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Royal Newfoundland Constabulary

Corporate Plan 2018-2021

Building Safe and Healthy Communities Together

Exhibit: *National Inquiry into Missing and
Murdered Indigenous Women and Girls*

Location/Phase: Parts 2/3 St. John's

Witness: Joe Boland

Submitted by: Philip Osborne

Add'l info: P02-03P04P0101

Date: OCT 15 2018

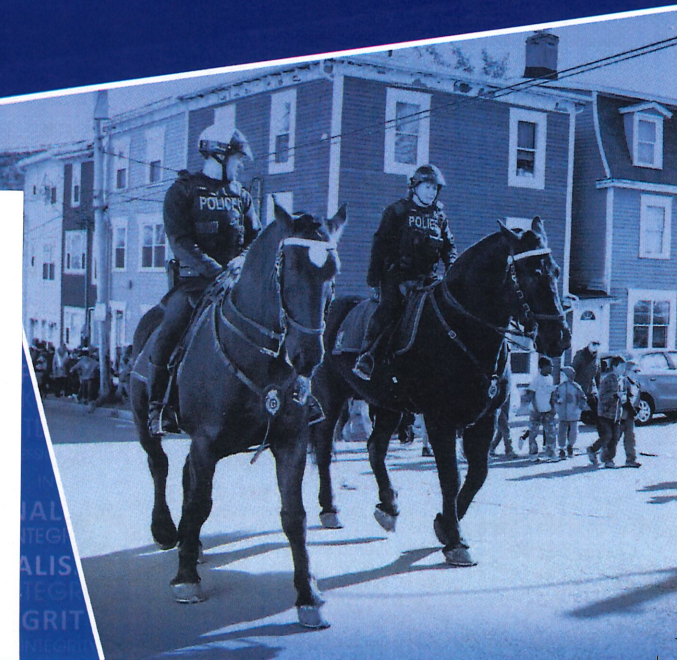
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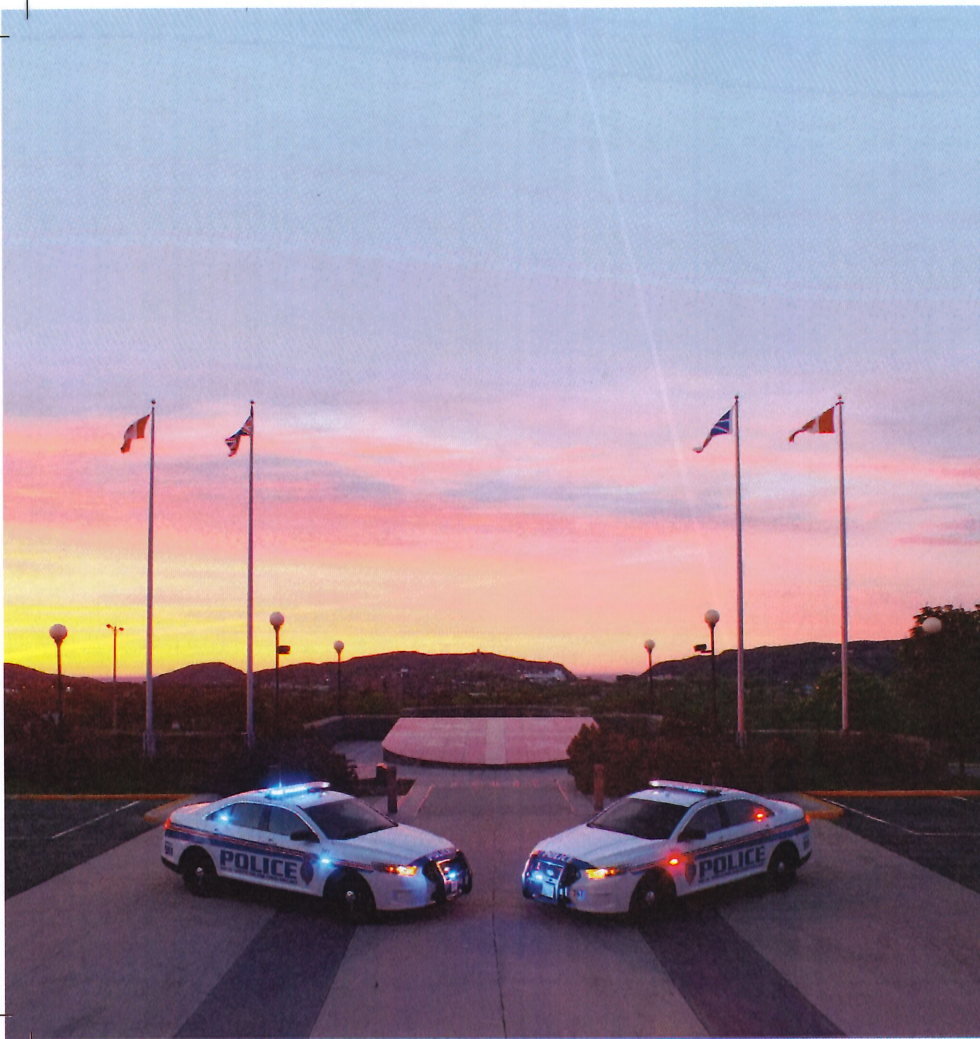
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"I will ensure the highest level of accountability at all levels and the standard of professional ethics and investigative capabilities to govern all efforts of the RNC."

- Chief Joe Boland

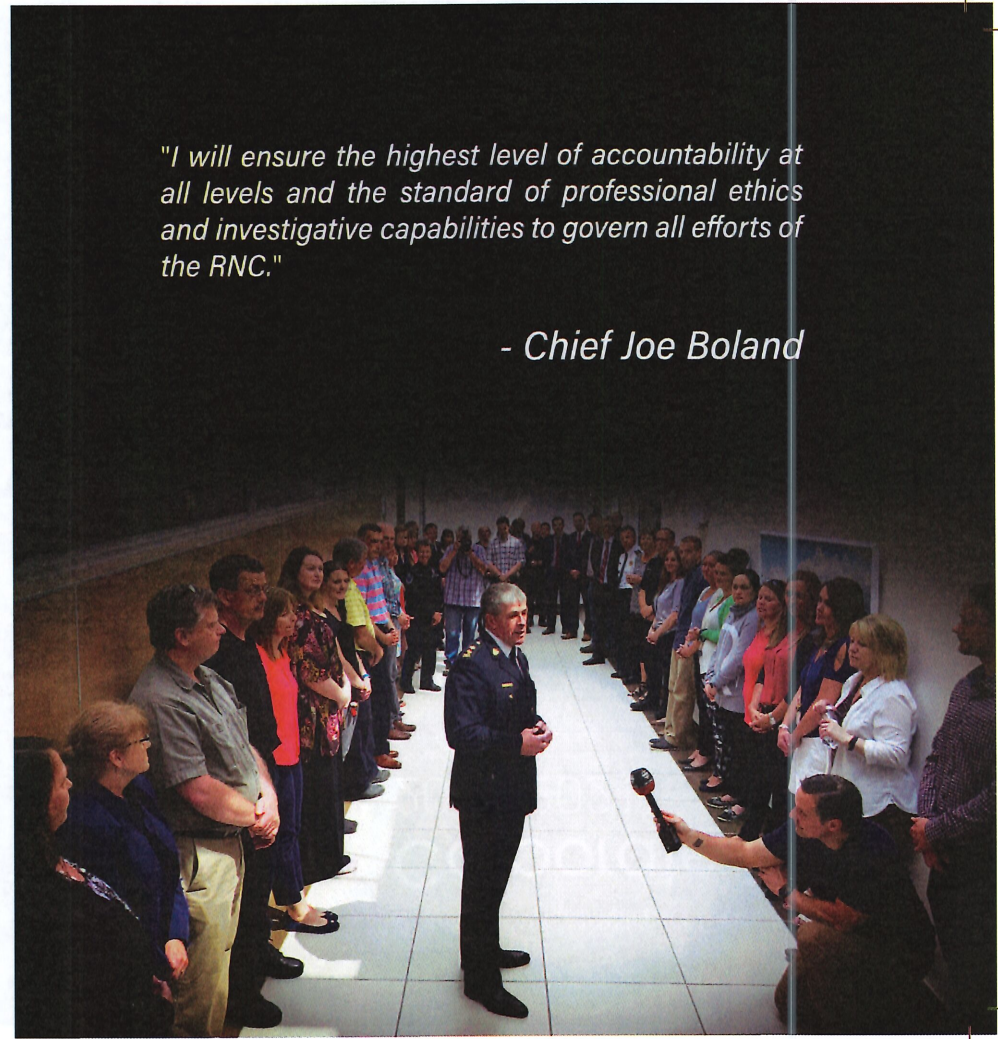


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Chief Boland with participants of the Newfoundland and Labrador Special Olympics

MESSAGE FROM THE CHIEF

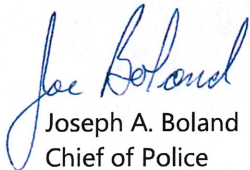
It is my pleasure to present our 2018-2021 Corporate Plan; a three-year plan of action that identifies our vision for the future. In developing this plan, we engaged our employees, community partners and stakeholders. The result is this comprehensive document that embodies the priorities of the Royal Newfoundland Constabulary (RNC) as well as the people, communities and businesses we serve.

I am very pleased to introduce our new vision and mission statement, as well as our core values which demonstrate our commitment to build safe and healthy communities. The plan also outlines our goals in the areas of partnerships and engagement, organizational development, and crime reduction; how we intend to work toward achieving these goals; and how we will measure our successes.

Moving forward, the RNC will continue to build on the achievements of previous years and will constantly evaluate our strategies to ensure their relevance and effectiveness. Our many accomplishments can be attributed to the hard work and dedication of our police officers and civilian employees, and the close relationships we have with our community partners and stakeholders.

I encourage you to review this comprehensive Corporate Plan which reaffirms our commitment to provide a fully integrated police service that works together with our many partners to build safe and healthy communities.

Sincerely,



Joseph A. Boland
Chief of Police

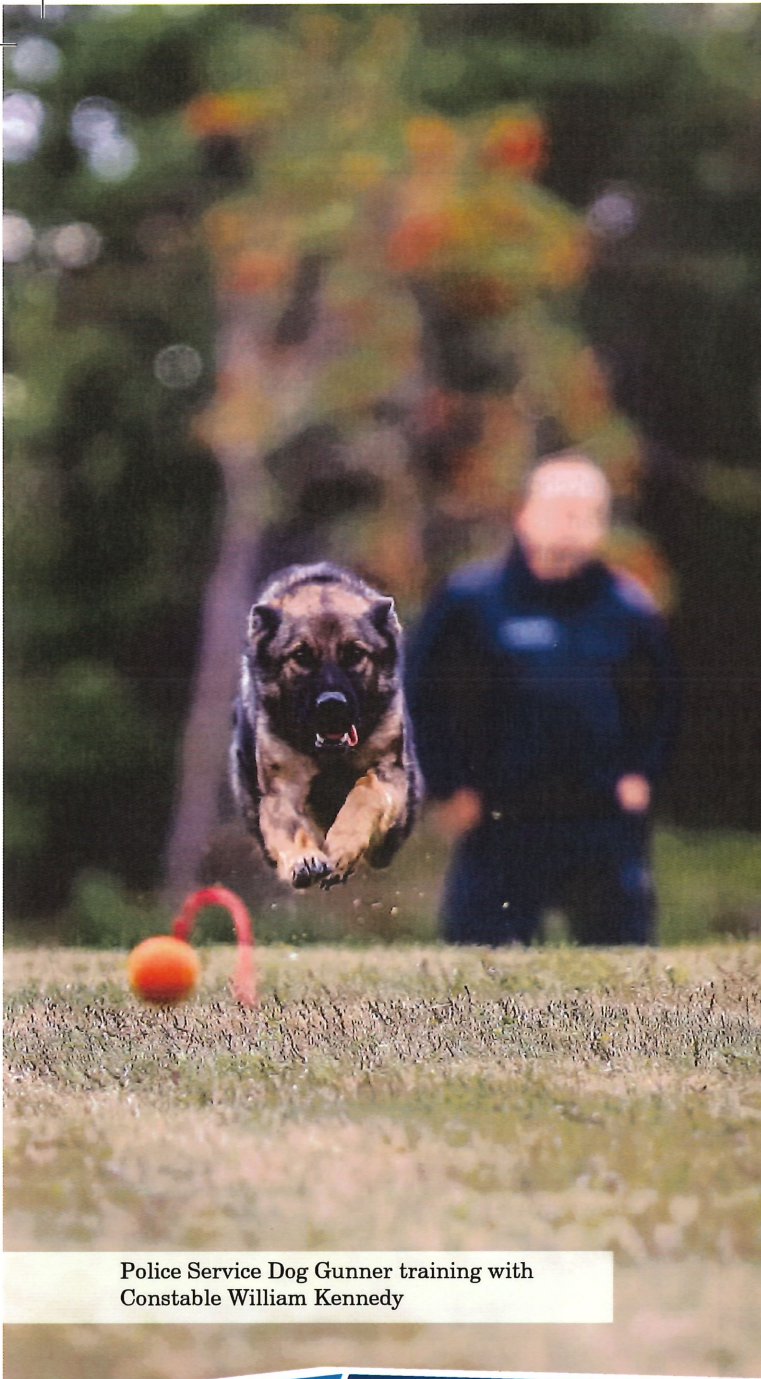


Constable Shawna Park "Fancy Shawl Dancing" to the drumming of Corner Brook Aboriginal Women's Association during National Aboriginal Day



PURPOSE

This Corporate Plan helps focus our efforts by providing a roadmap that will guide our work, decision-making and allocation of resources from 2018 through 2021. It was developed to align with and respond to the needs of our police officers and civilian employees, stakeholders and the community. The plan is also designed to be flexible enough to evolve over time, so we can adjust to challenges, opportunities and changing community and policing needs over the next three years. While this Corporate Plan does not feature all that the RNC does to ensure safe and healthy communities, it does provide an overview of the areas to which we will give special focus.



Police Service Dog Gunner training with
Constable William Kennedy

OVERVIEW

Mandate

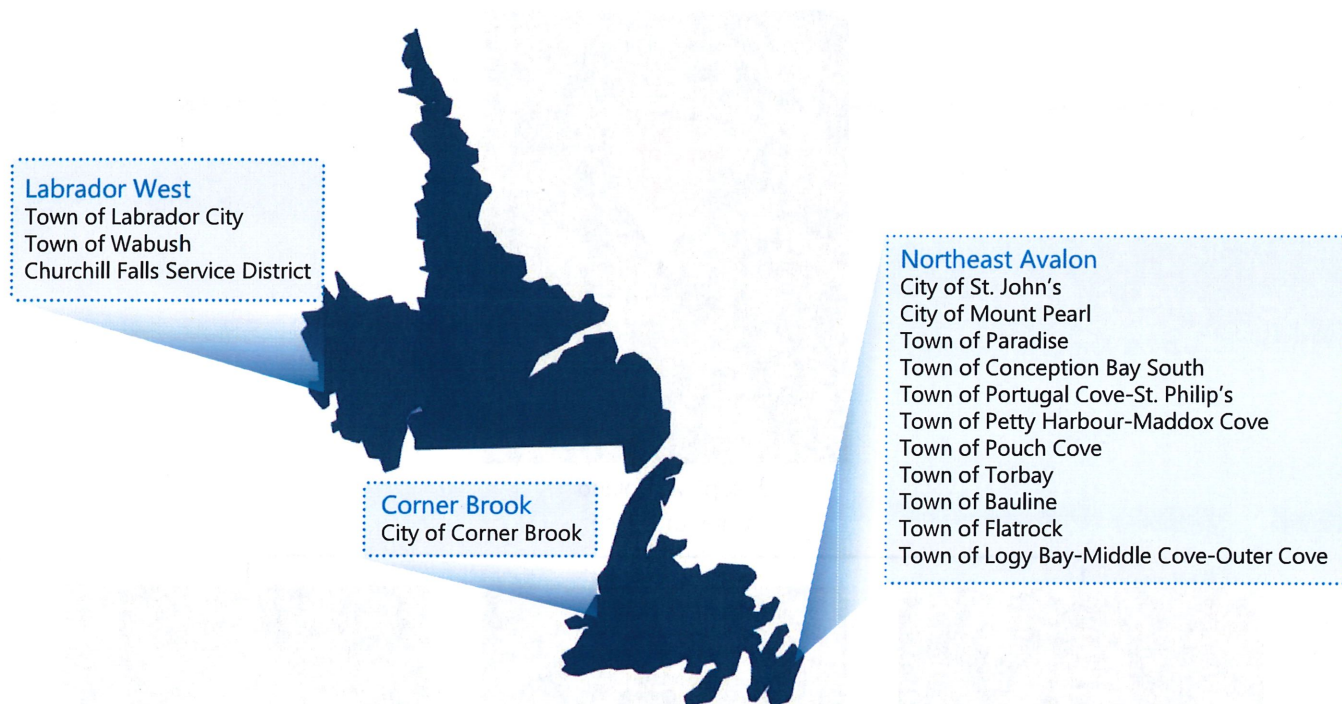
The RNC operates under the authority of the *Royal Newfoundland Constabulary Act, 1992* and the Regulations made thereunder.

Under the Act, the RNC has the responsibility to:

- provide police services in areas of the province and upon terms and conditions determined by the Minister with the approval of the Lieutenant-Governor in Council, including navigable bodies and courses of water, except those areas in the province that are within the jurisdiction of the Crown in Right of Canada; and
- maintain traffic and other patrols in the province.

The powers and duties of RNC officers are identified in the Act and Regulations and include the powers and duties assigned to constables in common law. RNC officers have the lawful authority to act throughout the province.

RNC Police Service Regions



The RNC's service delivery includes 11 municipalities within the Northeast Avalon, the City of Corner Brook as well as two municipalities and a service district in Western Labrador.

The RNC Provincial Headquarters is located at Fort Townshend in St. John's. Operational Patrol Services and Criminal Investigation Divisions are located at Fort Townshend as well as corporate services functions such as training, finance, audit and compliance, strategic planning and research, facilities management, human resources and information services.

Regional Operations are managed by a Superintendent located in Corner Brook. Reporting to the Superintendent is an Inspector located in Labrador City responsible for Labrador West operations.

Organizational Structure



Joseph A. Boland
Chief of Police



Alban Singleton, M.O.M.
Deputy Chief
Criminal Operations



Paul Woodruff
Deputy Chief
Regional Patrol Operations



Theresa Heffernan
Executive Director
Support Services

The RNC is commanded by Chief Joseph Boland. The Office of the Chief includes professional standards, legal services, protocol and media relations. The organization has three branches:

Criminal Operations is headed by Deputy Chief Alban Singleton who is responsible for the investigation of crimes against persons, property crimes, criminal intelligence, joint forces operations and information services;

Regional Patrol Operations is headed by Deputy Chief Paul Woodruff who is responsible for the Operational Patrol Services Division on the Northeast Avalon as well as Regional Operations which delivers policing services to Corner Brook and Labrador West; and

Support Services Branch is headed by Ms. Theresa Heffernan, Executive Director, who is responsible for training, finance, audit and compliance, strategic planning and research, facilities management and human resources.



2017 Graduation Parade and Swearing-In Ceremony

Staff

As of May 15, 2017, the RNC had a total of 519 police officers and civilian employees. The distribution of staff throughout the police service jurisdictions is illustrated in the table below.

RNC	Police		Civilian		Total
	Men	Women	Men	Women	
Northeast Avalon	243	98	19	79	439
Corner Brook	33	13	1	8	55
Labrador West	16	4	1	4	25
Total	292	115	21	91	519

Source: Royal Newfoundland Constabulary, Police Administration Survey 2017



Administrative Professionals Day

GUIDING PRINCIPLES

Vision

A vision articulates the desired outcome that would be achieved through the work of an organization. The RNC's vision is:

Safe and healthy communities

Mission

A mission statement is the core message of an organization's purpose and reason it exists. The RNC's mission statement is:

We are committed to providing a fully integrated police service that fosters community partnerships to build safe and healthy communities.

Core Values

The core values of an organization form the foundation on which employees perform work and conduct themselves. They support the vision and shape the culture of an organization. Core values are the essence of an organization's identity.

The following core values are intended to guide and inspire RNC employees:

INTEGRITY: We are honest, trustworthy and always strive to do what is right

RESPECT: We treat each other and those we serve with dignity and compassion

TEAMWORK: We work in partnership with each other and the community to achieve our goals

PRIDE: We take pride in ourselves, our community and the quality of services we provide

PROFESSIONALISM: We are committed to maintaining high standards of conduct, expertise and training

STRATEGIC PRIORITIES

Through consultation with employees, community partners and stakeholders, three strategic priorities, as well as associated goals and objectives, were identified to serve as the foundation of this Corporate Plan. These priorities are complementary and mutually supporting areas in which we will invest as we work together with our many partners to build safe and healthy communities.

THE RNC'S PRIORITIES FOR 2018-2021 ARE:

PARTNERSHIPS & ENGAGEMENT

ORGANIZATIONAL DEVELOPMENT

CRIME REDUCTION



Ms. Dawn Reynolds demonstrating the fingerprinting process



Constable Peter Kelly and Sergeant Chris Harnum conducting snowmobile patrols in the Labrador West Region



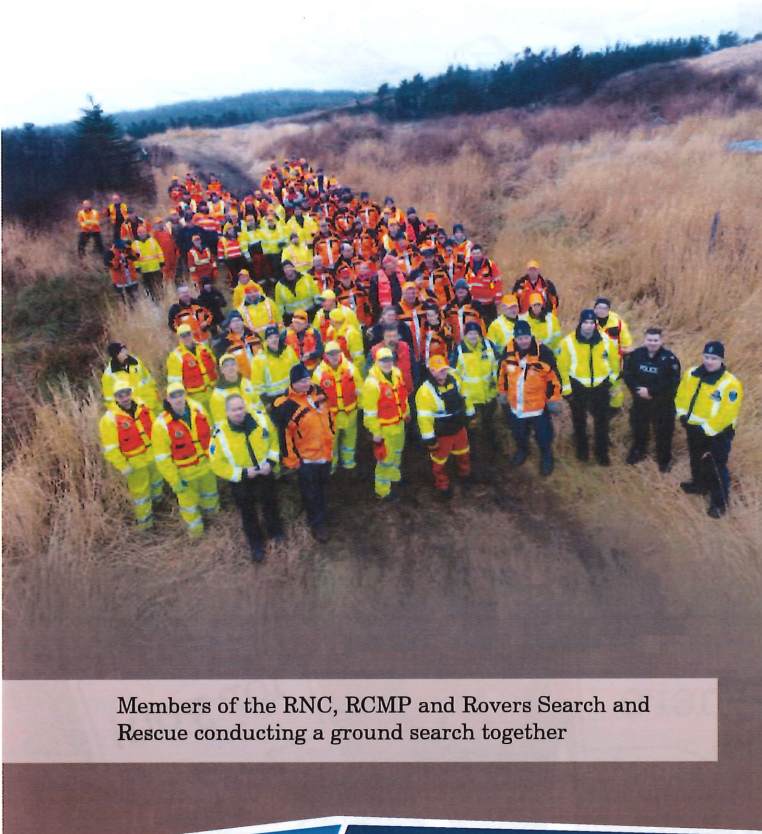
Members of the Major Crime Unit during Bell Let's Talk Day

PARTNERSHIPS & ENGAGEMENT

By actively involving the community in policing matters, police agencies have a better chance of developing successful crime prevention strategies and problem-solving techniques to proactively address crime, social disorder and fear of crime. The RNC will continue to engage the community in a number of ways to ensure that our activities align with community expectations.

Partnerships and engagement with the community is instrumental in identifying issues and implementing workable solutions. The RNC will continue to engage municipalities and other community partners and stakeholders to identify safety issues, discuss potential intervention strategies and work collaboratively to implement solutions.

Police officers are regularly challenged to accurately recognize mental health issues and respond appropriately. To address these challenges, the RNC will maintain close relationships with the regional health authorities and mental health community stakeholders to ensure concerns are identified and appropriate responses are deployed. Training will be provided to RNC police officers on appropriate response.



Members of the RNC, RCMP and Rovers Search and Rescue conducting a ground search together

Goal 1: Enhance Relationships with Community and Stakeholder Groups

Objective 1.1

Continue to work closely with municipalities regarding policing issues

Objective 1.2

Enhance relationship with newcomers (newly arrived refugees and immigrants)

Objective 1.3

Continue to provide public educational outreach on policing and police-related issues

Objective 1.4

Enhance cultural diversity educational opportunities for employees

Goal 2: Enhance Response to Persons with Mental Health Issues

Objective 2.1

Work collaboratively with the mental health community and other key stakeholders to improve response

Objective 2.2

Continue to educate and train employees on mental health and effective response protocols

Objective 2.3

Implement a joint mental health mobile crisis response team



Employees participating in a Wellness Walk

ORGANIZATIONAL DEVELOPMENT

Our employees are our most valued resource and, as such, they must be engaged, developed and supported throughout their careers. We will continue to provide opportunities for employee growth while balancing the needs of the organization through leadership development, performance management, succession planning, training and development.

Enabling employees to effectively do their job requires a continued focus on their health and wellness. To support this, we will continue to dedicate resources to provide an inclusive and responsive working environment that promotes a healthy lifestyle, as well as a culture of awareness and acceptance of health and wellness issues.

Effective communication is a building block of successful organizations. The RNC will continue to enhance communication between all levels of our organization while fostering a culture of accountability and ensuring all employees can see a clear link between their work and the organization's vision and priorities.

The RNC is committed to improving its organizational business processes through research, innovation and the use of modern technology.

Goal 3: Foster an Engaging and Healthy Organization

Objective 3.1

Encourage and support employee physical and mental wellness

Objective 3.2

Support career development and succession planning for employees

Objective 3.3

Expand training and educational opportunities for employees

Objective 3.4

Strengthen internal communication and employee engagement

Objective 3.5

Support a respectful work environment that welcomes diversity

Goal 4: Improve Business Processes

Objective 4.1

Research ideas to create efficiencies regarding technology

Objective 4.2

Develop and implement initiatives that streamline administrative processes

Objective 4.3

Increase efforts to support the Government of Newfoundland and Labrador's Greening Action Plan



Members of the Marine Unit conducting patrols in the Petty Harbour area

CRIME REDUCTION

As a police service, increased safety for the citizens of our province is a key priority. Together with the community, developing effective and responsive strategies can reduce crime, as well as promote community safety and contribute to the quality of people's lives.

Violence can have detrimental effects resulting in injury, death and/or psychological harm. The RNC will continue to work with schools, businesses and other community groups to reduce the incidence of violence related to bullying, seniors, armed robberies and intimate partner violence.

Street drugs and their trade take a heavy toll on our communities whether associated through crime, drug dependency or violence. To address these concerns, we will enhance our efforts to address street-related drug offences.

Motor vehicle collisions causing injuries and/or death continue to be of great concern for our community. The RNC will continue to work closely with the community, undertake traffic enforcement programs, and deliver traffic safety messaging and outreach to encourage safe driving.

Goal 5: Enhance Enforcement to Address Drug Use and Trafficking

Objective 5.1

Work closely with community partners and stakeholders to identify drug trends and develop proactive strategies to prevent and address them

Objective 5.2

Continue to educate and promote awareness of the safety and health concerns that arise from drug use and trafficking

Objective 5.3

Develop a street drug strategy to address community concerns

Goal 6: Reduce Violence in Our Communities

Objective 6.1

Enhance efforts to prevent and address intimate partner violence

Objective 6.2

Continue working with the business community to prevent and address armed robberies

Objective 6.3

Strengthen efforts to prevent and address crimes against seniors

Objective 6.4

Continue working with schools and the community to prevent and address bullying



Constable Jenna Fry-Day demonstrating LiDAR technology

Goal 7: Improve Road and Highway Safety

Objective 7.1

Work closely with community partners and stakeholders to develop road and highway safety strategies

Objective 7.2

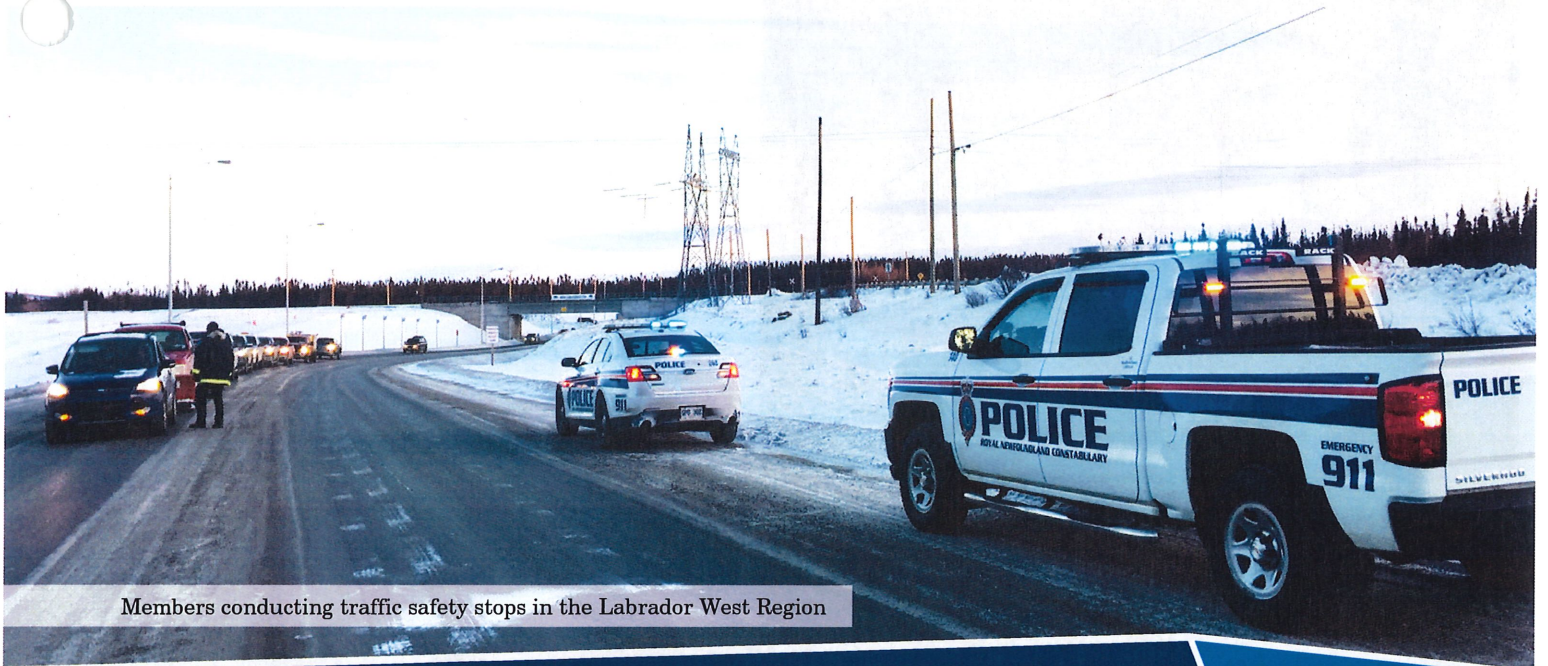
Continue to provide driver safety educational opportunities to community and stakeholder groups

Objective 7.3

Continue implementing traffic enforcement programs and delivering traffic safety messaging

Objective 7.4

Develop new strategies to promote ATV safety





Constable Georgina Short participating
in the St. John's Pride Parade

MEASURING SUCCESS

Over the next three years, it is imperative for the RNC to demonstrate its commitment to the priorities outlined in this Corporate Plan. The RNC recognizes the importance of evidence-based decision making and developing strong working relationships with community partners and stakeholders to meet the goals and objectives identified. Results associated with these goals and objectives will be presented in the RNC's Activity Report published annually.