



2024 - 2027

PETERBOROUGH POLICE SERVICE BOARD

STRATEGIC PLAN



MESSAGE FROM THE BOARD CHAIR & CHIEF OF POLICE

As Chair of the Peterborough Police Services Board and Chief of Police, we are pleased to present the 2024 – 2027 Peterborough Police Service Board Strategic Plan. This Plan is the culmination of a collaborative and consultative process between the Board, the Administration, members of the Service, and our community, and will serve as the Organization's roadmap for the next four years.

We commit to reviewing the Plan on a regular basis, including regular reporting on progress as outlined in this document, ensuring the Plan continues to reflect the Board and Service priorities and remains responsive to evolving community needs and available resources.

The Plan informs the strategic direction of the Police Service, outlining how we will enhance community safety, deepen relationships with our community, support the men and women within the Organization and modernize the Service.

The release of this Plan coincides with the coming into effect of the *Community Safety and Policing Act, 2019*, and reflects the contemporary direction of this new legislation.

On the adjoining page you will find the foundation for every initiative that follows. As part of enriching the community's trust and confidence in the Peterborough Police Service, we commit to:

- deploying the necessary resources and processes to prevent and solve crime to keep our communities safe;
- delivering high quality service by using best practices and optimized, sustainable resources;
- building capacity to support the wellness, professional development, and resiliency of our people.

We believe this Plan positions the Service for continued future success and we thank the community, our Service members, and our Board for their input.

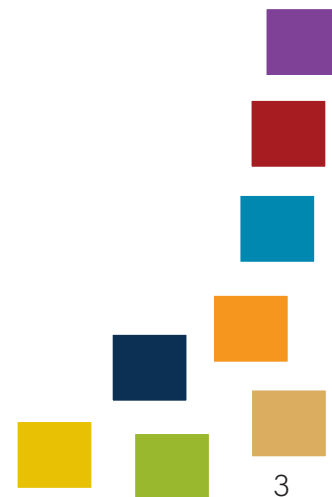
Mary ten Doeschate
Chair, Peterborough Police Service Board

Stuart Betts
Chief of Police, Peterborough Police Service



STRATEGIC FRAMEWORK

We commit to enrich the community's trust and confidence in the Peterborough Police Service by enhancing community safety, making sound investments in our people, and modernizing our policing services.





INTRODUCTION

A new plan for the Peterborough Police Service Board

This document sets out Peterborough Police Service Board's strategic plan to ensure the provision of adequate and effective policing in accordance with the needs of the Peterborough community and as well as the communities of Lakefield and Cavan Monaghan. The plan was driven by the Board, but had input from the Peterborough Police Service.

It sets out our objectives and priorities for 2024-2027 that cover all core functions.

Linking goals to timelines for implementation

This strategic plan, in alignment with our annual budgets and operational plans, will define how we address the policing needs of the communities we serve. As budgets and operational plans are developed and available resources are defined, we will provide regular updates on the progress of implementing this strategic plan.

This will enable the community to monitor the progress the Board and the Service are making towards completing the initiatives outlined in the plan.

Performance measurement

This plan also reinforces a commitment to continually measure and assess the performance of the Service and the Board. Through the ongoing reporting commitments identified in the plan, we will measure and track progress against both quantitative and qualitative performance objectives across areas that impact our community the most.

By providing clarity on our priorities, we are placing the need to achieve Trust and Confidence at the forefront for all the residents of the communities we police, all members of the Peterborough Police Service, and all our dedicated community partners.

CONSULTATION METHODOLOGY AND PROCESS

11

Interviews with Police Service Board, Senior Leadership & Associations

250+

Responses to Online Community Survey

300+

Interactions at five Community Pop-Ups

3

Workshops with 17 Key Community Stakeholders



The Community Safety and Policing Act (2019) outlines the key stakeholder groups that must be consulted in the course of preparing a strategic plan. The section below outlines how each requirement under the Act was satisfied based on consultation.

Group or Entity to be consulted	Consultation Method
Chief of Police and Police Service	1:1 Interviews and Workshops
Police Service Board	1:1 Interviews and Workshops
Municipal Council of any municipalities in the Boards' area of policing responsibility	1:1 Interviews
Community at large	Online Survey and Community Pop-Ups
Groups representing diverse and under-represented communities	Online Survey and Letters Requesting Input
School boards and post-secondary institutions	Online Survey and Letters Requesting Input
Community organizations, businesses, and members of the public	Online Survey and Letters Requesting Input
Neighbouring police services and potential collaboration partners	1:1 Interviews and Online Surveys

KEY THEMES AND PRIORITIES FOR THE COMMUNITY

Throughout the consultations the following key themes and priorities emerged:

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2
3
4
5

1 Crime prevention and proactive policing (e.g. neighbourhood patrols and information sessions)

2 Downtown strategies to reduce crime and homelessness

3 Addressing crime related to theft, vandalism or property crime

4 Addressing issues of major crime, drug trafficking and organized crime

5 Dependable and effective emergency response



KEY THEMES AND PRIORITIES FOR THE COMMUNITY

Downtown Safety

- Safety and related challenges of the unhoused in the Downtown core
- Increased instances of crime and feeling unsafe walking in the Downtown and adjacent areas
- Desire for greater Police presence in the Downtown

Substance Abuse & Mental Health

- Increased substance abuse and mental health challenges facing vulnerable communities
- Need for more cooperation between social services and police to solve these issues
- Need for more mental health resources to support vulnerable people in the community

Response to Petty Crime

- Awareness that petty crime such as theft and property damage has been growing in prevalence in recent years
- Frustration with slow or lack of police response

Engagement with the Community

- Police engagement and presence in the community is valued
- Proactive involvement with the community and high levels of engagement are important
- Opportunities to get to know individual officers in order to feel more comfortable approaching them

Consultation with Community Partners

- Community partners want an active role in community safety through consultation to discuss shared solutions and policies for supporting the most vulnerable

Diversity, Equity and Inclusion

- Important that PPS staff reflect the diversity of the community and ensure promoting DEI is a focus
- Important that the Service is reflective of the changing nature of our community

Resources for the Police

- There is awareness of the constrained resources of the PPS
- Desire for more community resources, including mental health supports for both community members and officers

Public Trust and Confidence

- Important to maintain the link between the PPS and community support services
- The perception of increases in petty crimes in the Downtown and constrained resources has resulted in a desire for more strategies to build the trust and confidence with the people that the PPS serve





EXPANDED STRATEGIC PLAN FRAMEWORK

Enhance Community Safety

We will deploy the necessary resources and processes to prevent and solve crime and keep our communities safe.

- 1.1 Improve community safety and implement requirements of the Community Safety and Policing Act
- 1.2 Develop new proactive policing initiatives to improve crime prevention, criminal investigations, community patrol, and responses to crime
- 1.3 Support the implementation of the City's Community Safety and Well-Being Plan
- 1.4 Develop safety action plans for each Peterborough patrol area and contracted communities
- 1.5 Ensure strong connections to equity-deserving communities
- 1.6 Identify and communicate an expected level of service delivery

Modernize Policing Services

We will deliver high quality service to the communities we serve by using best practices and optimized, sustainable resources.

- 2.1 Explore opportunities to bend the cost curve of policing in Peterborough
- 2.2 Create a building-for-the-future strategy to optimize capital assets
- 2.3 Develop a technology and equipment strategy

Support Our People

We will build capacity to support the wellness, professional development, and resiliency of our people.

- 3.1 Foster an environment that promotes member wellness
- 3.2 Formulate a plan to sustain member engagement
- 3.3 Prepare a comprehensive Diversity, Equity, and Inclusion strategy
- 3.4 Enhance professional development for all members
- 3.5 Enhance talent recruitment

ENHANCE COMMUNITY SAFETY - 19 INITIATIVES

We will deploy the necessary resources and processes to prevent and solve crime and keep our communities safe.

1.1 Improve community safety and implement requirements of the Community Safety and Policing Act (2019)

Initiatives	Key Performance Indicators	Reporting Year			
		1	2	3	4
1.1.1 Enhance engagements with external agencies to support the goals of Peterborough's Community Safety and Well-Being Plan (CWSB)	1.1.1.1 Chief to report on the number of engagements with partner agencies. Agencies could include: <ul style="list-style-type: none"> • Fire, paramedic, and mental health services • Any other relevant agencies 	■	■	■	■
1.1.2 Increase clearance rates for all crime types including violent crime, property crime, and youth crime	1.1.2.1 Chief to report clearance rates for violent crime, youth crime, property crime and all other criminal offences to the Board (include 5 year averages)	■	■	■	■
1.1.3 Develop processes to identify proactive and reactive patrol time in areas where criminal activity is taking place and deploy those resources appropriately	1.1.3.1 Chief to assess and develop strategies for proactive and reactive patrol with respect to localized criminal activity	■	■	■	■
1.1.4 Conduct biennial (every two years) community surveys to measure satisfaction with the policing provided and perception of safety	1.1.4.1 Chief to report the results of the survey(s) on community perception of safety and overall satisfaction with policing to the Board		■		■
1.1.5 Revise and/or create Chief's procedures in accordance with the CSPA and its regulations	1.1.5.1 Chief to conduct an assessment of the changes legislated by the CSPA, create new procedures and report to the Board	■	■	■	■
	1.1.5.2 Board advisor to make recommendations to the Board on the creation of new Board policies as a result of CSPA	■	■	■	■
1.1.6 Train members, as required, to carry out their duties in Accordance with the CSPA and its regulations	1.1.6.1 Chief to prepare a training plan resulting from an assessment of the CSPA and its regulations and report to the Board	■	■	■	■

1.2 Develop new proactive policing initiatives to improve crime prevention, criminal investigations, community patrol, and responses to crime

Initiatives	Key Performance Indicators	Reporting Year			
		1	2	3	4
1.2.1 Formalize the deployment of a team of officers to investigate high-volume, low-value property-related crimes	1.2.1.1 Chief to complete a plan for the deployment of a team of officers to investigate high-volume, low value property crimes	■			
1.2.2 Increase participation in community safety initiatives, such as CamSafe and Crime Prevention through Environmental Design (CPTED)	1.2.2.1 Chief to develop strategy for increased community participation, in CamSafe and CPTED, and report to the Board	■	■	■	■
1.2.3 Develop outreach messaging on public safety and crime prevention and re-victimization	1.2.3.1 Chief to develop strategy (including prioritization of youth, racialized communities, and Indigenous communities) to provide information for victims of crime to prevent re-victimization and report to the Board		■		
1.2.4 Explore opportunities to increase criminal investigation services	1.2.4.1 Chief to research and present a strategy to improve and increase the capacity to investigate criminal offences and report to the Board				■

1.3 Support the implementation of the City's Community Safety and Well-Being Plan

Initiatives	Key Performance Indicators	Reporting Year			
		1	2	3	4
1.3.1 Participate in regular strategic meetings with community agencies and the city	1.3.1.1 Chief to develop community agency engagement strategy and report to the Board	■	■	■	■
1.3.2 Work with community partners to increase the number of Mobile Crisis Intervention Teams (MCIT) available for mental health response in the community	1.3.2.1 Chief to assess MCIT needs and report MCIT needs and deployment plan to the Board				■
1.3.3 Explore other Mental Health diversion programs to reduce the number of police interactions with people in acute distress	1.3.3.1 Chief to conduct S.W.O.T. (Strengths, Weaknesses, Opportunities and Threats) analyses of alternative mental health programs and report a strategy to the Board			■	

1.4 Develop safety action plans for each Peterborough patrol area and contracted communities

Initiatives	Key Performance Indicators	Reporting Year			
		1	2	3	4
1.4.1 Establish regular community meetings in each Patrol Area to communicate current crime trends and police responses	1.4.1.1 Chief to conduct community meetings in each patrol area and report individual and aggregate community feedback	■	■	■	■
1.4.2 Enhance operational readiness and emergency preparedness	1.4.2.1 Chief to determine available options to enhance operational readiness and emergency preparedness, with related costs	■	■	■	■
1.4.3 Introduce open data crime maps to assist citizens in understanding what is taking place in their communities	1.4.3.1 Chief to determine available options (internal and external) for publicly available crime mapping, with related costs			■	

1.5 Ensure strong connections to equity-deserving communities

Initiatives	Key Performance Indicators	Reporting Year			
		1	2	3	4
1.5.1 Establish a Chief's Advisory Committee that meet on a semi-annual basis to discuss community concerns and share information around policing responses to crime	1.5.1.1 Chief to assess appropriate demographic make-up for a Chief's Advisory Committee considering representation from racialized communities, First Nation, Inuit and Metis communities, youth, and persons with mental health and neurodevelopmental disabilities		■	■	■
	1.5.1.2 Chief to provide Chief's Advisory Committee update to the Board after every meeting	■	■	■	■

1.6 Identify and communicate an expected level of service delivery

Initiatives	Key Performance Indicators	Reporting Year			
		1	2	3	4
1.6.1 Establish a series of quality service standards that provide clear expectations of service delivery	1.6.1.1 Chief to establish quality service standards		■		
	1.6.1.2 Chief to conduct an annual audit of the compliance with developed quality service standards	■	■	■	■
1.6.2 Update the vision, mission, and values for the organization	1.6.2.1 Chief to work with the Board to establish new vision, mission and values for the organization	■			

MODERNIZE POLICING SERVICES - 10 INITIATIVES

We will deliver high quality service to the communities we serve by using best practices and optimized, sustainable resources.

2.1 Explore opportunities to bend the cost curve of policing in Peterborough

Initiatives	Key Performance Indicators	Reporting Year			
		1	2	3	4
2.1.1 Ensure the efficiency and value for money of the Peterborough Police Service through continuous improvement and implementation of best practices.	2.1.1.1 Chief to report annual efforts to optimize efficiency through budget process	■	■	■	■
2.1.2 Explore opportunities to generate sustainable revenue for the organization	2.1.2.1 Chief to investigate appropriate options for revenue generation and report to the Board			■	
2.1.3 Establish process to identify grant opportunities to supplement core policing functions	2.1.3.1 Chief to investigate untapped federal and provincial grant opportunities and report to the Board		■		

2.2 Create a building-for-the-future strategy to optimize capital assets

Initiatives	Key Performance Indicators	Reporting Year			
		1	2	3	4
2.2.1 Modernize all police facilities and fleet to ensure they meet the needs of a growing organization	2.2.1.1 Chief to provide an update on the facilities work plan and provide a report to the Board with future needs recommendations				■
	2.2.1.2 Chief to conduct an assessment of the current PPS fleet and associated infrastructure and provide recommendations for greening initiatives to the Board		■		
2.2.2 Complete a fully functional and independent back-up 911 Communications Centre and increase capabilities to receive emergency calls for service	2.2.2.1 Chief to complete plan for the construction of an independent back-up 911 Communications Centre, with estimated costs, and report to the Board				■*
2.2.3 Create a dedicated training space for PPS and other agency training (e.g. Ontario Police College)	2.2.3.1 Chief to create a plan for the development of a dedicated training space with options for external users and report to the Board	■	■	■	■

*dependent upon new facility renovation completion

2.3 Develop a technology and equipment strategy



Initiatives	Key Performance Indicators	Reporting Year			
		1	2	3	4
2.3.1 Create Information Technology (IT) capacity for the PPS (i.e. create an IT Unit)	2.3.1.1 Chief to create an Information Technology (IT) plan, including the creation of an IT Unit and associated costs, and present to the Board	■	■	■	■
2.3.2 Explore options to acquire and deploy body camera technology	2.3.2.1 Chief to determine options for body-worn camera deployment and report to the Board, with associated costs			■	
2.3.3 Modernize internet website to improve capacity to engage with the community	2.3.3.1 Chief to develop plan for updated Internet website and report to the Board, with associated costs.			■	
2.3.4 Create an intranet site to improve internal communication and achieve proper compliance tracking with general orders	2.3.4.1 Chief to develop plan for updated intranet site and report to the Board, with associated costs			■	












SUPPORTING OUR PEOPLE - 10 INITIATIVES

We will build capacity to support the wellness, professional development, and resiliency of our people.

3.1 Foster an environment that promotes member wellness

Initiatives	Key Performance Indicators	Reporting Year			
		1	2	3	4
3.1.1 Establish processes for ensuring members who are not currently in the workplace to have a means of remaining connected to the workplace, including additional wellness initiatives such as: <ul style="list-style-type: none"> · Exploring partnership opportunities to engage outside resources to provide wellness programs for members (WSIB), and · Exploring additional access to preventative and incentivized wellness programs for all members 	3.1.1.1 Chief to establish standard processes for connectivity with members who are on long term medical, WSIB, mental health or maternity leaves and report to the Board				
	3.1.1.2 Chief to assess member access to prevention and incentivized wellness programs and provide a report with recommended actions to the Board				

3.2 Formulate a plan to sustain member engagement

Initiatives	Key Performance Indicators	Reporting Year			
		1	2	3	4
3.2.1 Review current human resources practices and protocols to ensure they align with current best practices	3.2.1.1 Chief to conduct a human resources best practices assessment and report to the Board				
3.2.2 Create and implement a roadmap for success built upon the Cultural Values Assessment	3.2.2.1 Chief to develop roadmap for success and report to the Board along with implementation plan				
3.2.3 Create a robust onboarding and re-boarding program for new and returning employees	3.2.3.1 Chief to develop new employee onboarding and re-boarding program and report to the Board				
3.2.4 Create formalized exit interviews with members leaving the PPS	3.2.4.1 Chief to ensure exit interviews with members leaving PPS with a summary to be reported to the Board				
3.2.5 Create Integrated Support Networks (ISN) for groups of employees to support member well-being	3.2.5.1 Chief to define ISNs. Progress to be reported to the Board				

3.3 Prepare a comprehensive Diversity, Equity, and Inclusion strategy

Initiatives	Key Performance Indicators	Reporting Year			
		1	2	3	4
3.3.1 Conduct an internal census to establish benchmarks regarding current diversity to more closely align with the demographics of Peterborough	3.3.1.1 Increase the number of sworn female officers by 5%				■
	3.3.1.2 Chief to complete organizational census and prepare a diversity recruitment strategy to be presented to the Board				■

3.4 Enhance professional development for all members

Initiatives	Key Performance Indicators	Reporting Year			
		1	2	3	4
3.4.1 Create mentorship and training strategy including leadership training for all supervisors	3.4.1.1 Chief to formalize PPS mentorship program and report to the Board		■		
	3.4.1.2 Chief to assess and update educational incentives and report back to the Board				■

3.5 Enhance talent recruitment

Initiatives	Key Performance Indicators	Reporting Year			
		1	2	3	4
3.5.1 Ensure the Recruiting Unit has sufficient staffing and knowledge, skills, and abilities (KSA) to meet recruitment goals	3.5.1.1 Chief to conduct Recruiting Unit staffing and KSA assessment and report to the Board, with recommendations		■		
3.5.2 Deepen relationships with post-secondary institutions to develop recruitment streams to policing	3.5.2.1 Chief to conduct outreach to local post secondary education institutions and report back to the Board	■			



Professional

Friendly

Helpful

