by defining and educating on roles, responsibilities, and authorities of police and social service providers involved with mental health, addictions, and homelessness	Mobile Mental Health and Addiction Response Team (MMHART) Officer
	b. by supporting the Community Safety and Well-being Planning efforts of the Municipalities of Bruce and Grey, including referrals to the Situation Table	CIB Sergeant
	c. by examining opportunities to include crisis workers into the Owen Sound Emergency Communications Centre (OSECC)	Chief of Police
CW 2	To leverage available social services/resources	
	a. by reviewing OSPS follow-up with victims of crime	Platoon 4 Sergeant
	b. by providing ongoing education to OSPS members on social services and resources available to the community	Training Officer
	c. by advocating with social service providers to address identified service gaps in the community	Chief of Police
CW 3	To build and foster relationships with community groups	
	a. by educating OSPS members and the community on OSPS partnerships	CSO
	b. by focusing on preventative youth programming in cooperation with school boards and community groups	CSO
	c. by fostering and building relationships with diverse groups within the community	CSO
	d. by promoting crime prevention with business owners, victims, and the community	CIB Sergeant

GOAL	ACTIONS	POSITION ACCOUNTABLE
OM 1	To promote members' mental and physical wellbeing	
	a. by raising awareness among OSPS members of available physical and mental health programs/resources	Peer Support Representative
	b. by evaluating the shift schedule rotation pattern to maximize OSPS member wellness	Strategic Analyst
	c. by hosting and supporting social events for OSPS members and their families, and area-specific team building events	Executive Assistant
OM 2	To promote professional development and training opportunities for all members	
	a. by identifying internal and external education and career planning resources available to all OSPS members	Training Officer
	b. by implementing annual block training for OSPS civilian members	Training Officer
	c. by documenting recommended training courses and maintaining updated training records for all OSPS members	Training Officer
	d. by conducting annual performance appraisals and discussions of professional development planning	Inspectors
	e. by providing ongoing training for all OSPS members on persons requiring mental health/crisis intervention	Inspector, P1&2, CS, Training
OM 3	To improve the flow of internal communication	
	a. by maintaining and providing access to common information resources e.g. network drive, bulletin boards, email	Training Officer
	b. by identifying best practices and methods for distributing different types of internal communications	Strategic Analyst



GOAL	ACTIONS	POSITION ACCOUNTABLE
S 1	To promote and plan for long term succession	
	a. by developing a long-term staffing, recruitment, and retention plan within a competitive labour market	Chief of Police
	b. by providing increased opportunities for OSPS members to gain leadership experience in different areas and roles	Chief of Police
	c. by developing a long-term facility plan that anticipates future growth and upgrades	Inspector P1&2, CA, Training
	d. by developing a long-term information technology (IT) plan that anticipates future IT priorities and demands	Director of Information Technology
S 2	To foster a sustainable emergency communication centre	
	a. by reviewing, documenting and tracking standard training for Communicators	Communications Trainer
	b. by developing a robust Communication Centre recruitment and retention strategy	Chief of Police
	c. by reviewing and maintaining standard operational procedures for all agencies dispatched to manage expectations	Director of Corporate Services
	d. by routinely testing and operating from the OSECC's back-up communication centre	Communications Trainer
	e. by regularly reviewing the contract structure fees and costs for services for agencies dispatched by the OSECC	Chief of Police
	f. by relocating the OSECC to a modern, functional workspace that better supports emergency dispatch needs	Inspector P3 & P4, CIB



GOAL	ACTIONS	POSITION ACCOUNTABLE
S 3	To undertake a comprehensive service delivery model review	
	a. by reviewing call type response methods to police calls for service	Inspectors
	b. by reviewing alternative response methods to non-police calls for service	Inspectors
	c. by finding efficiencies in ways of doing business throughout the organization	Inspectors
	d. by educating the community on changes or new police delivery models	Inspectors
S 4	To advocate for a sustainable police funding model	
	a. by examining equitable policing costs amongst local municipalities	Chief of Police
	b. by forecasting long term OSPS budgeting requirements	Financial Coordinator
	c. by reviewing and assessing OSPS court security costs	Director of Civilian Services



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