



SARNIA POLICE SERVICE

2023-2025 STRATEGIC BUSINESS PLAN





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A MESSAGE FROM THE SARNIA POLICE SERVICES BOARD

2023-2025

The Sarnia Police Services Board is pleased to present the **2023-25 Strategic Business Plan**. This plan addresses how adequate and effective police services will be provided in the communities of Sarnia and Aamjiwnaang First Nation.

The Plan has been informed through extensive community consultation. Hundreds of people attended seven town halls and over one thousand people participated in the online survey. The community told us that they wanted greater police resources so that policing can be proactive, community-based, and collaborative with community organizations. This plan is a response to what we heard from our citizens and is an investment in our community safety and well-being. We look forward to continuing our dialogue with the community as we implement the plan. We will make evidence-based decisions that provide high standards of service and provide value for our community’s investment.

In the past year, the Board hired Chief Derek Davis and, more recently, Julie Craddock as the Deputy Chief. The Board is very pleased with the leadership and commitment to continuous improvement both internally and in the provision of high-quality service to the community. We are also extremely proud of the sworn and civilian members of the Sarnia Police Service.

The recent deaths of Ontario police officers in the line of duty have impressed upon us the sacrifice and dedication that our officers make every day for our safety and security. We thank them for their service.

Paul Wiersma, Board Chair
on behalf of the Sarnia Police Services Board



A MESSAGE FROM CHIEF DEREK DAVIS



Derek Davis
Chief of Police,
Sarnia Police Service

Business planning is a legislative requirement for all police services in Ontario, to ensure the provision of adequate and effective policing. The development of our new 2023-2025 plan has been a thorough and collaborative effort between the Police Service, the Police Services Board, and our community. The purpose of the plan is to provide a strategic vision for our organization, guiding future operations, budgets and performance, under the supervision of the Sarnia Police Services Board.

In addition to extensive community consultation, Sarnia Police members (both sworn and civilian) were active participants in the consultative process. The result is a detailed and comprehensive plan that reflects the needs of the diverse communities we serve. Underpinning this plan is our organizational commitment to transparency, fiscal responsibility, operational excellence, and continuous improvement to ensure we meet and exceed community expectations.

The Sarnia Police Service 2023-2025 Strategic Business Plan centers around four priority areas: Operations and Neighbourhood Policing; Community Engagement and Outreach; Facilities, Equipment and Technology; and Organizational Capacity.

This next business cycle is an exciting one with many positive changes and opportunities ahead. The Sarnia Police Service will continue to seek out new and innovative ways to serve our communities to achieve this strategic vision and foster a safe community for everyone.

I would like to express my deep appreciation to the Board for their leadership in developing this new plan, and to all the citizens and SPS members who provided their time and feedback into this critical process.



SARNIA POLICE SERVICE

MISSION TO PROVIDE A SAFE AND SECURE COMMUNITY BY WORKING WITH THE PEOPLE IN A SENSITIVE AND PROFESSIONAL MANNER.

VISION AN ORGANIZATION COMMITTED TO CONTINUOUS IMPROVEMENT IN MEETING THE EVER-CHANGING NEEDS OF OUR CITIZENS AND OUR PROFESSION.

VALUES

MEMBERS OF THE SARNIA POLICE SERVICE ARE DEDICATED TO:

PROTECTING HUMAN LIFE PROTECTING THE COMMUNITY PREVENTING CRIME AND OTHER OFFENCES

ADMINISTERING THE LAW FAIRLY AND CONSISTENTLY **RESPECTING HUMAN DIGNITY**

RESPECTING HUMAN DIVERSITY **CARING FOR VICTIMS AND HAVING COMPASSION FOR ALL**

BEING HONEST AND ETHICAL RESPECTING AND SUPPORTING COLLEAGUES

UNDERSTANDING CHANGING COMMUNITY NEEDS **ATTAINING EXCELLENCE IN EACH ACTIVITY UNDERTAKEN**





SARNIA COMMUNITY

Sarnia, the largest city on Lake Huron, is situated on the eastern bank of the St. Clair River in Lambton County, Ontario. As a border community it offers convenient access to the United States, and is a busy hub connecting cities in Canada and the U.S. by ways of rail, air, road and water.



AAMJIWNAANG FIRST NATION

The Sarnia Police Service is proud to be one of the few municipal police services in Canada to provide policing services to a First Nation Community.

Aamjiwnaang First Nation covers approximately **12.57 square kilometers**, and is situated on the southern border of the City of Sarnia. Approximately **900 members** reside on First Nation land and **300** reside within the City of Sarnia out of the estimated total of **2,500 members** that are part of this community.



Recognizing and respecting the particular needs and concerns of the Aamjiwnaang community is one of the primary goals of the Sarnia Police Service.

SARNIA POLICE SERVICE: 2021 SNAP SHOT



115
Sworn police officers

78
Civilian members

\$26,033,481
2021 Operating Budget

HOW DOES SARNIA POLICE SERVICE COMPARE?							
Police Service	Population	Operating Budget	Total CSI	Authorized Strength	Total Officers	Population Per Officer	Officers Per 100,000 Population
Sault Ste. Marie	76,952	\$31,038,849	130.81	135	136	565.8	176.7
Brantford	108,164	\$41,348,628	86.38	201	197	549.1	182.1
Woodstock	46,522	\$17,625,920	82.76	79	79	588.9	169.8
Peterborough	99,007	\$27,975,484	77.15	142	139	712.1	140.4
St. Thomas	42,609	\$14,012,700	72.01	75	74	575.8	173.7
Brockville	22,583	\$8,593,464	97.71	40	45	501.8	199.3
Timmins	42,186	\$17,257,380	159.92	81	81	520.8	192
Chatham-Kent	106,216	\$34,015,526	77.03	164	164	647.7	154.4
Thunder Bay	118,739	\$48,800,000	104.83	233	238	498.9	200.4
Kingston	135,707	\$42,661,025	84.08	201	211	643.2	155.5
Sarnia	75,630	\$26,033,481	90.05	115	110	687.5	145.4



PEOPLE SERVING PEOPLE



CRIME SEVERITY INDEX (CSI) – 2021

The Crime Severity Index is a weighted score produced by Statistics Canada based on the **type of reported crime** in a community.

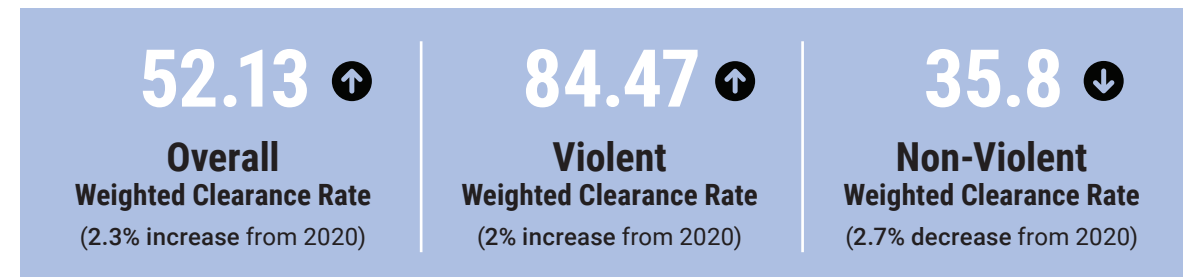
Types of crime are weighted, meaning that more serious and violent crimes are given a higher individual score than crimes considered to be less serious in nature. The CSI allows for direct comparisons to be made across similarly sized communities in terms of violent crime, non-violent crime and total crime (violent and non-violent combined).



WEIGHTED CLEARANCE RATE – 2021

The Weighted Clearance Rate is a score produced by Statistics Canada based on the **number of crimes being cleared** by a given police service.

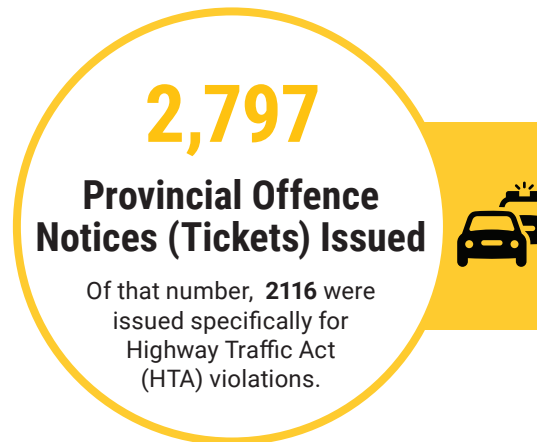
For the purposes of this statistic, “cleared” means the crime was solved, either by charges being laid and/or a suspect being identified. Weighted Clearance Rate allows for direct comparisons of individual police services to determine how effectively they are solving crimes in their community.



2021 OFFENCE BREAKDOWN



TOP 5 CRIMINAL OFFENCES		
Criminal Code	Offence	Count
CC 145(5)(a)	Failure to comply with release order - other than to attend court	400
CC 733.1(1)	Fail to comply with probation order	294
CC 430(4)	Mischief under \$5,000	204
CC 266	Assault - spousal	152
CC 334(b)	Theft under \$5,000	149

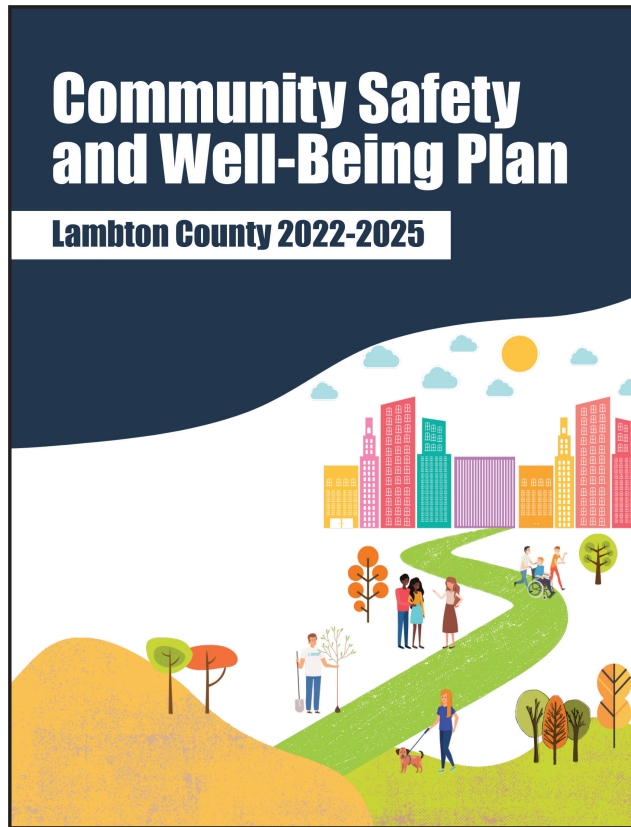


TOP 5 HIGHWAY TRAFFIC ACT VIOLATIONS		
HTA Code	Violation	Count
HTA 128	Speeding 1 - 49 Km/h over posted limit	750
HTA 53(1)	Driving while under suspension	160
HTA 33(1)	Driver fail to surrender licence	79
HTA 144(18)	Red light - fail to stop	71
HTA 62(17)	Improper bicycle lighting	67

COMMUNITY SAFETY AND WELL-BEING



Section 141(1) of the Police Services Act stipulates that every municipal council shall prepare and adopt a CSWB plan. The City of Sarnia has adopted the Lambton County CSWB plan. The Sarnia Police Service is an integral partner in the Lambton County Community Safety and Well-Being (CSWB) Plan.



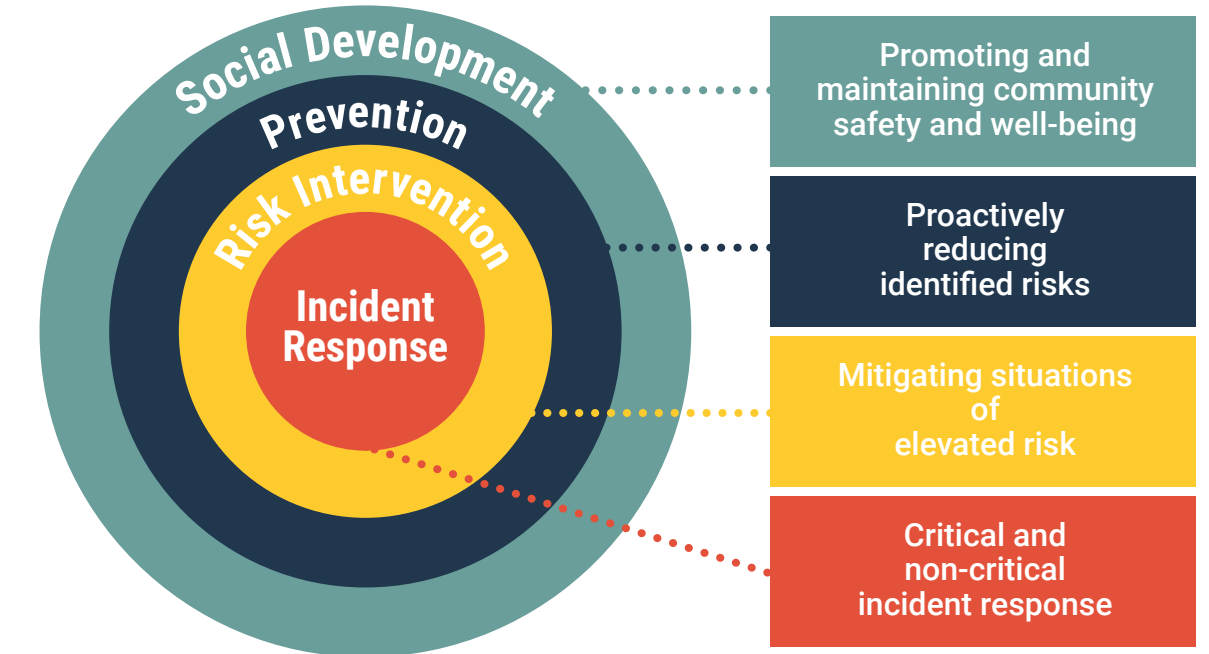
In 2019, changes were introduced in the new Community Safety and Policing Act, which directed municipalities to develop and adopt a **Community Safety and Well-Being (CSWB) Plan**.

Through an understanding that no singular agency can effectively deal with the complex multi-sectoral issues that are often at the root of criminal activity, CSWB attempts to bring these community agencies together in a collaborative manner to address the four pillars of the Provincial CSWB Framework.

While the police are traditionally responsible for incident response, by working with community partners in each of the prevention, risk intervention and social development pillars, a coordinated response can be implemented.

THE PROVINCIAL CSWB FRAMEWORK

The Sarnia Police Service is committed to working with its CSWB partners to implement the four zones of the Provincial CSWB Framework.



Incident Response: Police and other response agencies undertaking immediate response activities based on immediate needs. This phase of the framework requires the most intensive use of emergency resources.

Risk Intervention: The application of timely interventions to off-ramp situations before an immediate incident response is necessary.

Prevention: Implementation of risk-based strategies to prevent the risk before it moves to the risk intervention zone.

Social Development: Utilization of upstream approaches that address the root causes of social issues thereby eliminating the need for ever having to address the previous zones.



2020-2022 BUSINESS PLAN

HOW DID WE DO?



KEY ACHIEVEMENTS

✓ Commissioned a new off-site secondary 9-1-1 Communications Centre

The Sarnia Police Service acts as a primary 9-1-1 Public Safety Answering Point (PSAP) for the community. This means that all 9-1-1 calls placed in the City of Sarnia to any of the three primary emergency services (Police, Fire and Ambulance) are first answered by the Sarnia Police Service. As part of the Sarnia Police transition to Next Generation 911, a new off-site secondary 9-1-1 Communications Centre was commissioned to **provide back-up business continuity** in the event the primary facility becomes unusable.

✓ Upgraded the Land Mobile Radio (LMR) communications system

During the last business plan period, the Sarnia Police undertook a major upgrade of the Land Mobile Radio (LMR) communications system. This critical system **allows police officers to be in constant contact** with each other and with the Communications Centre and is critical for 21st century policing operations.

✓ Launched the Mental Health Engagement and Response Team (MHEART)

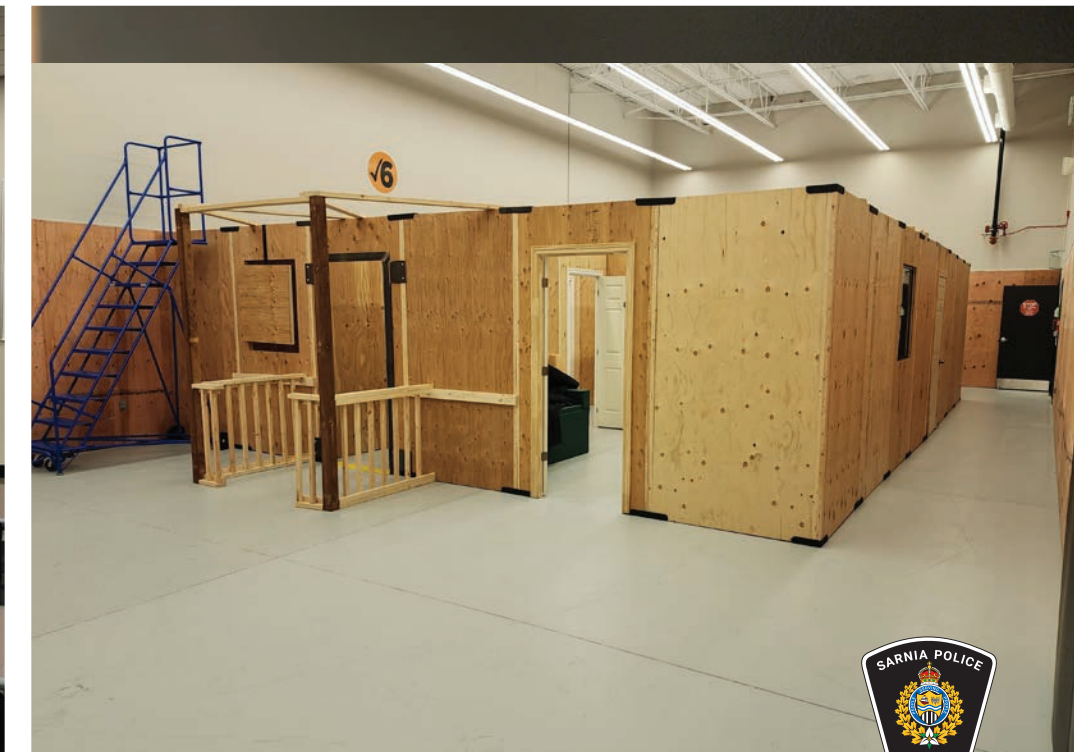
Recognizing that police mental health crisis support and response could be improved, the Sarnia Police launched the Mental Health Engagement and Response Team, which pairs a plain clothes police officer with a mental health nurse or social worker. The Sarnia Police currently has one operational MHEART team, which has been hugely successful in **responding to persons in crisis**.

✓ Opened an off-site Police Tactical and Academic Training Centre (PTAATC) location

The Sarnia Police officially opened the current iteration of the Police Tactical and Academic Training Centre (PTAATC) at an off-site location. This training facility allows the Sarnia Police to **train officers** in both a classroom-based and physical training environment in areas ranging from defensive tactics to situational based scenarios that test officer judgment.



POLICE TACTICAL AND ACADEMIC TRAINING CENTRE (PTAATC) OFF-SITE LOCATION





2023-2025 STRATEGIC BUSINESS PLAN PROCESS AND SURVEY RESULTS

In support of the Strategic Business Plan development process, the Sarnia Police Service conducted four **community consultation sessions** for the public at various locations in and around the City of Sarnia during the month of September 2022.

Running in tandem were two **internal staff consultation sessions** held with both the sworn and civilian members of the Sarnia Police Service.

COMMUNITY CONSULTATIONS

Throughout October 2022, a **public electronic survey** was distributed to the community in an effort to gauge community concerns about crime and to understand community satisfaction with the Sarnia Police. Questions were also asked of the community on how they would like to see resources prioritized and if they would support a funding increase if it meant an improvement in community safety. The survey link was distributed through a variety of channels including social media, sarniapolice.com, and through MyCNN. A total of 1,028 responses were received, which amounts to approximately 1.42 percent of the Sarnia population.

Significant findings:

- **85%** of respondents support an increase to police funding to better address community safety
- **83%** of respondents feel Sarnia has become less safe in the past 3 years
- **57%** of respondents do not feel safe walking alone at night in their neighbourhood
- **56%** of respondents had been a victim or witness of a crime in the past 3 years that was reported to the Sarnia Police
- **26%** of respondents had been a victim or witness to illicit drug use in the past 3 years but did not report it to police
- **23%** of respondents had been a victim or witness to trespassing or a disturbance in the past 3 years but did not report it to police
- **10%** of respondents had been a victim or witness to impaired driving in the past 3 years but did not report it to police
- **10%** of respondents had been a victim or witness to fraud in the past 3 years but did not report it to police
- **41%** of respondents did not report the above issues to police because they felt nothing would happen while 20% felt it would take the police too long to respond
- **88%** of respondents either agree or strongly agree the police should have modern equipment, technology and training to be effective

Top 5 crimes respondents feel are getting worse

(in order of top concern)

1. Violent crime
2. Fraud
3. Vehicle thefts
4. Dangerous driving
5. Human trafficking

Top 5 quality of life issues respondents feel are getting worse

(in order of top concern)

1. Illicit drug use
2. Homelessness
3. Theft from vehicles
4. Trespassing
5. Traffic safety/speeding

Common themes observed at the community consultation sessions

- Community concerns consistently expressed around **homelessness, drug use** and **street crimes**.
- A strong desire for **more policing resources** and visible deployment in high crime areas. The community expressed support for foot and bicycle patrol, use of auxiliaries, and cadets.
- More **collaborative outreach** such as MHEART, targeted enforcement teams.
- Citizens would like **alternative methods of reporting crime** such as online reporting.
- Explore opportunities for implementation of **new enforcement technologies** such as red light and speed cameras, police video, etc.
- A desire for **stronger advocacy** at all levels of government to reduce recidivism.
- **Continued dialogue** between the police service and the community is critical to building sustainable, positive police partnerships.
- Community **safety is a shared responsibility** and not the sole responsibility of the police.

Top areas to which respondents want more resources allocated

1. Mental health and addictions outreach (MHEART)
2. Street crime investigations (drugs, break and enters, etc.)
3. Officer training and wellness
4. Adding more patrol officers
5. Human trafficking investigations
6. Bicycle and/or foot patrol
7. Traffic enforcement



2023-2025 STRATEGIC BUSINESS PLAN PROCESS AND SURVEY RESULTS

continued

Top areas to which respondents want more resources allocated

1. Police building improvements
2. Adding more Patrol Officers
3. Construction of a new police building
4. Improved cellblock monitoring
5. Fleet vehicle improvements (more vehicles, improved vehicles)
6. Alternate Call Handling
7. Addition of a Canine Unit

INTERNAL STAFF CONSULTATION

At the same time the public survey was being conducted, **employees of the Sarnia Police** were also provided with an electronic survey in an effort to measure internal concerns and satisfaction as well as resourcing priorities. A total of 93 members of the Sarnia Police Service completed the survey out of 195 members, representing 48 percent of the total staff complement.

Significant findings from respondents:

- **30%** have previously worked for another police service
- **68%** feel morale is improving
- **47%** are suffering from burnout
- **63%** feel their bureau or unit does not have enough staff to be effective
- **89%** feel the current police headquarters building does not meet the needs of the organization
- **69%** do not feel the current police fleet of vehicles meets the needs of the police organization

Common themes heard at the internal staff consultation sessions

- Improvements to **prisoner monitoring** and the **cellblock infrastructure** to address modern safety concerns including the consumption of dangerous illegal substances and risk of self harm
- Officers are suffering from **unsustainable workloads** negatively impacting wellness and morale
- Difficulties in filling **staffing shortages** (e.g. overtime)
- Challenges dealing with **prolific offenders** and recidivism
- Strong desire for **additional MHEART resources** to address increasing mental health related calls
- Exploration of **alternative call response models** to reduce workloads and provide better service
- Improvements to **police recruiting** and **retention**
- Concerns about the design and **functionality** of the current police **headquarters building**
- Insufficient **availability** and **aging police vehicles** for emergency response
- Desire for **additional training**, coordination of training

2023-2025 STRATEGIC BUSINESS PLAN OBJECTIVES

As a result of analysing the feedback from the various consultation sessions and surveys, the following strategic goals have been identified for the 2023-2025 operating period.

Goals have been grouped together into **four priority areas** based on their similarity.



OPERATIONS AND NEIGHBOURHOOD POLICING



Crime Analysis and Analytics

- Implementation of organizational data analytics capabilities to ensure efficient and effective use of police resources through evidence-based decision making
- Development of enhanced crime analysis capabilities to ensure investigations and police operations achieve successful outcomes

Prisoner Custody

- Ensure prisoner handling meets or exceeds all legislative requirements and best practices
- Continuously review in-custody procedures, and adequately address evolving and emerging prisoner safety concerns such as dangerous narcotics, mental health risks, and self-harm prevention
- Ensure officers receive adequate training and equipment to ensure persons in custody are lawfully processed and monitored from arrest to release

Staffing and Operational Capabilities

- Ensure that human and material resources are adequately provided to meet operational workload and public expectations
- The SPS organizational structure should reflect the priorities and needs of the organization
- Recognize that any enhancement in front-line police capability has to be met with an appropriate expansion of police support capabilities, specifically in the areas of dispatch and information technology
- Explore opportunities to strengthen operational capabilities through the addition of specialized resources and modern technologies
- Ensure the organization has adequate and sustainable staffing resources to address community concerns, legislative requirements and demands of modern policing

Police Visibility

- Improve perceptions of officer presence and connectivity within the community
- Increase police visibility in high need areas to address community concerns
- Explore alternative methods to improve visibility and service delivery methods (e.g. foot and bicycle patrol, auxiliaries, cadets, special constables)
- Identify partnerships, seek opportunities and develop new relationships to support municipal Community Safety and Well-Being (CSWB) goals

Alternate Service Delivery and Technology

- Explore alternative methods of service delivery to increase operational effectiveness and fiscal efficiencies (e.g. use of civilians or special constable positions)
- Utilize continuous improvement of business process to optimize the use of fiscal, material and human resources, to ensure optimal provision of policing services
- Create new vectors for citizens to make reports and access policing services



COMMUNITY ENGAGEMENT AND OUTREACH



Community Safety and Well-Being (CSWB)

- Support our community partners through data sharing
- Increased promotion and participation in the Situation Table
- Participate in CSWB initiatives with our community partners
- Undertake a review and update of school board call response protocols
- Community asset mapping (identification of resources)



Address Issues of Concern to Citizens

- Expansion of the Mental Health Engagement And Response Team (MHEART) program
- Increase community outreach and support to better address homelessness, mental health and addictions in our community
- Implementation of a defined process by which community concerns are received and prioritized and responded to within the organization
- Address recidivism and quality of life concerns in the community through increased enforcement, crime prevention and risk reduction strategies
- Enhance accountability, transparency and trust between police and the public through on-going and effective communication and engagement
- Prioritize the needs of victims of crime in police practices, advocate for and support victims wherever possible
- Enhance relationships between police and youth

FACILITIES, EQUIPMENT AND TECHNOLOGY



Facilities

- Undertake measures to ensure SPS facilities are welcoming and accessible to members of the community who access our services
- Ensure modern, safe and supportive workspaces for staff

- Commit to undertaking long range facilities planning with an understanding of the specific needs of the police organization and a recognition that building replacement will eventually be needed

Equipment

- Establish collaborative internal processes to understand the equipment needs of SPS members
- Undertake a long-term resource planning process to understand equipment requirements over the next 10 years and beyond
- Ensure life-cycle planning for fleet and equipment by implementing asset management best practices
- Ensure environmental concerns and best practices are prominent in equipment and material selection (e.g. hybrid vehicles, recyclable materials)

Technology

- Use data collection and analysis to encourage evidence-based decision making
- Ensure a robust and secure technology infrastructure to support modern police operations
- Embrace new technologies to enhance police operations and effectiveness (e.g. in-car cameras)
- Ensure staff are well trained on technology to maximize effectiveness
- Embrace Cybersecurity best practices and take steps to ensure the SPS has vigorous information security measures in place

ORGANIZATIONAL CAPACITY



Governance and Accountability

- In collaboration with the Police Services Board, review and update Board bylaws
- Review and update SPS policies and procedures to bring them in line with case law and legislation

- Analyse current business processes to identify operational efficiencies
- Review current business services to ensure alignment with core police functions
- Establish a transparent process for regular organizational performance reporting to the Board, Municipal Council, and the public

Recruiting and Retention

- Promote the Sarnia Police Service as an employer of choice
- Establish a plan to ensure the SPS reflects the demographic of the community we serve
- Identify dedicated resources to attract, recruit and retain the highest calibre candidates
- Develop and implement a centralized and coordinated plan to overcome existing recruiting challenges

Succession Planning and Opportunities

- Increase job development opportunities through succession planning (e.g. secondments, job development, training spots)
- Develop a sustainable development and succession plan for specialized positions within the organization
- Ensure effective transparency and communication in job postings

Employee Wellness

- Create safe and welcoming spaces for staff
- Implement a consistent and fair process to support return to work
- Work in partnership with the Sarnia Police Association (SPA) to ensure transparent workplace accommodation and attendance management processes are implemented
- Support physical and emotional well-being
- Build a culture of acceptance by prioritizing the principles of Equity, Diversity and Inclusion

Training

- Implement centralized coordination of employee training to ensure compliance with adequacy standards (e.g. Skills Development and Learning Plan)
- Better assess training needs to ensure staff have the requisite skills for today and the future
- Develop internal subject matter experts to meet future training needs
- Ensure civilian members have training opportunities

FACILITIES, RESOURCES AND INFORMATION TECHNOLOGY PLANNING

Section 30(1) of the Police Services Act requires that facilities, resources, and technology planning be undertaken as part of the Strategic Business Plan process.

The Sarnia Police Service presently conducts operations from two locations. The Headquarters building located at 555 Christina Street North has been in continuous use since 1987 and houses most police functions. Commencing in 2018 and culminating with the grand opening in 2021, the SPS now facilitates police staff training at the Police Tactical and Academic Training Centre (PTAATC), which is located at an off-site rented location. As part of the 2023-2025 Strategic Business Plan, the Sarnia Police will **update the Facilities Master Plan** to include all current and future anticipated building needs and a plan to address current building deficiencies.

The establishment of **improved asset management practices** and **long-term equipment and personnel resource planning** have been identified as part of this plan. This process involves using data-driven approaches to deployment gap analysis along with a workload analysis and future forecasting.

Modern policing requires the use of **advanced technology**. Digital evidence is critical to solving crime and convicting offenders. The SPS is undertaking modernization strategies to ensure it is ready for future technology needs.





Sarnia Police Service

555 Christina Street North
Sarnia, ON N7T 7X6

General inquiries: (519) 344-8861

Fax: (519) 344-6001

Emergency: 911

sarniapolice.com

 @SarniaPolice

 FB/sarniapolice

The Sarnia Police Service is committed to continuously improving the level of service and safety we provide to our communities. The 2023-2025 Business Plan provides the strategic framework through which we can focus our resources and efforts. Success will be achieved through community collaboration, participation, and transparency.



Photo credit: Scott Clarke