

2017-2019 Business Plan Goals and Objectives

Status at the End of 2018

| Goal #1: Community Wellness | Responsibility | Projected Completion Date | Status |
|--|--------------------|---------------------------|---|
| A. Strengthen capacity to address public safety issues of priority to the community consistent with the Strategy for a Safer Ontario. | | | |
| a. Work with community partners to expand the existing diversion programs if possible. | Chief/Board | Ongoing | <ul style="list-style-type: none"> Currently working with CMHA to include wider array of offences for diversion in conjunction with court diversion and support program. Continue to work with E-Fry and John Howard Society to enhance current diversion programs. Implemented Shop Theft program with LPO's (Jan 01/19). |
| b. Review the existing traffic safety plan, and ensure it references all three communities while focusing on high incident areas and problematic behaviour such as distracted driving, impaired driving, and safe movement of large machinery. | Chief | December '17 | <ul style="list-style-type: none"> Traffic Safety plan in place for all 3 communities and review is ongoing. Monthly initiatives are occurring for problematic behaviour including distracted driving enforcement, RIDE programs, and farming equipment in Cavan Monaghan. |
| c. Encourage and support the City and community agencies to broaden the community mediation capability. | Chief/Board | December '17 | <ul style="list-style-type: none"> Ongoing. Continually promoting ongoing mediation processes through community agencies. Supported John Howard Society's Community Mediation program. JHS hired an admin support worker in Dec 2018 to coordinate a mediation project with community agencies. |

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| d. Explore the advisability of encouraging the City and the DBIA to install closed circuit cameras in those parts of downtown identified as problematic and red light cameras at dangerous intersections; and | Board Board to discuss with the Chief the feasibility of sending a letter. | December '17 | Executive Assistant brought this to the Board's attention in December of '17. It was rec'd for information. No action was taken. |
| e. Develop a long term plan to work cooperatively with community partners to respond effectively to complex challenges including; sexual violence, child exploitation, elder abuse, internet crime, and mental health calls. | Chief | December '18 | <ul style="list-style-type: none"> • Responding to Sexual Violence and Harassment grant project 2017-18. • Education through media and presentations in partnership with stakeholders. • November 2018 – dedicated officer assigned to Vulnerable Persons investigator. • Pilot initiative of PPS' review of Sexual Violence investigations including KSAC, YWCA, PRHC (June 2019). • Pilot Mobile Crisis Intervention Team (MCIT) with PPS and CMHA to address mental health calls (July 2018 – ongoing). • Presentation for additional staffing/funding made to LHIN Feb13/2019 to increase capacity to assist people in the community • Embedded Elder Abuse Ontario staff in PPS station. |

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| B. Continue efforts to strengthen relationships between the Police Service and the community. | Chief/Board | Ongoing | |
| a. Expand community consultations and reconstitute advisory committees wherever practical. | Chief/Board | Ongoing | <ul style="list-style-type: none"> • March 2019 Community Safety Forums |

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| b. Reinforce the protocol on how to interact with diverse communities including those who do not speak English. | Chief | Ongoing | <ul style="list-style-type: none"> • Continue to work with New Canadian Center to enhance relations with diverse communities. • PPS members met with 6 Syrian-Canadians for a Q&A on volunteer opportunities and PPS Auxiliary role. (Oct 2018). • Reviewing/updating PPS policies on diversity/inclusion. • CIICC training completed 2017. |
| c. Increase engagement with minority communities, including outreach recruiting. | Chief/Board | Ongoing | <ul style="list-style-type: none"> • Work with Trent University and Fleming international student populations. • Tour of police station with Syrian refugees. • Invited applications from minority communities on social media. • Attended Pride Week kickoff. • First Nations Policing partnership (recruit/experienced officers training) • MOU signed with APS for continued partnership. |

| Goal #2: Organizational Wellness | Responsibility | Projected Completion Date | Status |
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| A. Develop and implement a comprehensive human resources plan for the Service which emphasizes succession planning, employee development and engagement. | Chief/Board | | |
| a. Develop a comprehensive succession plan coupled with an executive development program to address anticipated retirements, particularly in the senior officer ranks. | Chief/Board Board to provide direction. Also addressed in Mark Sandler's report 7a) which the Board rec'd for information in Sep '17. | December '18 | <ul style="list-style-type: none"> • Provided professional development opportunities at executive level in anticipation of retirement of senior officers. (SPAC, Incident Command, Leading Police Org, PSA, Leading a Mentally Healthy Workplace) • Promoted temporary 4th Inspector as supported by PSB. • Promoted extra S/Sgt to overlap in Professional Standards. |
| b. Develop a fully transparent, objective, timely, evidence based hiring process for Senior Management. | Chief/Board | December '18 | <ul style="list-style-type: none"> • Updated promotional policy • New Performance Management System implemented, 2018. |
| c. Review the General Order on promotional processes and examine the role that peer and 360 degree reviews might take in the process. | Chief/Board Board to provide direction and consult with the Association. | December '18 | <ul style="list-style-type: none"> • Process reviewed and updated. • Waiting for direction on 360 reviews as there are potential budget implications if outsourced. |
| d. Continue objective recruitment processes that encourage participation from well qualified women, indigenous people, and candidates from the various visible minority communities who reside in the Peterborough area. | Chief/Board Board to provide policy direction. | | <ul style="list-style-type: none"> • Board reviewed information compiled by its Executive Assistant in Dec '17. No policy direction was provided. • Update website with statement welcoming all candidates. • Selection process of experienced officer hires focused on local residents. |


| Goal #2: Organizational Wellness | Responsibility | Projected Completion Date | Status |
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| B. Ensure that members of the Service are provided with the tools which they require to provide public safety services efficiently and safely through the approval of a multi-year equipment acquisition and replacement program that considers best practices from other police organizations including, but not limited to; standard and specialized vehicles, GPS, in car cameras, body cameras, and conducted energy weapons. | <p>Board - To ensure funds are available</p> <p>Service- To provide the details, needs, best practices etc.</p> | <p>Ongoing, budget review.</p> | <ul style="list-style-type: none"> • Free Naloxone for all members from Public Health in 2018. • Increased deployment of C8 rifles on front line through donation from DND. • Life cycle management for ongoing replacement of CEWs • GPS via Hexagon to improve officer safety and dispatch efficiency. Awaiting completion of Firewall project in February 2019. • Hexagon expected installation is now March of 2019 • Board approval/funding for Health IM. put on hold until Firewall project completed • 10 year TCA (2018). • I.T. governance committee |
| C. Continue to examine and, where appropriate, implement opportunities to improve the effectiveness and efficiency of the Service. | <p>Chief</p> | <p>Chief has provided reports to the Board.</p> | <ul style="list-style-type: none"> • 2018 obtained USB sticks for all sworn members for video extraction. Paid for by Crime Stoppers. • Video Analyst worked with retail establishments to streamline theft investigations reducing need for officers to attend scenes. • Created a new video uploading portal for businesses /community to submit videos to improve Service delivery and efficiency |

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| a. Encourage shift supervisors to utilize two officer patrol cars as the first dispatch option for calls that require a two officer response. | Chief | Completed | All supervisors have discretion to permit this as required. |
| b. Provide communicators with policy direction and training required to enhance their discretion to direct calls for service to other public agencies. | Chief | Completed | Direction provided to staff. The communication and dispatch policy still to be updated. |
| c. Complete an evaluation of all calls for service to determine what categories of calls can be referred to another agency without an on-site police response. | Chief | Completed | Direction provided to staff. The communication and dispatch policy still to be updated. |
| d. Re-establish a risk management and general audit program that includes regular examinations of the areas and operations that are considered “high risk” for a police organization; and | Chief/Board | | Request for an additional position to be submitted to the Board. |
| e. Enhance the current initiative with CMHA to establish at least one full time mobile crisis intervention team to respond to calls involving mental or emotional health issues. | Chief | Completed | Full time member assigned. Request submitted for 1.4 FTE with OPP |

| Goal #3: Information and Technology | Responsibility | Projected Completion Date | Status |
|--|------------------------|----------------------------------|---|
| A. Address long term accommodation requirements by formalizing a multi-year accommodation improvement plan: | | | |
| a. Carry out a comprehensive facility needs analysis which maximizes the utility of the existing building and identifies additional accommodation requirements. | Board/City | Ongoing | <ul style="list-style-type: none"> • Awaiting Architects report |
| B. Continue to ensure that the Service economically maximizes its use of current and emerging technologies: | | | |
| a. Develop a multi-year technology improvement plan which upgrades and replaces existing technology and provides for the introduction of new technology and IT support to assist staff in meeting organizational priorities. | Board/Chief/PTS | | <ul style="list-style-type: none"> • IT Governance Committee formed in partnership with PTS • Currently investigating / evaluating the implementation of E-ticketing to improve efficiency and cost effectiveness of current paper process and related court disclosure of evidence |
| C. Expand police capability to investigate electronic based criminal activity; | Chief/Board | Ongoing | <ul style="list-style-type: none"> • Axon Five video enhancement software. • Oxygen Computer extraction software. • 9 month Mentorship with DRPS ECrime • Second trained officer for ECrime |
| D. Actively promote partnerships with local businesses and community organizations to fund capital projects. | Chief/Board | | New financial policy has impacted this goal. Board to review |

| Goal #4: Future of Policing | Responsibility | Projected Completion Date | Status |
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| A. Continue to respond to Provincially-mandated changes in the policing environment including: | Chief/Board | Ongoing with regular updates/reports | |
| a. Demonstrating leadership by implementing the Strategy for a Safer Ontario on a regional basis; | Chief/Board | | Awaiting Government direction. |
| b. Implementing any recommendations arising from the Tulloch Commission on Police Oversight and the potential amendments to the Ontario Police Services Act or new oversight legislation that are pertinent to the Peterborough area. | Chief/Board | As required | Awaiting Government direction. |
| B. Maintain a “looking forward” perspective toward policing and public safety in the community, particularly for the most vulnerable such as; seniors, children, women, minorities, first nations, and the mentally ill. | | | |
| a. Identify trends in policing challenges and develop strategies for increased workload that will arise from serious social problems such as elder abuse, domestic violence, sexual abuse, drug abuse and human trafficking; and | Board approved 2 new uniform positions in the 2018 budget solely for the Vulnerable Persons strategy. (*1-May start, 1-Sep start) | Completed | <ul style="list-style-type: none"> • 2018 new Domestic Violence and Elder Abuse Coordinator. • 2018 new Sexual Offences Investigator. • Elder Abuse Ontario and Peterborough Drug Strategy have office space within our building. • Training and partnerships with other organizations re: Human trafficking. • Sexual Violence and Harassment grant for response and training for officers, victims and community partners approximately- \$250,000.00. • 2017/18 POC Grant of \$82,000 for opioid overdose response. • 2018/20 POC grant of \$160,000 for cannabis education. |

| Goal #4: Future of Policing | Responsibility | Projected Completion Date | Status |
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| b. Review and alter, on an ongoing basis, the current school programs to ensure they continue to be relevant. | Chief | Reported to the Board in June of '18 | <ul style="list-style-type: none"> Continually reviewing school programs to ensure they are current and relevant to the issues and challenges faced by students. Current programs include Knowledge, Issues, Decisions and Supports (KIDS), Challenges, Beliefs, Change (CBC), presentations on anti-bullying, internet and cellphone safety, healthy relationships, legal issues, swim to survive and drug awareness. Officers currently engage with students at 31 Elementary schools and 7 Secondary schools in all 3 municipalities. |

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| C. Working with City Planners and others to understand and be positioned to respond to changes in the fabric of the city such as: |  | | The Board referred the items under 4. C to the 2020-2022 Business Plan as per the December 18th 2018 motion. |
| a. Evaluate and report to the Board on the impact of the completion of Highway 407. | Board/Chief/City | Board deferred to the 2020-2022 BP | N/A |
| b. Evaluate and report to the Board on the impact of increased residential development. | Board/Chief/City | Board deferred to the 2020-2022 BP | |
| c. Evaluate and report to the Board on the impact of initiatives such as the Casino; and | Chief | Ongoing | Liaison with Casino and OPP to address any emerging issues. No issues to date. |
| d. Evaluate and report to the Board on the impact of changing city demographics. | Board/Chief/City | Board deferred to the 2020-2022 BP | Trent University has been engaged to study and report back on the demographic makeup of the Service, the Communities, cultural competence of the Service, to help direct our recruiting and staff training efforts |

| Goal #5: Governance | Responsibility | Projected Completion Date | Status |
|--|--------------------|---|---|
| A. Implement measures to ensure that citizens and stakeholders are aware of and engaged in the activities of the Police Services Board. | Board | | |
| a. Encourage and facilitate participation at Police Services Board meetings by moving them to locations that facilitate public/media attendance. | Board | Completed | Public meetings are held in the Ann Cuthbertson Room when possible. One mtg per year is held in Lakefield & one in CM. Both are accessible to the public. |
| b. Encourage community groups to attend Board meeting and make presentations to the Board with respect to their relationship to the police. | Board | Ongoing | Presentations by various agencies were arranged in 2018. The Board will discuss how to proceed in 2019. |
| c. Organize periodic public forums on community safety. | Board/Chief | | 4 public Community Safety Forums (March/19) |
| d. Upgrading the role of the representatives from the contracting municipalities authorized in Subsection 6(1) of the Police Services Act so that they participate as advisors rather than observers; and | Board | Board decided not to do this. | This was discussed twice and the Board decided not to do it. |
| e. Ensure that the level of detail in Board minutes complies with the information sharing protocol with municipal council and ensure that there is an adequate record of Board activities. | Board | Completed | Currently being done |
| B. Ensure that all Board members are well qualified to carry out their responsibilities by having new board members attend all recommended training during their first term, and encourage all board members to attend at least one relevant Board or police oriented conference each year. | Board | Training was scheduled in '18 but deferred. The Board's Orientation Policy is one of the priorities of the policy committee. | Mark Graham attended the Spring OAPSB conference. Niquel Pritchard Pataki, Ken East attended the PAO Labour Conf in '18. Niquel Pritchard Pataki, Mark Graham are attending the conference in '19. Bob Hall attended the CAPG Conference. Ken East and Niquel Pritchard Pataki attended the OAPSB Labour Conference. |

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| C. Once all identified efficiencies are realized, the Board will initiate a comprehensive, external review/audit of the Police Service to determine an adequate resource level sufficient to successfully respond to all workload demands. | Board | Completed | <p>Money was set aside in the '18 budget but the Board opted to have Chief Gilbert do the review instead of an outside consultant.</p> <p>He has provided the report as well as an Executive Summary to the Board.</p> |