



Peterborough Police Services Board Strategic Plan 2020 – 2023

Chair and Chief's Message

On behalf of the Peterborough Police Services Board and the Peterborough Police Service, we are pleased to present the 2020 - 2023 Strategic Plan.

The purpose of the Strategic Plan, as outlined in **Bill 68**, the new **Comprehensive Ontario Police Services Act**, is to establish goals, priorities and direction for our police service and to provide an effective way to measure whether or not our organization is achieving these goals and meeting the communities' expectations. The goals must include practical, achievable recommendations for improvement and be measurable.

We are very proud of the service we provide to the City of Peterborough, the Township of Cavan Monaghan and the Village of Lakefield, located in Selwyn Township. We are excited at the continued growth and increasing diversity of all three of the communities we serve and the opportunities this brings. With a greater diversity of people living in the areas we serve, a strategy to recruit members from more diverse communities will continue to be developed.

At the heart of this plan is our commitment to our Mission which is, "To be the best Police Service, providing the highest standard of professionalism in partnership with our community." Embedded in that is our commitment to accountability, equity and bias free policing to ensure the safety and wellbeing of every member of our community. We have heard and support the call for systems reform and believe that the new Community Safety and Wellbeing Plan currently under development will be an important evidence based tool to do so. We also applaud the call to end systemic racism and address the harms of colonization. One of the first tasks of our new Policy, Audit and Risk Manager will be to review our policies and procedures with that lens. We will also continue to diversify our team to better reflect the increasing diversity of our communities.

The strategic planning process involved external consultants who conducted both internal and community consultations. Through that process the following five priorities were formed:

- Community safety and wellbeing
- Improve the management and the delivery of information and technology
- A dedicated Policy, Audit, Risk Manager
- Create a physical infrastructure that supports the effective and efficient delivery of police services
- A human resource strategy that addresses member wellness, service delivery and diversity

We are proud of the collaborative nature of our communities and the commitment and dedication of our members, sworn, civilian and auxiliary, to create safe and welcoming communities. This is reflected in our extremely high clearance rate for criminal occurrences compared with other municipal police services in the province.

We always appreciate the willingness of our communities to engage and we are always open to your feedback. To view the long version of the report please visit our website www.peterboroughpolice.com/police-services-board/

Respectfully,

Scott Gilbert
Chief of Police

Gary Baldwin
Chair, Police Services Board

Plan Introduction/Context

The Peterborough Police Service (PPS) provides policing services to the City of Peterborough, the Township of Cavan Monaghan and the Village of Lakefield, located in Selwyn Township. All three communities have growing populations and this is expected to continue for the foreseeable future. The increase in population has resulted in a greater diversity of people, both in age and ethnicity, moving into the three communities while the current population is getting older. Not included in Statistics Canada census data are: the significant numbers of international students attending Trent University and Fleming College; and the large number of cottagers moving into seasonal residences around the three communities during the summer months. **Reference 1**

In the City of Peterborough, workload pressures have increased since the last planning period and the challenges facing the Police Service have grown. **Reference 2**

Information technology is an area that the Service has been lagging behind in which must be addressed. Having the right technology in place will increase efficiency and lead to better productivity. It will also provide a safer working environment for our front line officers.

The Board and City of Peterborough continue to work on a solution for the police facility which is overcrowded and no longer has space for training and storage.

The wellness of the Members of the Service is extremely important to the Board and to the success of the Service. Succession planning is essential as several Members of the Service are eligible to retire in the next few years. The HR staff will need to ensure that qualified people are ready to fill those positions. For this reason, a wellness strategy, return to work program and succession plan will be developed.

With a greater diversity of people living in the areas being policed, a strategy to recruit Members from more diverse communities will be also developed.

Despite these challenges, the three communities continue to receive highly effective policing and the Service continues to have one of the highest clearance rates for criminal occurrences in the province. This is due to the commitment and dedication of the Members of the Service.

References:

- 1) From page 4 of the Environment Scan document (Demographics)
- 2) The 2018, 2019 Annual Reports

Purpose of the Strategic Plan

The current **Police Services Act** requires police services boards to complete a business plan for the police service at least every three years¹. Bill 68, the new **Comprehensive Ontario Police Services Act**, was passed in March of 2019 by the provincial government. Once completed, it will require police services boards to complete a Strategic Plan every four years. For this reason, the Peterborough Police Services Board completed the 2020 - 2023 Strategic Plan in preparation of the new **Act**.

The purpose of the strategic plan is to establish goals, priorities and direction for the police service and to provide an effective way to measure whether or not the organization is achieving these goals and meeting the communities' expectations. The goals must include practical, achievable recommendations for improvement and be measurable.

¹ O. Reg. 3/99, 30 (1)

Planning Methodology

In early 2019, the Peterborough Police Services Board issued a Request for Proposals for a consulting firm to complete the Strategic Plan. Met-Scan was selected based on their experience working on similar projects and their knowledge of the policing sector. Met-Scan's four team members began working on the plan in June of 2019.

Over the next several months, Met-Scan completed an environmental scan, community satisfaction survey and met with the Police Services Board, Members of the Service, all three Councils and many of our community partners.

The process allowed the communities we police and our many partners to be heard. Their contribution has been invaluable and the input has helped establish the goals and objectives which provide clear direction moving forward.

Based on the information the consultants obtained, the Peterborough Police Service provides an exceptionally high level of service in the communities that it serves. No major problems were identified with respect to how the organization is administered or how it operates. The current resources are being fully and effectively used.

From the various input obtained by Met-Scan they identified the five key areas for improvement. This Strategic Plan represents the Board's major goals, objectives and priorities for the Service over the next four years.

STRATEGY: 1

Our Commitment to Community Safety and Well-Being (Policing in the Social Environment)

'Ontario's Mobilization and Engagement model of Community Policing' states that:

“Community Policing is the process by which police and other community members partner to improve community wellbeing, safety and security through joint problem identification, analysis, response and evaluation.”

Through the current strategic planning process we heard that organizations and groups value police as a partner in safety and wellbeing and crime prevention through social development. Partnerships and collaborations were seen as a way to have a more comprehensive and sustainable impact in the pursuit of communities that are safe and inclusive for all whether you live, work or play there.

The growing population and increased diversity have many benefits for the community such as increased business employment and social interactions (i.e. a diverse community is a strong community). However, there are challenges for government organizations to make sure that the right services and infrastructure are provided to meet the different needs of the permanent residents as well as the seasonal population. The PPS is one of the organizations that must ensure its services and programs are delivered appropriately to the communities it serves.

While the PPS has responsibility for public safety, protection of property, problem-solving and crime prevention, many of the issues it encounters also requires working with various levels of government and government organizations, as well as businesses, the not-for-profit sector and the community at large. Working together will help all parties better determine the root causes as well as develop innovative solutions for chronic problems other than laying criminal charges.

Recently enacted in Ontario, Part XI of the **Police Services Act** requires every municipality to develop and implement a community safety and well-being plan. The PPS will participate in the development of the plan; however the plan remains the responsibility of the municipality.

A commitment to community safety and well-being includes that PPS will bring together organizations that provide community services to develop collaborative strategies and solutions to problems that the Service encounters daily.

Objectives

- 1.1 Support and enhance consultations with community partners to ensure a collaborative approach to problem-solving is maintained within the PPS.
- 1.2 Develop written documentation (where necessary) with community partners to define roles, partnerships and responsibilities.
- 1.3 Review opportunities for information sharing with community partners and government organizations.
- 1.4 Develop measureable outcomes with community partners.

Timeline

These priorities will be ongoing throughout the lifetime of the plan.

Success Measures

- Finalized Community Safety and Well-Being Plan
- Develop strategic collaborative partnerships that impact community safety
- Involvement of community partners in developing and delivering training as well participating in multisector training opportunities.

STRATEGY: 2

Our commitment to managing information and investigative solutions using current and emerging technology.

The priority of the Service is to ensure that advancements and investments are made in technology and integrated into the day-to-day operations. The objective of the Board is to ensure that the framework takes into account legal, environmental, economic, and social return on investment.

Peterborough's Emergency Management strategy reinforces the need for collaboration among first responders and support services within the City and County. The ability of these services to communicate effectively with one another remains a national and provincial priority. Over the next few years, as new technology emerges, the Service will participate in these discussions to ensure technology investments are made that meet both provincial and national standards.

This investment will better track operational performance measures including cost effectiveness and efficiency.

Objectives

- 2.1 Establish the new position of Information Technology (IT) Manager within the PPS structure
- 2.2 Establish an IT strategy that outlines the direction, resources, staff, equipment and tools necessary for the PPS to move forward in relation to the established IT priorities.
- 2.3 Develop IT measurable outcomes.

Timeline

- 2.1 Position to be hired by the first quarter of 2021.
- 2.2 Strategy to be in place in 2022.
- 2.3 Measurable outcomes to be set by 2022 – 2023.

Success Measures

- Completion of a strategy for technology infrastructure
- Effectiveness of the IT Manager and dedicated support team

- Effectiveness of mobile and investigative technology solutions installed in PPS as well as the interoperability advancements

Reference

- 3) From page 16 of the Environment Scan document (Demographics)

STRATEGY: 3

Hire a Dedicated Policy, Audit & Risk Control Manager

Policy, audit and risk functions within any organization are essential to ensure accountability, identify risk and to ensure that organizational goals are being achieved.

In order to ensure compliance with legislation including the **Comprehensive Ontario Police Services Act**, the Service needs to have a Policy, Audit and Risk Control Manager.

Objectives

5.1 Hire a dedicated Policy, Audit, Risk Control Manager.

Timeline

5.1 Position to be filled in 2020

Success Measures

- Position is filled

STRATEGY: 4

Our Commitment to creating a physical infrastructure that supports the effective and efficient delivery of police services.

In almost all of the consultations with Members of the Service, the inadequacy of the current police building was a high priority. Some of the main concerns included overcrowding, limited training space, and storage requirements.

The police facility issue was discussed in the consultations with the community and government organizations. Some organizations expressed an interest in enhancing their relationship with the Peterborough Police Service (PPS) by locating satellite operations within a police station.

The Board and City must continue to work together to address the facility issue and make sure that a suitable solution is found.

Objectives

3.1 Obtain Board and Council support for recommended solution.

Timeline

Ongoing

Success Measures

- Obtain Board and Council approvals.

STRATEGY: 5

Our Commitment to develop an enhanced Human Resources Strategy that will address member wellness, diversity and succession planning.

The Peterborough Police Service (PPS) provides a wide variety of services to its communities. Each of those services relies on sworn, civilian, and auxiliary members with the competencies, supports and tools to enhance the safety and wellness of the city and its citizens.

To accomplish this will require skilled and qualified staff in Human Resources (HR), which currently has only two members who are responsible for the entire range of human resources functions and responsibilities. Some HR functions are currently performed by city staff who have indicated that they do not have the resources or time to do them justice.

Presently, members are being kept on overtime or called in on their days off to ensure that staffing levels are adequate. Longer-term solutions are required, such as new efficiencies and effective staff deployment models as well as an assessment of staffing levels.

At present, the Service does not have robust staff development and succession processes. When the Human Resources division is adequately staffed, it will be better positioned to create and implement a comprehensive plan to develop staff and to ensure that vacancies are filled quickly by qualified people.

As a responsible employer in a challenging and demanding profession, the Police Services Board strives to ensure the wellness of its members, yet more can be done to support those dealing with physical and mental health challenges. Looking after the Members' wellbeing is one of the best ways to support their appropriate return to work.

The population of Peterborough continues to grow and is becoming increasingly diverse. **Reference 4** It is necessary to ensure that recruiting and hiring processes, as well as the workplace itself, are inclusive, barrier-free and welcoming to everyone. This will help to ensure that the diversity of the Service expands to match the increasing richness of Peterborough's population.

Objectives

- 4.1 Provide sufficient qualified staff for the Human Resources division.
- 4.2 Hire an external consultant to conduct a staffing review to determine the appropriate uniform and civilian staffing levels for the PPS.
- 4.3 Implement a succession and staff development plan.
- 4.4 Review and enhance wellness and return-to-work programs
- 4.5 Review and enhance recruiting and hiring processes to ensure a diverse staff that reflects the communities we serve.

Timelines

- 4.1 Position to be filled by the first quarter of 2021.
- 4.2 Retain consultant in early 2021 with the project being finished in early 2022.
- 4.3 2021-2022
- 4.4 2022-2023
- 4.5 2022-2023

Success Measures

- An adequately staffed Human Resources division.
- Completion of a staffing study by an external consultant.
- Appropriate career paths and professional development opportunities for members, and the ability to ensure that vacancies throughout the PPS are filled quickly.
- Members report feeling better supported who are experiencing physical and mental health issues, and that they feel better supported to return to work.
- Barrier-free recruiting, hiring and promotional processes that result in a police service that reflects the diverse community, including gender, language, gender expression, sexual orientation and ethnicity.

Reference

- 4) From page 4 of the Environment Scan document (Demographics)