

STRATEGIC PLAN

2018-2020



INTRODUCTION

This Strategic Plan has been developed by the Cornwall Community Police Service in partnership with the Centre for Corporate Learning and Performance Improvement at St. Lawrence College. The plan confirms the organization's mission, sets the vision for the future and identifies values to guide behaviour in pursuit of the vision.

Strategic activity addresses three high-level goals: Community Engagement, Organizational Excellence, and Crime Reduction. Each goal is supported by strategies and corresponding action items. Action items are assigned to a designated unit and where applicable, are reported on every 6 months to ensure the Cornwall Community Police Service is appropriately working towards achieving its goals.

MISSION

The Cornwall Community Police Service, in partnership with the community, is committed to the pursuit of excellence and keeping our city safe.

VISION

A safer Cornwall for all to enjoy.

VALUES

In pursuit of our mission and vision, we believe in: preservation of life and property, teamwork, innovation, accountability, integrity, respect, professionalism, and empathy.

| Strategic Priorities | Community Engagement | Organizational Excellence | Crime Reduction |
|----------------------|--|--|---|
| | <ol style="list-style-type: none"> 1. Strengthen and expand partnerships 2. Establish an existing and emerging media strategy 3. Enhance service to vulnerable sector 4. Optimize deployment of volunteers | <ol style="list-style-type: none"> 1. Develop a Human Resources Plan 2. Enhance traffic safety 3. Create a succession planning strategy 4. Improve client service 5. Align utilization of police equipment, technology & facilities 6. Become leaders in policing through CALEA accreditation 7. Optimize core functions of policing 8. Improve internal communications 9. Develop and promote innovation | <ol style="list-style-type: none"> 1. Engage and mentor youth 2. Enhance social development through police and community referrals 3. Increase evidence-based targeted enforcement 4. Develop situational interventions 5. Enhance visibility and presence |



COMMUNITY ENGAGEMENT

1. STRENGTHEN AND EXPAND PARTNERSHIPS

| ACTION ITEM | METRIC(S) | RESPONSIBILITY | TIMING |
|---|---|---|-----------------|
| <p>1.01 Enhance and expand our relationship with St. Lawrence College, in particular Police Foundations. Provide Ride-along opportunities, have students work within the CCPS to assist with projects that they must complete.</p> | <ul style="list-style-type: none"> • Number of students involved • Number of projects | <p>Human Resources Generalist</p> <p>OIC Crime Reductions/ Community Partnerships</p> | <p>Annually</p> |
| <p>1.02 Provide information seminars to banks.</p> | <p>Report at the end of the year detailing how many seminars have been completed and how many financial institutions have received seminars.</p> | <p>OIC Criminal Investigations Division</p> | <p>Annually</p> |
| <p>1.03 Further build on relationships with diverse groups through Community Outreach.</p> | <ul style="list-style-type: none"> • Number of committees relating to cultural groups • Number of community events attended | <p>OIC Crime Reductions/ Community Partnerships</p> | <p>Annually</p> |
| <p>1.04 Enhance partnerships and education in the dangers of opiates, including fentanyl.</p> | <ul style="list-style-type: none"> • List of committees, meetings and collaborations with community groups. • Media releases and consultations • Continue with internal opiate CCPS committee to address this issue for employees internally | <p>OIC Criminal Investigations Division</p> <p>Communications Coordinator</p> | <p>Annually</p> |
| <p>1.05 Exposing civilian members to the community.</p> | <ul style="list-style-type: none"> • Number of community events attended | <p>OIC Support Services</p> | <p>Annually</p> |
| <p>1.06 Work with the Eastern Ontario Health Unit and other community partners to develop local drug strategies.</p> | <ul style="list-style-type: none"> • Number of projects initiated • Number of opioid projects initiated | <p>OIC Criminal Investigations Division</p> | <p>Annually</p> |

2. ESTABLISH EXISTING AND EMERGING MEDIA STRATEGY

| ACTION ITEM | METRIC(S) | RESPONSIBILITY | TIMING |
|--|---|---|----------|
| 2.01 Development of the Communications Coordinator position. | <ul style="list-style-type: none"> • Number of courses attended • Number of OMRON meetings attended • Professional development opportunities | OIC Field Operations | 2018 |
| 2.02 Develop and implement an external Communications Plan. | <ul style="list-style-type: none"> • Number of public surveys/feedback received to assess public satisfaction with media • Execution of a Communications Plan to address external communications | Communications Coordinator | 3 years |
| 2.03 Improve community engagement and participation through promotion of community safety programs, services and events. | <ul style="list-style-type: none"> • Increase in number of attendees at events • Increase in social media/web campaigns highlighting programs and services offered • Increase in variation of phone recordings to highlight upcoming events, programs and services | Communications Coordinator | Annually |
| 2.04 Build sustainable, strategic and collaborative community partnerships. | <ul style="list-style-type: none"> • Number of joint press releases • Number of community partner events | Communications Coordinator OIC Crime Reductions/Community Partnerships | Annually |
| 2.05 Develop a social media strategy, fully utilizing existing and emerging social media platforms. | <ul style="list-style-type: none"> • Number of social media followers and interactions (shares, reach, comments, etc.) • Number of external media articles that reference the CCPS • Number of social media platforms being used | Communications Coordinator | Annually |

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| 2.06 Increase the use of social media for investigative purposes. | <ul style="list-style-type: none"> Number of posts requesting public assistance in identifying or locating a suspect/accused Number of crimes solved through social media | Communications Coordinator | Annually |
| 2.07 Provide communications training to employees on use of social media and media-related inquiries. | <ul style="list-style-type: none"> Number of training sessions Number of employees trained | Communications Coordinator | Annually |
| 2.08 Improve corporate image by developing branding and marketing strategy. | <ul style="list-style-type: none"> Develop a corporate brand Creation and development of a strategy to promote brand through publications, website, social media and public outreach | Communications Coordinator OIC Support Services | 3 years |
| 2.09 Improve accessibility to online services. | <ul style="list-style-type: none"> Increase the number of online reporting submissions Increase in online police checks Increase website analytics | Communications Coordinator OIC Support Services | Annually |

3. ENHANCE SERVICE TO THE VULNERABLE SECTOR

| ACTION ITEM | METRIC(S) | RESPONSIBILITY | TIMING |
|--|---|---|---------|
| 3.01 Create a Vulnerable Sector Officer position. | <ul style="list-style-type: none"> Number of referrals Number of crisis calls Number of prevention calls for service | OIC Crime Reductions/ Community Partnerships | 2018 |
| 3.02 Explore opportunities for a vulnerable sector correspondence team. | <ul style="list-style-type: none"> Number of meetings Number of community partners involved | OIC Crime Reductions/ Community Partnerships | 3 Years |
| 3.03 Implement Health IM. | <ul style="list-style-type: none"> Final implementation Number of Brief Mental Health Screeners (BMHS) completed | OIC Crime Reductions/ Community Partnerships | 2018 |

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| 3.04 Explore funding options for vulnerable sector initiatives. | <ul style="list-style-type: none"> • Number of grants written • Successful grants funding dollars | OIC Crime Reductions/ Community Partnerships | Annually |
| 3.05 Implement Vulnerable Sector Registry. | <ul style="list-style-type: none"> • Successful implementation • Number of registrants • Number of community partners | OIC Crime Reductions/ Community Partnerships | 2018 |

4. OPTIMIZE DEPLOYMENT OF VOLUNTEERS

| ACTION ITEM | METRIC(S) | RESPONSIBILITY | TIMING |
|---|---|--|---------------|
| 4.01 Continue use of Neighbourhood Watch Program and Mobile Community Watch Program and continue evaluation of programs. | <ul style="list-style-type: none"> • Number of hours where Mobile Community Watch members are on patrol • Number of Neighborhoods involved • Volunteer satisfaction survey | OIC Crime Reductions/ Community Partnerships | Annually |
| 4.02 Taxi/Transit Watch. | <ul style="list-style-type: none"> • Development of program • Number of members | OIC Crime Reductions/ Community Partnerships | 3 years |
| 4.03 Crime Red – Dog walker program. | <ul style="list-style-type: none"> • Development of program • Number of members | OIC Crime Reductions/ Community Partnerships | 3 years |
| 4.04 Change strategic direction for the use of auxiliary program to community service and crime prevention activities. | <ul style="list-style-type: none"> • Number of community events • Number of crime prevention initiatives • Number of auxiliaries deployed | OIC Crime Reductions/ Community Partnerships | 2018-2019 |
| 4.05 Development of an auxiliary-led community event or initiative. | <ul style="list-style-type: none"> • Execution of event | OIC Auxiliary Program OIC Crime Reductions/ Community Partnerships | 2019 |
| 4.06 Expand training for auxiliaries. | <ul style="list-style-type: none"> • Number of training sessions • Number of new topics covered | OIC Crime Reductions/ Community Partnerships | Annually |
| 4.07 Increase use of student volunteers in training exercises. | <ul style="list-style-type: none"> • Number of students used • Number of training exercises | OIC Crime Reductions/ Community Partnerships | Annually |



ORGANIZATIONAL EXCELLENCE

1. DEVELOP A HUMAN RESOURCES PLAN

| ACTION ITEM | METRIC(S) | RESPONSIBILITY | TIMING |
|---|--|----------------------------|----------|
| 1.01 Create a Human Resources Development plan. | <ul style="list-style-type: none"> • Execution of plan | Human Resources Generalist | 3 years |
| 1.02 Explore options to create a career development plan. | <ul style="list-style-type: none"> • Research career development opportunities • Development of plan | Human Resources Generalist | 3 years |
| 1.03 Develop job shadowing procedure. | <ul style="list-style-type: none"> • Number of job shadowing opportunities | Human Resources Generalist | 2019 |
| 1.04 Review the recruitment process for all positions. | <ul style="list-style-type: none"> • Development of online application process and information sessions | Human Resources Generalist | Annually |
| 1.05 Create a health and wellness plan for staff. | <ul style="list-style-type: none"> • Redevelopment and increased use of EEAIS • Research workplace wellness programs and explore collaboration opportunities | Human Resources Generalist | 3 years |
| 1.06 Develop a peer support program. | <ul style="list-style-type: none"> • Research options for peer support program • Development of program | Human Resources Generalist | 3 years |
| 1.07 Develop a new evaluation system. | <ul style="list-style-type: none"> • Research of a new evaluation system • Implementation of a new evaluation system | Human Resources Generalist | 3 years |

2. ENHANCE TRAFFIC SAFETY

| ACTION ITEM | METRIC(S) | RESPONSIBILITY | TIMING |
|--|---|-----------------------------|-----------------|
| <p>2.01 Develop a Traffic Safety Plan relative to the traffic unit.</p> | <ul style="list-style-type: none"> • Completion of plan • Traffic Enforcement Statistics • Report on monthly initiatives implemented • Results of targeted high collision intersections • Number of media releases and educational efforts accomplished • Number of speed trailer deployments • Number of R.I.D.E. campaigns and enforcement statistics • Reduction in collision statistics | <p>OIC Community Patrol</p> | <p>Annually</p> |
| <p>2.02 Improve traffic safety by increasing targeted enforcement.</p> | <ul style="list-style-type: none"> • Increase use of Automated License Plate Readers • Increase number of Provincial Offence Notices issued | <p>OIC Community Patrol</p> | <p>Annually</p> |
| <p>2.03 Increase number of officers trained to detect impaired operation by drug.</p> | <ul style="list-style-type: none"> • Number of officers trained in Standardized Field Sobriety Testing • Number of officers trained as a Drug Recognition Expert | <p>OIC Community Patrol</p> | <p>Annually</p> |

3. CREATE A SUCCESSION PLANNING STRATEGY

| ACTION ITEM | METRIC(S) | RESPONSIBILITY | TIMING |
|---|---|---|--|
| <p>3.01 In order to budget for useful training and guidance, a succession plan must be devised. A survey outlining each employee's 1 year goal, 3 year goal, and 5 year goal in relation to which positions they want should allow for a database to be created and we should invest in the people who know their long term goals.</p> | <ul style="list-style-type: none"> • Create a Succession Planning Committee • Decrease in training costs by ensuring only the parties who are interested in the long-term position are trained • Database setting out the employees' training needs in order to achieve their goals. Once the training has been provided, it would be marked as complete | <p>Human Resources Generalist</p> <p>Divisional OICs</p> <p>Inspector of Field Operations</p> | <p>Survey to go out in 2019;</p> <p>Completion within 3 years.</p> |

4. IMPROVE CLIENT SERVICE

| ACTION ITEM | METRIC(S) | RESPONSIBILITY | TIMING |
|---|---|---|-----------------|
| <p>4.01 Training to be provided for Records' Clerks, front line personnel and dispatch on customer service when dealing with patrons at the front counter. For example, de-escalation techniques, how to identify someone with mental health issues etc.</p> | <ul style="list-style-type: none"> • Number of people in attendance at customer service training • Decrease in complaints | <p>OIC Support Services</p> <p>Information Services Manager</p> | <p>3 years</p> |
| <p>4.02 Maintain the Collision Reporting Centre (CRC).</p> | <ul style="list-style-type: none"> • Number of collisions investigated by the CRC • Number of collisions investigated by Community Patrol or the Traffic Unit | <p>OIC Community Patrol</p> | <p>Annually</p> |
| <p>4.03 Upgrade the website to indicate that the preferable method to apply for any position within the CCPS for external applicants shall be via e-mail or on-line.</p> | <ul style="list-style-type: none"> • Number of on-line applications received | <p>Human Resources Generalist</p> | <p>2018</p> |
| <p>4.04 Explore the feasibility of installing a hearing impaired device for front lobby.</p> | <ul style="list-style-type: none"> • Completion of research | <p>OIC Support Services</p> | <p>3 years</p> |

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| 4.05 Create a client management strategy for the reception. | <ul style="list-style-type: none"> • Creation of plan • Execution of plan | OIC Support Services | 3 years |
| 4.06 Maintain a text tip line. | <ul style="list-style-type: none"> • Creation of tip line • Number of tips received | OIC Criminal Investigations Division | 2019 |

5. ALIGN UTILIZATION OF POLICE EQUIPMENT, TECHNOLOGY AND FACILITIES

| ACTION ITEM | METRIC(S) | RESPONSIBILITY | TIMING |
|---|--|--|---------------|
| 5.01 Continuing integration of Power DMS into full functionality within CCPS. | <ul style="list-style-type: none"> • All users are trained in the use of Power DMS | Quality Assurance Manager | Annually |
| 5.02 Automation of the booking, custody and care of prisoners using the RMS custody module. | <ul style="list-style-type: none"> • Completed/in progress | OIC Support Services Information Services Manager | 2020 |
| 5.03 Explore data storage technology. | <ul style="list-style-type: none"> • Research technology • Acquisition of technology | Information Technology Manager | Annually |
| 5.04 Explore analytics technology. | <ul style="list-style-type: none"> • Research analytics technology • Use of analytics technology for strategic decision-making | Deputy Chief | 3 years |
| 5.05 Enhance facility plan to ensure adequate accommodation exists for staffing and equipment. | <ul style="list-style-type: none"> • Annual needs analysis report | OIC Support Services | Annually |

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| <p>5.06 Stay current with technology needs relating to drugs.</p> | <ul style="list-style-type: none"> • Purchase of equipment | <p>OIC Criminal Investigations Division</p> | <p>Annually</p> |
| <p>5.07 Ensure officer safety through use of current technology and equipment.</p> | <ul style="list-style-type: none"> • Purchase of hoodfan • Number of officers issued with naloxone kits | <p>OIC Criminal Investigations Division</p> | <p>3 years</p> |

6. BECOME LEADERS IN POLICING THROUGH CALEA ACCREDITATION

| ACTION ITEM | METRIC(S) | RESPONSIBILITY | TIMING |
|--|--|----------------------------------|--|
| <p>6.01 Successful pursuit of CALEA Law Enforcement Accreditation; proofs of compliance with all applicable accreditation standards collected annually over four year cycle; submission of proofs by CCPS Managers/Supervisors.</p> | <ul style="list-style-type: none"> • Compliance files completed in preparation for onsite assessment • Target dates for assessments are met • Receipt of 3rd Accreditation Award | <p>Quality Assurance Manager</p> | <p>Site-based assessment in 2019; Receipt of Accreditation in 2020</p> |

7. OPTIMIZE THE CORE FUNCTIONS OF POLICING

| ACTION ITEM | METRIC(S) | RESPONSIBILITY | TIMING |
|---|--|---|-----------------|
| <p>7.01 Develop a bicycle safety plan.</p> | <ul style="list-style-type: none"> • Enforcement Statistics • Report on monthly initiatives implemented • Number of media releases and educational efforts accomplished | <p>OIC Community Patrol</p> | <p>Annually</p> |
| <p>7.02 Enhance the Service’s capability of handling incidents of human trafficking.</p> | <ul style="list-style-type: none"> • Number of officers trained as human trafficking investigators • Number of officers trained to detect human trafficking | <p>OIC Criminal Investigations Division</p> | <p>Annually</p> |

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| | <ul style="list-style-type: none"> • Number of victims identified • Number of community presentations • Number of presentations to youth • Number of grants received | | |
| 7.03 Complete a geographical analysis of patrol zones and make recommendations for possible realignment. | <ul style="list-style-type: none"> • Research the analytics • Recommendations made relating to the realignment of patrol zones | Inspector of Field Operations | 3 Years |
| 7.04 Training in de-escalation and crowd control. | <ul style="list-style-type: none"> • Number of civilian employees trained • Number of officers trained for Crisis Intervention Team (CIT) | OIC Support Services | Civilian training in 2019; CIT Training within 3 years |
| 7.05 Training on legalization of marijuana. | <ul style="list-style-type: none"> • Number of officers trained | OIC Support Services | Annually |

8. IMPROVE INTERNAL COMMUNICATIONS

| ACTION ITEM | METRIC(S) | RESPONSIBILITY | TIMING |
|--|---|----------------------------|--------|
| 8.01 Develop an internal communications plan. | <ul style="list-style-type: none"> • Number of surveys completed • Completion of plan | Communications Coordinator | 2019 |

9. DEVELOP AND PROMOTE INNOVATION

| ACTION ITEM | METRIC(S) | RESPONSIBILITY | TIMING |
|---|---|----------------------------|----------|
| 9.01 Develop and promote an innovation strategy. | <ul style="list-style-type: none"> • Creation of a template for innovative suggestions • Number of suggestions submitted | Human Resources Generalist | 2019 |
| 9.02 Optimize grant opportunities. | <ul style="list-style-type: none"> • Number of grants applied for • Total dollar amount funded • Number of programs funded | Deputy Chief | Annually |

CRIME REDUCTION



1. ENGAGE AND MENTOR YOUTH

| ACTION ITEM | METRIC(S) | RESPONSIBILITY | TIMING |
|--|--|---|----------|
| 1.01 Research and implement new youth initiatives. | <ul style="list-style-type: none"> Number of new initiatives List the names of new initiatives | OIC Crime Reductions/ Community Partnerships | Annually |
| 1.02 Continue with existing youth initiatives. | <ul style="list-style-type: none"> Number of youth initiatives List the names of ongoing youth initiatives | OIC Crime Reductions/ Community Partnerships | Annually |

2. ENHANCE SOCIAL DEVELOPMENT THROUGH POLICE AND COMMUNITY REFERRALS

| ACTION ITEM | METRIC(S) | RESPONSIBILITY | TIMING |
|--|--|--|----------|
| 2.01 Continue to assist Youth Services Branch with presentation on the dangers of drugs. | <ul style="list-style-type: none"> Assist Community patrol with VIP classes. | OIC Criminal Investigations Division OIC Crime Reductions/ Community Partnerships | Annually |
| 2.02 Increase visibility in schools through deployment of auxiliary officers. | <ul style="list-style-type: none"> Number of schools attended by auxiliary officers | OIC Crime Reductions/ Community Partnerships | Annually |
| 2.03 Research and implement new programs aimed at diverse cultural communities. | <ul style="list-style-type: none"> Number of new initiatives List of new initiatives Number of diverse communities reached (i.e. immigrant population, LGBTQ) | OIC Crime Reductions/ Community Partnerships | Annually |

3. INCREASE EVIDENCE-BASED TARGETED ENFORCEMENT

| ACTION ITEM | METRIC(S) | RESPONSIBILITY | TIMING |
|---|---|----------------------|----------|
| 3.01 Ensure Community Patrol continues with the self-generated intervention and Bar Checks Program. | <ul style="list-style-type: none"> Number of bar checks performed Number of individuals charged Number of businesses charged Number of JFOs with liquor inspector | OIC Community Patrol | Annually |

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| 3.02 Continue to conduct Door Knocks and enforce breaches - Identify suspects through intelligence and street checks. | <ul style="list-style-type: none"> • Number of door knocks initiated • Number of individuals charged with breach • Number of compliant individuals | OIC Community Patrol OIC Criminal Investigations Division | Annually |
| 3.03 Create a Community Action Team. | <ul style="list-style-type: none"> • Number of officers involved • Number of deployments | OIC Community Patrol | 2018 |
| 3.04 Increase drug investigations and enforcement targeting traffickers of opiates. | <ul style="list-style-type: none"> • Number of potential locations identified, completed investigations and charges • Liaison with local law enforcement agencies | OIC Criminal Investigations Division | Annually |
| 3.05 Implement strategy to further investigate ambulance assistance calls relating to drug overdoses. These investigations will be used for directing Street Crime Unit drug investigations. | <ul style="list-style-type: none"> • Review and modify policies relating to ambulance assist calls for service and CDSA investigations • Number of reportable ambulance assist calls relating to CDSA | Inspector Field Operations | 2019 |
| 3.06 Implement a strategy that combats outlaw motorcycle gangs related to human trafficking. | <ul style="list-style-type: none"> • Number of grants written • Number of total dollar funding received • Number of intelligence reports • Number of investigations | OIC Criminal Investigations | 2019 |

4. DEVELOP SITUATIONAL INTERVENTIONS

| ACTION ITEM | METRIC(S) | RESPONSIBILITY | TIMING |
|---|--|--|----------|
| 4.01 Utilize the CPTED program to deliver crime prevention education to victims of crime by way of Victim Services or by CR/CP Division. | <ul style="list-style-type: none"> • Number of CPTED completed by Victim Services • Number of CPTED completed by CR/CP | OIC Crime Reductions/ Community Partnerships Victim Services | Annually |
| 4.02 Continue and expand the "Lock it or Lose it" Program. | <ul style="list-style-type: none"> • Number of new campaigns • Number of media releases | OIC Community Patrol OIC Crime Reductions/ | Annually |

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| | <ul style="list-style-type: none"> • Number of auxiliaries used • Statistical analysis of B & Es, Thefts from MV and Theft of Vehicles | Community Partnerships | |
| 4.03 Use an evidence-based strategy to direct deployment of officers. | <ul style="list-style-type: none"> • Number of crime analyst's reports • Statistical analysis of B & Es, Thefts from MV and theft of vehicles • Number of special projects emanating from crime analyst's reports | OIC Community Patrol OIC Criminal Investigations Division OIC Crime Reductions/Community Partnerships | Annually |
| 4.04 Increase presence at Situation Table to assist acutely-elevated risk persons in the community. | <ul style="list-style-type: none"> • Number of times CCPS was the lead agency • Number of times assisting agency • Number of times originating agency • Number of referrals • Number of members trained | OIC Crime Reductions/Community Partnerships | Annually |

5. ENHANCE VISIBILITY AND PRESENCE

| ACTION ITEM | METRIC(S) | RESPONSIBILITY | TIMING |
|---|---|---|---------|
| 5.01 Explore partnership with private sector to obtain funding for CCTV cameras. | <ul style="list-style-type: none"> • Number of businesses consulted • Number of cameras purchased | Deputy Chief | 3 years |
| 5.02 Explore partnering with private sector to access public video cameras. | <ul style="list-style-type: none"> • Create a registry of businesses with public video cameras | OIC Crime Reductions/Community Partnerships | 3 years |



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