

# Operations Plan 2020-2022



“Supporting and educating our community to enhance community safety”

# Message from the Chief



As the Chief of Police of the Owen Sound Police Service, it is with great pride that I share with you our 2020-2022 Operational Plan. This plan is the culmination of a great deal of public consultation and work within our Service to ensure we continue to provide the levels of service and support that our community both deserves and expects.

Owen Sound is a vibrant, diverse, and growing community which is policed by an extremely dedicated, caring, and committed team of professionals, both uniform and civilian, who work tirelessly in support of our community's safety and well being.

I hope you will take a few moments to review our 2020-2022 Operational Plan, as we share with you the objectives we will undertake in the next three years to ensure the strategic priorities of our community are achieved. Together, we will keep Owen Sound as the place "where you *want* to live".

I would like to thank Police Services Board Chair John Thomson and all members of the Owen Sound Police Services Board for their ongoing guidance and support and for their incredible work in preparing our 2020-2022 Strategic Priorities. These priorities have provided the foundation and objectives for our 2020-2022 Operational Plan.

**Craig S. Ambrose**

**Chief of Police**



# Vision, Mission and Values



## OUR VISION

Supporting and educating our community to enhance community safety

## OUR MISSION

The Owen Sound Police Service, as a dedicated partner, is committed to ensuring a safe community.

## OUR VALUES

We value our community and our people through:

**INTEGRITY** – by serving with respect, honesty & accountability

**DEDICATION** – by fostering a commitment to well-being, growth & inclusivity

**LEADERSHIP** – by motivating & inspiring a vision for the future

**TEAMWORK** – by empowering the contributions & opinions of others

**INNOVATION** – by encouraging progressive ideas & solutions



# Strategic Priorities 2020-2022

The Owen Sound Police Services Board provides guidance, governance, and oversight to the Owen Sound Police Service pursuant to its mandate under the Ontario Police Services Act. As part of the Board's governance function, they remain attuned to the unique needs of our community through consultation with community members and key stakeholders, and provide guidance to the Service by way of identified policing priorities. The Chief of Police, along with his executive team, is then responsible for developing a plan to operationalize the tasks needed to ensure those priorities are successfully addressed.

The Owen Sound Police Service Board has identified the following as its Strategic Priorities for the 2020-2022 planning period;

- **Mental Health**
- **Addictions**
- **Traffic**
- **Communications**
- **Sustainability**
- **Community Policing**
- **Member Wellness**



# Mental Health

Calls associated with mental health related illnesses continue to increase and challenge policing resources and that of many other partner agencies. The OSPS continues to work in partnership with other community agencies to provide innovative approaches to ensure we are responding to these matters in the most compassionate, efficient and effective manner.

In support of our priority focus on mental health related issues in our community, the Owen Sound Police Service will undertake the following tasks through the 2020-2022 plan cycle:

Task	Anticipated Completion	Task Champion	Position Responsible
Advanced mental health and de-escalation training is provided to all uniform and special constables and Communications members	Q4 2021	Insp. J. Fluney	Training Constable/MMHART D/Cst.
Implement Police/Hospital Transition Protocol	Q1 2021	Insp. J. Fluney	MMHART D/Cst.
Increase referrals to MMHART by 25%	Q1 2022	Insp. D. Bishop	CIB Sergeant
Efficiency review of MMHART program following first 12 full-time months	Q4 2021	Insp. D. Bishop	CIB Sergeant





# Addictions

Owen Sound, like many Ontario communities, continues to be challenged by addiction related issues which often correlate into social disorder. The Owen Sound Police recognize that police enforcement shouldn't be the focus of a community-centered approach, and that a more holistic approach in cooperation with community partners is required.

In support of our priority focus on addiction related issues in our community, the Owen Sound Police Service will undertake the following tasks through the 2020-2022 plan cycle:

<b>Task</b>	<b>Anticipated Completion</b>	<b>Task Champion</b>	<b>Position Responsible</b>
Increased education and prevention initiatives	Q2 2021	Insp. J. Fluney	Community Services Officer/ Training Officer
Creation of drug investigation priority matrix	Q3 2022	Insp. D. Bishop	CIB Sergeant/Drug Unit Officer
30% Increase in Grey County Joint Forces Operations	Q2 2022	Insp. D. Bishop	CIB Sergeant
Explore non-custodial care options for intoxicated, elderly, and medically fragile persons	Q3 2021	Insp. D. Bishop	Patrol Sergeant
Create new harm reduction partnerships with public health	Q2 2022	Insp. J. Fluney	Community Services Officer



# Traffic

As our community continues to grow, and with a number of capital projects underway, the Board recognizes that traffic issues continue to affect community safety and can be a source of frustration for community members. Education and enforcement remain a priority.

In support of our priority focus on traffic related issues in our community, the Owen Sound Police Service will undertake the following tasks through the 2020-2022 plan cycle:

Task	Anticipated Completion	Task Champion	Position Responsible
20% increase in hours spent on directed traffic enforcement	Q2 2021	Insp. D. Bishop	Uniform Sergeant
Develop and implement more efficient RIDE program techniques	Q4 2020	Insp. D. Bishop	Uniform Sergeant
Additional officers trained in Commercial Motor Vehicle Enforcement, Drug Recognition and Advanced Accident Investigations	Q2 2021	Insp. J. Fluney	Training Constable
Develop program to educate and increase community awareness on traffic related issues	Q2 2022	Insp. J. Fluney	Community Services Officer



# Communications

Communicating with our community is key to trust and accountability. The Board wishes to increase awareness of the value and services offered to the community, and to increase the Service's presence in social media and other non-traditional media while at the same time recognizing that traditional media remains an important source of information for portions of our population.

In support of our priority focus on better communication with our community, the Owen Sound Police Service will undertake the following tasks through the 2020-2022 plan cycle:

Task	Anticipated Completion	Task Champion	Position Responsible
Creation of a corporate media strategy	Q2 2021	Insp. J. Fluney	Community Services Officer
Enhanced use of social media including more frequent posts and continuous relevant content	Q3 2021	Insp. J. Fluney	Community Services Officer
Develop and deliver Citizens Police Academy program	Q4 2021 (Covid-19 dependent)	Insp. D. Bishop	Training Constable
Content development for local media highlighting great work by members	Q2 2021	Insp. J. Fluney	Community Services Officer





# Sustainability

The Board recognizes that emergency services are a significant cost driver in municipal budgets. The Board will continue to work toward managing costs and looking for additional revenue streams to offset expenses.

In support of our focus on sustainability, the Owen Sound Police Service will undertake the following tasks through the 2020-2022 plan cycle:

Task	Anticipated Completion	Task Champion	Position Responsible
Development of a succession plan	Q1 2022	Chief C. Ambrose	OSPS Executive
Market and pursue additional dispatch and records check contracts	Q4 2022	Chief C. Ambrose	Director Bell-Matheson/Director IT
Develop Communications and Marketing Plan	Q2 2021	Insp. J. Fluney	Community Services Officer
Creation of long term forecast budgeting	Q4 2022	Chief C. Ambrose	Senior Staff
Explore options to improve organizational efficiency and effectiveness through technology and grant funding opportunities	Q3 2021	Chief C. Ambrose	Director Hill/Uniform Sergeant
Review service delivery model to determine essential and non-essential services	Q4 2021	Chief C. Ambrose	Inspectors Bishop and Fluney/ Uniform Sergeant



# Community Policing

A key priority for the Board is ensuring that our police service continues to build strong bonds within our community and delivers the personalized policing model that the citizens of Owen Sound expect and deserve.

In support of our focus on community policing, the Owen Sound Police Service will undertake the following tasks through the 2020-2022 plan cycle:

Task	Anticipated Completion	Task Champion	Position Responsible
Increased presence and support in high traffic business areas	Q2 2021	Insp. D. Bishop	Uniform Sergeant
Develop/maintain leadership role in community safety and well be-	Q4 2021	Chief C. Ambrose	Chief C. Ambrose/Insp. J. Fluney
Revise youth programming model	Q2 2021	Insp. J. Fluney	Community Services Officer
Review technology options to enhance community interaction	Q4 2020	Insp. J. Fluney	Community Services Officer/ Director Hill
Strengthen school programming	Q1 2022	Insp. J. Fluney	Community Services Officer
Redesign STAR table and increase referrals	Q2 2021	Insp. D. Bishop	CIB Sergeant



# Member Wellness

The Police Services Board values our members and as such member wellness remains a key priority. The Board will continue to develop programs and strategies to help our members remain healthy, and to ensure they remain fit and ready to serve our community.

In support of our focus on community policing, the Owen Sound Police Service will undertake the following tasks through the 2020-2022 plan cycle:

Task	Anticipated Completion	Task Champion	Position Responsible
R2MR training provided to all members	Q4 2022	Insp. J. Fluney	Training Constable
Bi-annual events held in support of member wellness	Q4 2022 (Covid-19 dependent)	Chief C. Ambrose	OSPS Executive/OSPA
Examine/develop additional developmental opportunities for civilian members	Q4 2021	Chief C. Ambrose	Directors Fluney and Bell-Matheson
Leveraging technology for member wellness initiatives	Q4 2021	Chief C. Ambrose	Director Hill
Review effectiveness of current member wellness/check ins program	Q2 2021	Chief C. Ambrose	OSPS Executive





# OWEN SOUND POLICE SERVICE



# OPERATIONS PLAN 2020-2022