Community Focused
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Message from the Chair of the Police Services Board

We are beginning a new chapter in the Orangeville Police Services. One that puts an unprecedented level of communication between our citizens and our officers. Through an intense campaign of community outreach from our Chief of Police and other initiatives, we are forging a new partnership with our citizens. Never before has the relationship between our officers and those they protect been so close. Our Police Services Board (PSB) has been working hard to be more responsive to both the public and the police they oversee. The PSB members have been actively pursuing further education opportunities to better equip themselves to provide the highest level of oversight. The board is also moving toward a greater level of transparency. Meetings have been moved to Town Hall to allow easier access for the public to attend meetings. New web initiatives are also being rolled out to let those interested watch meetings online, and easily access the PSB meeting agendas. This business plan is a reflection of that new direction, and is following through on what the citizens of Orangeville have said they wanted. A recent survey polled our residents to find out what they want from our police. This plan is a response to that and focuses on key areas such as drug control, traffic enforcement, school bullying prevention, communication and increased foot patrols. This plan forms the basis of how we will achieve this new direction. I am pleased to present this business plan, and thank our board and in particular Chief Kalinski and his staff for its production.

Jeremy D Williams
Chair
Orangeville Police Services Board
Message from the Chief of Orangeville Police

I am pleased to present the 2015-2017 Business Plan for Orangeville Police. This Plan is our roadmap for success. In building this well-researched plan we have listened to members of the public and our service and have built a business plan based on your feedback. In the past year we have conducted both internal and external surveys. As well I have really enjoyed engaging the public in a variety of community consultations to determine the policing and safety issues affecting those living and working in the Town of Orangeville.

The Town of Orangeville continues to be a very safe community. Our crimes of violence clearance rates continue to surpass both the provincial and national averages. I recognize this wouldn’t be possible without the excellent partnerships we hold with numerous community organizations, residents, businesses, our Police Services Board and Town Council.

We are community focused and will continue to play a leadership role in building strong partnerships with our community organizations to better serve the needs of our citizens. Our Service is comprised of dedicated members, sworn and civilian, who do their job not only out of a sense of duty, but their sense of pride in the community we serve. With input from our community stakeholders and Police Service members we have also redeveloped our Service’s Mission and Values to keep our police service relevant to those we serve. Our Mission is to provide the highest quality of policing for the citizens we serve through professionalism, integrity and accountability.

Wayne Kalinski
Chief of Police
Orangeville Police
About the Orangeville Police Service

The Orangeville Police Service has been in existence since 1864 and has proudly provided safety and security to the entire community.

The Service is made up of 45 sworn officers, 31 civilian staff and 7 auxiliary constables. The Orangeville Police Service also operates the Dufferin County Emergency 911 Centre, providing Communications 24 hours a day, seven days a week. Currently the Orangeville Police Service dispatch Shelburne Police Service, Dufferin County Ambulance Services, and the Orangeville, Shelburne, Grand Valley and Mulmur/Melancthon Fire departments.

The Orangeville Police Service is community focused and establishing partnerships within our town is of high importance to our service. Through these established partnerships we are forming a collaborative effort to better the quality of life for the residents of our community.
Mission Statement

The Orangeville Police Service is a community focused team that provides the highest quality of policing for the citizens we serve through professionalism, integrity and accountability.

Values

Our People

We work in an inclusive environment that fosters open communication and respect

Community

Working in partnership with and being accountable to the community

Professionalism

We work not only out of a sense of duty, but out of a sense of pride in the community we serve

Integrity

We communicate openly, honestly and build relationships based on trust

Accountability

We accept responsibility for our actions
In 2015 Orangeville Police surveyed the residents of Orangeville for their opinions on what should be the priorities for the Orangeville Police Service. The Chief also engaged the public to provide their input through “Meet the Chief” events, Rogers TV open mic events, regularly attending business and community events and walking the beat on Broadway.

Themes identified as priorities based on community consultation:

- Promote Road Safety through strategic enforcement, education & community engagement
- Bullying Prevention, School Crime Prevention Programs & Youth-Related Issues
- Drug Control and Enforcement
- Increase Foot Patrols
- Improve Public Communications
## Promote Road Safety

### Themes Identified
Promote road safety through engineering, education & enforcement

### Key Actions
- Partner with various stakeholders for new traffic-related initiatives (Yr. 1)
- Implement operational traffic plan that focuses resources on identified locations, determined through collision analysis & community-generated concerns (Yr. 1)
- Raise public awareness & commitment to road safety through effectively tracking all road safety complaints & having a protocol in place to ensure appropriate feedback is provided to the complainant (Yr. 2-3)
- Provide education & information to our residents through our media channels and utilizing technology (Yr. 1-3)

### Measures
- Number of traffic-related initiatives
- Community survey to determine if the public is satisfied with the number of traffic-related initiatives

## Bullying Prevention, School Crime Prevention & Youth-Related Issues

### Themes Identified
Bullying prevention, School crime prevention programs & youth-related issues

### Key Actions
- A tracking matrix will be set up to track specific programs taking place, location, time & resources deployed to assess effectiveness of current programs (Yr. 1)
- Focus educational programs on anti-bullying and Internet safety programs (Yr. 1)
- More informal visits by uniform officers particularly to high schools (Yr. 1)
- Identify a Special Constable responsible for teaching opportunities in primary grades (Yr. 2-3)

### Measures
- Number of presentations conducted in our schools
- Number of participants in youth programs
- An evaluation completed by teacher/students at the end of each program
- Number of school visits
### Drug Control and Enforcement

**Themes Identified**
Address community concerns and relation to drug-related offences

**Key Actions**
- Provide additional training to uniform officers in relation to drug enforcement through annual block training (Yr. 1-2)
- Increasing the Criminal Investigation Bureau by two officers with a focus on property & drug-related crimes (Yr. 2-3)

**Measures**
- Number of Officers who have received additional drug enforcement training
- Increased number of officers in the Criminal Investigation Bureau

### Increase Foot Patrols

**Themes Identified**
Increase foot patrols

**Key Actions**
- Have a dedicated officer assigned to foot patrol in the downtown core (Yr. 1)
- Every officer is expected to conduct one hour of foot patrol each shift (Yr. 1)

**Measures**
- Track the number of hours spent on foot patrol in the community
- Conduct a community satisfaction survey in conjunction with the BIA

### Improve Public Communications

**Themes Identified**
Improve public communications

**Key Actions**
- Develop a Strategic Communication Plan to promote the image of the Orangeville Police Service through community engagements, TV, radio, Facebook, our website & Twitter (Yr. 1-3)
- Participate in community outreach initiatives (Yr. 1-3)
- Redesign our website to ensure it is more interactive with the public (Yr. 2-3)

**Measures**
- Community Satisfaction Survey
- Feedback on public satisfaction through Facebook, Twitter, Rogers TV and community engagement
What Our Employees Told Us

All members of the Orangeville Police Service were invited to participate in an organizational survey in May of 2015. Employees were asked to give their feedback and all members were invited to provide input on topics such as communication, engagement and what they feel should be objectives for the police service for the next three-year period.

As result of input provided, the following four themes were identified:

• Improve employee relations through engagement of employees, communication and promoting teamwork
• Define & Promote Orangeville Police Mission Statement & Values
• Build Community Relationships
• Update Equipment & Technology
## Improve Employee Relations

### Themes Identified
Improve employee relations, engagement, communication and promote teamwork

### Key Actions
- Chief commenced hosting breakfast meetings monthly to speak about the future direction of the service (vision), open session to obtain employee input (questions, concerns & ideas). A member from uniform, courts, records and communications will be invited to each meeting (Yr. 1-3)
- Leadership Training for middle management and Sergeants (Yr. 1-3)
- Promote employee one-on-ones with their Supervisor. It is an excellent way to ensure expectations are clear, give updates & plan future development (Yr. 1-3)
- Set up a matrix to track employee performance appraisals (Yr. 1)
- Review best practices for employee appraisals & develop new appraisal system for Orangeville Police (Yr. 1-2)
- Implementation/training on appraisal system (Yr. 2-3)

### Measures
- Employee survey again in one year to measure employee satisfaction & engagement
- Successful completion of identified courses
- Measure compliance through recording the number of employee one-on-one meetings that take place and identify outcomes
- Completion of Matrix
- Training & implementation of new appraisal system completed
- Survey employees to determine satisfaction with new appraisal tool

### Define Orangeville Police Mission Statement & Values

### Themes Identified
Define Orangeville Police mission statement & service values

### Key Actions
- Define mission statement using input from employee survey, input from the Steering Committee and review at breakfast meetings with the Chief (Yr. 1)

### Measures
- Implementation and marketing of new Mission Statement
### Build Community Relationships

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<th>Themes Identified</th>
<th>Key Actions</th>
<th>Measures</th>
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| Build community relationships & earn the trust & respect of the public | • Constable will be certified to train other members in customer service. Customer service cards at front desk. (Yr. 1-3)  
• Chief continue to promote the image of the Orangeville Police Service through community engagements, TV, radio, Facebook & Twitter (Yr. 1-3)  
• Compile a list of all volunteer involvement of our members in the community & promote on social media (Yr. 1) | • Number of trained staff  
• Number of community engagements and community surveys  
• Compile list and showcase member community involvement |

| Promote quality service standards throughout the organization | • Set up a committee to determine what our Quality Service Standards should be (Yr. 1-2) | • Quality Service Standards implemented |

### Update Equipment and Technology

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<th>Themes Identified</th>
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| Address equipment needs as follows:  
a) Mobile Data Terminals (MDT’s)  
b) Long guns  
c) Radar (Lidar)  
d) Communications Centre  
i) faster Internet service for MTO & google maps  
ii) wireless headsets  
iii) better camera monitors  
iv) cleaner comm. centre | a) Install Mobile Data Terminals in all front-line vehicles (Yr. 1-2)  
b) Procure C-8 rifles and facilitate all required officer training (Yr. 1-2)  
c) Obtain new laser radar to assist in traffic enforcement initiatives (Yr. 1)  
d) • Tickets generated through IT to reduce some security protocols & increase internet speed  
   • Obtain quote for wireless headsets  
   • New large monitors ordered  
   • Glass walls removed, flooring patched, repaint, filing cabinets removed, etc.  
   • Improve radio system infrastructure (Yr. 1-3) | a) Installation of MDT’s in all cruisers and officers trained on their operation.  
b) Frontline officers trained on C8’s and they are available for use in each cruiser  
c) Number of hours radars in use  
d) Employee interviews by Supervisor to assess success |
Thank You

We would like to say thanks to a number of individuals and groups who helped us develop the 2016-2018 Business Plan, including:

• Members of the Orangeville Police Services Board for their guidance and participation in the business planning process

• The citizens of the Town of Orangeville and Orangeville Police members who completed the Community Survey and the Member Survey for their valuable input

• Business Plan Steering Committee members whose ideas and input helped develop the final objectives and actions

• Members and citizens who provided feedback through the various consultations