



# Cobourg Police Service 2022-2025 Strategic Plan





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## **Mission**

**Committed to excellence in policing and quality community service through our people, our partnerships, and our work.**



## **Vision**

**An adaptive and trusted community partner in protecting the safety, security, and quality of life in the Town of Cobourg.**



## **Values**

### **Community**

**Engaging our citizens and investing in our partnerships for a safer community.**

### **Professionalism**

**Servicing our community guided by our ethical principles of leadership, integrity and fairness while being accountable for our actions.**

### **Service**

**Committed to quality policing services that are responsive to community needs while being fiscally responsible.**



# MESSAGE FROM THE CHAIR



I am pleased to present the Cobourg Police Service 2022 – 2025 Strategic Plan. The Plan would not be possible without crucial inputs and feedback from our community members, partners, and the members of the Cobourg Police Service. The result is a comprehensive document that embodies the priorities of the Cobourg Police Service and the people, community, and businesses we serve.

The Strategic Plan is tailored to the needs of the community. It provides a framework for an integrated approach to policing rooted in innovation, collaboration, and knowledge sharing.

The Plan emphasizes a collaborative approach to public safety, including strengthened partnerships with social agencies to address mental health and addiction challenges, building investigative strength to solve crimes, and ensuring Cobourg Police Service members have the training and equipment to support their work and achieve operational excellence.

Five key strategic priorities have emerged: collaboration, innovation, operational excellence,

our people, and public trust and commitment. These priorities support our mission and values, connecting to our daily work and generating positive long-term outcomes for the Service and the community.

The 2022-2025 Strategic Plan will guide our work, our decisions, and resource allocation through a collaborative and innovative lens to ensure continuous improvements as a service and positive outcomes for our stakeholders.

On behalf of the Cobourg Police Services Board, I would like to thank our residents, service members, and community partners for their assistance in developing our Strategic Plan.

Chair Dean Pepper  
Cobourg Police Services Board



## MESSAGE FROM THE CHIEF



Our shared vision of a safe and vibrant town for all requires a comprehensive plan that recognizes and addresses the challenges of today and the future.

Through the strategic planning process, the Board, in partnership with the Service, developed a plan which will enhance community safety with a proactive and collaborative response to such community needs and priorities. Laying out strategic objectives will help us address the opioid crisis, mental health and wellness, reduction of crime, and safe roads while implementing innovative processes, partnerships, and technologies as we strive for service excellence.

Beyond enforcement, the strategic priorities aim to strengthen community approaches, use an evidence-based approach to crime prevention, leverage technology and innovation to find efficiencies and cost savings, and foster opportunities for our members to thrive.

We are not immune to the ever-changing

world. Challenges, known and unknown, will create obstacles and new opportunities for the Service. Locally, the Town of Cobourg continues to grow, and as it evolves, we must ensure we have the facilities, the tools, and the cultural readiness to respond accordingly. Inherent in the plan are opportunities to enhance community safety, accountability and trust, information management, and address human resource concerns.

Along with each member of the Cobourg Police Service, the Cobourg Police Services Board and both Cobourg Police Associations, we will create the capacity to be key champions in achieving the goals in this four-year plan. But real success will be measured in how our community becomes an active partner in our journey.

Chief Paul VandeGraaf  
Cobourg Police Service

## BACKGROUND

The 2022–2025 Cobourg Police Service Strategic Plan is prepared in accordance with the provincial *Police Services Act* and the pending *Comprehensive Ontario Police Services Act*. Police Service Boards in Ontario are legislated to prepare and adopt regular forward thinking strategic plans for the provision of adequate and effective policing in accordance with the needs of the population served. Plans shall address the objectives, priorities and core function of the police services and shall include performance goals and indicators of outcomes related to:

- i. the provision of community-based crime prevention initiatives, community patrol and criminal investigation services,**
- ii. community satisfaction with the policing provided**
- iii. emergency calls for service,**
- iv. violent crime and clearance rates for violent crime,**
- v. property crime and clearance rates for property crime,**
- vi. youth crime and clearance rates for youth crime,**
- vii. police assistance to victims of crime and re-victimization rates,**
- viii. interactions with youths, members of racialized communities, members of First Nation, Inuit and Metis communities, persons who appear to have a mental health condition.**
- ix. road safety,**

In addition, the Board will examine and address information technology, resource planning and police facilities during the planning horizon.



## BACKGROUND

Extensive consultations have been undertaken to help inform and shape our guiding principles and strategic initiatives. A number of meetings, consultations, focus groups and surveys were conducted to gather input from citizens, members, partners and stakeholders with diverse representation from across the community.

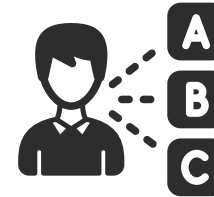
Generally, the community voice was supportive of continuing to work in collaboration and partnership with our diverse communities to understand and jointly address the root causes of crime, intervene early to lessen victimization and enhance community capacity.



### Community Survey

663

responses



### Focus groups

General Public (2)

Seniors

Businesses

Partners

Youth

#### Summary of key findings:

- Strong perception (80%) that Cobourg is a safe town to live in (13% decrease from 2017)
- Stronger sentiment of feeling unsafe
- Strong perception that 'crime' has increased in the last 3 years (63%)
- Downward pressures on the degree of satisfaction and level of confidence with CPS

#### Top five safety concerns:

1. Drugs (prevention, support, enforcement)
2. Mental Health
3. Community Involvement
4. Homelessness
5. Traffic Enforcement

#### Common themes:

- Presence of drugs and intoxicated people
- Feeling of not being safe at night
- Traffic safety: intersections, cross-walks
- Mental health concerns and witnessing people in crisis
- Wanting more police presence in certain areas and at certain times of the day
- Witnessing and hearing about more smaller crime in residential neighbourhoods contributes to the sense of feeling unsafe
- Tiered policing model is confusing
- Community engagement and partnerships
- Need for collaboration across jurisdictions

*Observation: high degree of congruence with what we heard in the Community Survey*



## Internal Survey

**50**  
responses

### Areas of focus that would have the greatest impact:

#### Internal Focus

- Succession and career planning, retention, more hires, diversity in the workplace, workload
- Process improvements, optimize the response model
- Team building, leadership and mentorship
- Traffic Enforcement

#### External Focus

- Communications with the community and engagement / greater transparency / accountability
- Crime related areas of focus and intersections with social issues: traffic, drugs, mental health, homelessness, aging population
- Partnerships (schools, hospital) and relationship building

### Learn more

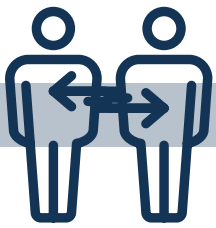
For full results, please visit [www.cobourgpolicesservice.com](http://www.cobourgpolicesservice.com) and search for Community Surveys.

In addition to the surveys and focus group sessions, the Plan is also informed by our local crime data and trends, and an environmental scan and analysis of local, provincial, and global issues impacting policing. To review crime stats from previous years please access the Cobourg Police Service Annual Reports by visiting [www.cobourgpolicesservice.com/annual-reports](http://www.cobourgpolicesservice.com/annual-reports).



# STRATEGIC FRAMEWORK





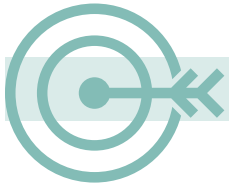
## Collaboration

A working relationship between partners is required when police services aim to become more effectively involved in addressing broader community issues. Sustainable and effective collaborations promote a sense of ownership and commitment, fostering an environment that maximizes authentic respectful discourse. Diverse voices and backgrounds increase the chance of long-lasting outcomes.



## Innovation

"The future of law enforcement will not reside wholly in technology, but will also be determined by leaders who understand the need to change culture, the need to combat internal insularities, the need to get the right people at the table, and the need to stay connected with the people served by the agency." Lt. John Weinstein



## Operational Excellence

The core mandate of any police service is to maintain law and order by protecting members of the public and their property, preventing crime, reducing the fear and impact of crime, and improving the quality of life for all citizens. We aim to create the "Cobourg Experience."



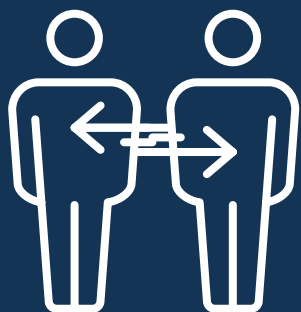
## Our People

Employees who are motivated, knowledgeable, and passionate about their work lead to greater community and staff satisfaction. To remain viable and successful, we need to ensure that our most valuable assets, our people, have the tools to thrive. Providing our members have the appropriate work facility, the right tools, adequate training, and promotional and wellness opportunities will create an environment where all members can thrive.



## Public Trust and Commitment

Cobourg Police Service strives to build trust with the public everyday by being accountable and transparent. Events will challenge the trust between the police and the public. Respect, honesty, diversity, courage, and dedication must always be the hallmarks of policing. It is imperative that police engage in respectful dialogue with all members of our community and that these voices are heard.



## Strategic Priority: Collaboration

OBJECTIVES	Performance Metrics and Targets
<p><b>1.0 Align with our community needs as defined in <a href="#">Northumberland County's Community Safety and Well-Being Plan</a></b></p>	<p>1.1.1 Align our operational decisions in relation to community safety with the broader plan.</p> <p>1.1.2 Leverage our partner service providers expertise to enhance our service delivery.</p> <p>1.1.2.1 Host at least three "Agenda for Action" joint training initiatives with community partners.</p> <p>1.1.2.2 Leverage data from Community Safety and Well-Being (CSWB) Data Committee to direct actions.</p> <p>1.1.3 Utilize framework for CSWB plan to re-identify the most correct agency to lead on community issues.</p> <p>1.1.3.1 Enhanced involvement in situation tables.</p> <p>1.1.3.2 Redirect "non-police" issues through Steering Committee to correct lead.</p> <p>1.1.3.3 Meet with partner agencies quarterly.</p>
<p><b>2.0 Enhanced response to mental health calls for service.</b></p>	<p>2.1.1 Continued partnership with Home and Community Care Support Services - Central East for Mental Health Engagement and Response Team (M-HEART) program.</p> <p>2.1.2 Enhanced M-HEART capabilities in evening hours and weekends.</p> <p>2.1.2.1 Increase in people provided services.</p> <p>2.1.2.2 Increase in capability to respond to in crisis people.</p> <p>2.1.3 Create permanent Homelessness, Addiction Response Project (HARP) unit</p> <p>2.1.3.1 Use results of pilot to work collaboratively to address people in greatest need.</p> <p>2.1.3.2 Increase in partner agency response to social development issues.</p> <p>2.1.4 Increased joint training with community leads in mental health services.</p> <p>2.1.5 All staff trained in mental health awareness, stigma and crisis Intervention.</p>
<p><b>3.0 Partner with Haliburton, Kawartha, Pine Ridge District Health Unit and other community agencies to create a sustainable Harm Reduction Strategy.</b></p>	<p>3.1.1 Training for all staff in relation to the core principles of harm reduction.</p> <p>3.1.1.1 Incorporate community members with lived experience into all elements of training.</p> <p>3.1.2 Resource support to action activities.</p> <p>3.1.3 Ensure timely response (M-HEART and HARP) to drug poisonings.</p> <p>3.1.3.1 Share real time data with partner agencies in relation to drug poisoning trends.</p> <p>3.1.3.2 Collaborate with fire services and EMS to prioritize at risk people and addresses.</p>

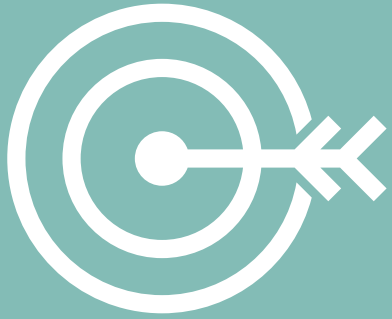


OBJECTIVES	Performance Metrics and Targets
<p><b>4.0 Enhance outputs of the V13 Policetech Accelerator</b></p>	<p>4.1.1 Community Safety Innovation Fund</p> <ul style="list-style-type: none"> <li>4.1.1.1 Year 1: Develop and launch the pilot program</li> <li>4.1.1.2 Year 2: Evaluate program impacts and processes for continuous improvement</li> <li>4.1.1.3 Year 3: Launch evolved Community Safety Innovation Fund</li> </ul> <p>4.1.2 Re-launch “Pitch to the Chief” program targeting entrepreneurial, academia and community engagement.</p> <p>4.1.3 Identify three new pilot projects with meaningful impact on policing in Ontario.</p> <p>4.1.4 Partner with academia to create efficiencies in policing across Canada.</p> <ul style="list-style-type: none"> <li>4.1.4.1 Results of the Ethical Use of Facial Recognition grant.               <ul style="list-style-type: none"> <li>4.1.4.1.1 Implementation of results.</li> <li>4.1.4.2 Create “white papers” outlining the success of partnerships aimed at innovation in policing.</li> </ul> </li> </ul> <p>4.1.5 Identify emerging technologies or methodologies that help the police service or business service work more efficiently.</p>
<p><b>5.0 Enhance relationship with business community</b></p>	<p>5.1.1 Understanding and adopting policing best practices and evidence-based models from other communities to help business owners.</p> <ul style="list-style-type: none"> <li>5.1.1.1 Identify local businesses to create a Community Council.</li> <li>5.1.1.2 Partner with multiple business associations (e.g. Northumberland Central Chambers of Commerce, Cobourg Downtown Business Improvement Area etc.)</li> <li>5.1.1.3 Identify best practices to incorporate in service delivery.</li> </ul> <p>5.1.2 Further develop Closed Circuit Television (CCTV) registry.</p> <ul style="list-style-type: none"> <li>5.1.2.1 Identify all public facing CCTV cameras in business areas.</li> <li>5.1.2.2 Include private CCTV cameras into the Mesh network.</li> <li>5.1.2.3 Share with public the results of CCTV camera footage in criminal investigation.</li> <li>5.1.2.4 Add footage to website to seek community support in identifying suspects in criminal activity.</li> </ul> <p>5.1.3 Identify officer or officers as direct links to the business community.</p> <ul style="list-style-type: none"> <li>5.1.3.1 Identify a foot patrol officer for the Downtown area.</li> <li>5.1.3.2 Identify a single point of contact for habitual thefts, frauds of businesses.</li> </ul> <p>5.1.4 Conduct at least 10 training sessions aimed at the business community.</p>
<p><b>6.0 Conduct Environmental Scan</b></p>	<p>6.1.1 Conduct specific community surveys to ensure enhanced collaboration efforts.</p> <ul style="list-style-type: none"> <li>6.1.1.1 Survey Community Partners to determine efficiencies and opportunities.</li> <li>6.1.1.2 Survey business owners to determine efficiencies and opportunities.</li> </ul>



## Strategic Priority: Innovation

OBJECTIVES	Performance Metrics and Targets
<b>1.0 Establish the Chief's Office of Continuous Improvement and Innovation</b>	<p>1.1.1 Establish the framework of this new Unit and identify the areas of responsibility by end of year 1.</p> <p>1.1.2 Establish an internal training program focused on continuous improvement and innovation concepts.</p> <p>1.1.3 Establish a framework for continuous improvement and performing process reviews.</p> <p>1.1.4 Number and status of projects identified as supporting the 2022-2025 Strategic Plan.</p>
<b>2.0 Establish a Community Innovation Resource Hub</b>	<p>2.1.1 Explore innovative opportunities to further work of V13 Policetech Accelerator through community resources.</p> <p>2.1.2 Review success/opportunities from 2022 Community Safety Innovation Fund for future development.</p>
<b>3.0 Develop Public and Internal Business Intelligence Dashboards</b>	<p>3.1.1 Replace crime plot map on public website with BI dashboard.</p> <p>3.1.2 Establish both crime and social disorder information to include in public dashboard.</p> <p>3.1.4 Establish internal BI dashboard to replace End of Shift report, rosters, etc.</p>
<b>4.0 Explore Innovative Business Opportunities</b>	<p>4.1.1 Opportunities to expand business opportunities in Digital Evidence Management, CCTV.</p>



## Strategic Priority: Operational Excellence

OBJECTIVES	Performance Metrics and Targets
<p><b>1.0 Reduce violent crime</b></p>	<p>1.1.1 Increase targeted proactive and reactive initiatives by 5% annually aimed at high crime areas and/or people.</p> <p>1.1.2 Maintain a rate per 100,000 for violent crimes that is below the national and provincial rates.</p> <p style="padding-left: 20px;">1.1.2.1 Strive to ensure that rate is below comparable communities.</p> <p>1.1.3 Maintain a solvency rate for violent crimes that is above the provincial and national rates.</p> <p style="padding-left: 20px;">1.1.3.1 Strive to ensure that the rate is below comparable communities.</p> <p>1.1.4 Presentations to community affected to prevent future events.</p> <p>1.1.5 Increase number of human trafficking education and safety presentations to youth groups and businesses involved in hospitality and tourism.</p>
<p><b>2.0 Reduce property crime</b></p>	<p>2.1.1 Increase targeted proactive and reactive initiatives by 10% annually aimed at high crime areas and/or people.</p> <p>2.1.2 Maintain a rate per 100,000 for property crimes that is below the national and provincial rates.</p> <p style="padding-left: 20px;">2.1.2.1 Strive to ensure that rate is below comparable communities.</p> <p>2.1.3 Maintain a solvency rate for property crimes that is above the provincial and national rates.</p> <p style="padding-left: 20px;">2.1.3.1 Strive to ensure that the rate is below comparable communities.</p> <p>2.1.4 Increase number of presentations related to crime prevention strategies for local businesses.</p> <p style="padding-left: 20px;">2.1.4.1 Establish a baseline for presentations provided to business owners in year 1.</p> <p style="padding-left: 40px;">2.1.4.2 Increase in years 2 through 4 by 5% annually.</p> <p>2.1.5 Identify properties with identified community concerns (i.e., vagrancy, drug usage/sales, high crime, etc.) through crime analytic department.</p> <p style="padding-left: 20px;">2.1.5.1 Target addresses for Crime Prevention Through Environmental Design (CPTED) audits.</p>



OBJECTIVES	Performance Metrics and Targets
<p><b>2.0 Reduce property crime continued</b></p>	<p>2.1.6 Create updated crime incident map for community to access for real time crime trends.            2.1.6.1 New Business Intelligence tool shared with community.</p> <p>2.1.7 Ensure fraud and cybercrime education and safety presentations occur at least twice annually.</p> <p>2.1.8 Presentations aimed at the senior population created and delivered at least quarterly.</p> <p>2.1.9 Explore and deliver new crime prevention programs to the community.</p>
<p><b>3.0 Enhance enforcement activity aimed at illegal drug trafficking.</b></p>	<p>3.1.1 Provide training for staff in investigative techniques aimed at proper investigation, arrest and prosecution of drug trafficking in the community.</p> <p>3.1.2 Partner with neighbouring Police Services to target high risk targets.            3.1.2.1 Conduct regional Joint Forces Operations.            3.1.2.2 Create a regional task force to address drug trafficking.</p> <p>3.1.3 Advanced training for officers assigned to investigate these incidents.</p>
<p><b>4.0 Enhance High-Risk and Repeat Offender Management</b></p>	<p>4.1.1 Creation of a High-Risk and Repeat Offender expert.</p> <p>4.1.2 Enhanced enforcement of bail and probation violations.</p> <p>4.1.3 Partner with neighbouring services to identify and manage high risk offenders.</p> <p>4.1.4 Work with local judiciary and probation at ensuring effective and enforceable conditions.</p>
<p><b>5.0 Enhance support and improve outcomes for victims of crime.</b></p>	<p>5.1.1 Track number of referrals to Victim Services for victims of crime and tragic circumstances.            5.1.1.1 Increase this number by 5% annually.</p> <p>5.1.2 Meet with partner agencies and advocacy centers to review and improve established memorandums of understanding and special victim protocols.            5.1.2.1 Conduct an annual review of MOUs and Service agreements and ensure compliance and that they are current.</p> <p>5.1.3 Track number of referrals to Cornerstone and Rebound through existing partnerships.</p> <p>5.1.4 Review and analyze victim notification and follow up process.</p> <p>5.1.5 Create a new position that leads in victim services.</p>



OBJECTIVES	Performance Metrics and Targets
<p><b>6.0 Enhance Road Safety</b></p>	<p>6.1.1 Co-Lead on a municipal roll out of Vision Zero.</p> <p>6.1.2 Continue to participate with the Road Safety Committee.</p> <p>6.1.3 Focus enforcement related to alcohol and/or drug impaired driving.</p> <p>    6.1.3.1 Conduct R.I.D.E. programs monthly.</p> <p>    6.1.3.2 Ensure Service has 2 current Drug Recognition Evaluators (DRE).</p> <p>    6.1.3.3 Ensure all patrol staff are trained on Standard Field Sobriety Testing procedures.</p> <p>6.1.4 Increase number of traffic education and safety initiatives.</p> <p>    6.1.4.1.1 Selected Traffic Enforcement Program (S.T.E.P) initiatives continue.</p> <p>6.1.5 Seniors safe driving program investigated and delivered to community.</p>
<p><b>7.0 Evolve the Cobourg Police Service Strategic Communication Plan</b></p>	<p>7.1.1 Revise the current communication plan to reflect and support the objectives of the 2022-2025 Strategic Plan.</p>



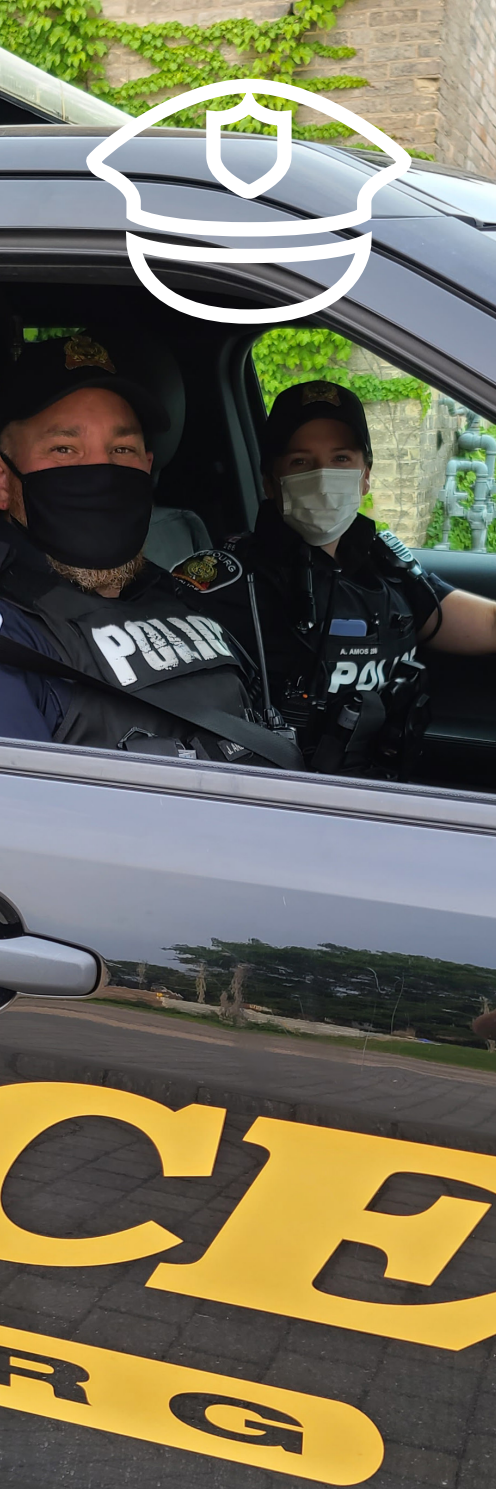


## Strategic Priority: Our People

OBJECTIVES	Performance Metrics and Targets
<p><b>1.0 Enhance Internal Communication</b></p>	<p>1.1 General Staff Town Hall Meetings            1.1.1 Conduct two Staff Town Hall meetings annually</p> <p>1.2 Enhanced intranet site            1.2.1 Ensure intranet site is user friendly and has both a service and employee elements.</p> <p>1.3 Minutes of staff sub-committee meetings are posted for review.            1.3.1 All Service Sub-Committee meeting minutes are posted within one week of the meeting.</p> <p>1.4 Staff wellness survey conducted at midway point of plan.            1.4.1 Survey constructed to ensure that issues foremost for the staff are brought forward in a safe and anonymous way.            1.4.2 Committee for this survey co-chaired by Chief, Senior Officer Association and Cobourg Police Association.</p>
<p><b>2.0 Enhanced transparency across the entire Service. Workplace culture is the summation of how people within an organization interact with each other and work together.</b></p>	<p>2.1 Increased Employee Engagement            2.1.1 Creation of a formal employee recognition process. Volunteer committee created to determine terms of reference and criteria.            2.1.2 Creation of a real time employee feedback process to recognize success and opportunities as they occur.</p> <p>2.2 Performance Appraisal Review            2.2.1 Committee struck to review current performance appraisal process.            2.2.1.1 Make recommendations for changes            2.2.1.2 Create training plan for all supervisors            2.2.1.3 Roll out revised plan no later than end of 2022.</p>



OBJECTIVES	Performance Metrics and Targets
<p><b>3.0 Promote a culture that embraces equity, diversity, and inclusion (EDI)</b></p>	<p>3.1 Hire an EDI Co-Ordinator for the Service.</p> <ul style="list-style-type: none"> <li>3.1.1 Create an Equity and Diversity Strategic Plan.</li> <li>3.1.2 Collaborate with Town of Cobourg EDI Committee.</li> </ul> <p>3.2 Ongoing development, evaluation, and revision of EDI-related training.</p> <ul style="list-style-type: none"> <li>3.2.1 Annual delivery of at least one EDI training program.</li> <li>3.2.2 Presentation on EDI to all new staff in orientation.</li> </ul> <p>3.3 Identification of systemic barriers</p> <ul style="list-style-type: none"> <li>3.3.1 Complete evaluation of identifying any existing systemic barriers</li> </ul>
<p><b>4.0 Peer Support Programming</b></p>	<p>4.1 Explore and develop partnership opportunities for a peer support program.</p> <p>4.2 Explore and develop MOUs with other Services to assist with Peer Support</p>
<p><b>5.0 Enhance Member Development and Succession Planning</b></p>	<p>5.1 Update and finalize Skills, Learning and Development Plan.</p> <p>5.2 Ensure all Job Descriptions include required skills and qualifications and are posted on SharePoint</p> <p>5.3 Develop Acting Rank qualification program</p> <p>5.4 Develop mentorship program.</p> <ul style="list-style-type: none"> <li>5.4.1 Implement the mentorship program in years 2 – 4.</li> <li>5.4.2 Identified positions have mentees capable of taking on these roles.</li> </ul>
<p><b>6.0 Promote a culture of resiliency, characterized by anti-stigma and mental health literacy.</b></p>	<p>6.1 Ongoing development, evaluation, and revision of mental health related training programs.</p> <ul style="list-style-type: none"> <li>6.1.1 Completion of one mental health related training program annually.</li> <li>6.1.2 Investigate and implement a Resilience Program by end of year 2.</li> </ul> <p>6.2 Accessibility of mental health resources</p> <ul style="list-style-type: none"> <li>6.2.1 Annual maintenance of the community list of mental health care providers knowledgeable about the police culture</li> </ul>



OBJECTIVES	Performance Metrics and Targets
<p><b>7.0 Promote and encourage healthy lifestyles and the physical well-being of members</b></p>	<p>7.1 Resources available to members</p> <p>7.1.1 Physical wellness initiatives such as exercise classes, videos, lunch and learns, and literature will be offered to all Service members.</p> <p>7.1.1.1 Minimum six (6) per year</p> <p>7.1.2 Member attendance and access to these initiatives will be recorded to ensure a yearly increase of 2%.</p> <p>7.1.3 Annual member support survey to evaluate wellness.</p>
<p><b>8.0 Completion of a civilian and uniform workload analysis</b></p>	<p>8.1 Civilian Workload analysis conducted to determine efficient deployment of staff</p> <p>8.1.1 Analysis of current job assignments and workloads.</p> <p>8.1.2 Results determine staffing levels and potential opportunities for 3, 5 and 7 year plan.</p> <p>8.2 Police Staffing Allocation and Managing Workload Demand Assessment.</p> <p>8.2.1 Hiring of a third party to complete objective review of staffing levels and current workload</p> <p>8.2.2 Consider results of review for 3, 5 and 7 year staffing plan.</p>
<p><b>9.0 Complete a Cobourg Police Service Facility Plan</b></p>	<p>9.1.1 The Facility Plan will be a comprehensive master facility plan derived from a facility needs assessment and potential feasibility study.</p> <p>9.1.2 Shall inform the Police Board of future planning for the optimal requirements and locations of police facilities that address the Service's short and long-term needs.</p> <p>9.1.3 The facility plan will be guided by key fundamental themes:</p> <p>9.1.3.1 Provide workplaces that enable effective and efficient delivery of policing services;</p> <p>9.1.3.2 Ensure flexibility to support changing service needs;</p> <p>9.1.3.3 Align facilities supply to business requirements; and</p> <p>9.1.3.4 Maximize the benefits accrued to the Service for the financial investments made.</p>



## Strategic Priority: Public Trust & Commitment

OBJECTIVES	Performance Metrics and Targets
<p><b>1.0 Offer a consistent, quality customer experience.</b></p>	<p>1.1.1 Enhancing call answer times with emphasis on alternate response methods embedded in Tiered Policing Delivery Model.</p> <p>1.1.2 Ensuring prompt member response and follow up to all inquiries.</p> <p style="padding-left: 20px;">1.1.2.1 Establish revised internal quality assurance process to ensure timely follow-up.</p> <p style="padding-left: 20px;">1.1.2.2 Establish internal tracking system for follow-up requests.</p> <p>1.1.3 Further expand tiered responsibilities of all members in the Service.</p> <p style="padding-left: 20px;">1.1.3.1 Evaluate roles of Special Constables.</p> <p style="padding-left: 20px;">1.1.3.1.2 Evaluate future opportunities for civilian members.</p> <p style="padding-left: 20px;">1.1.3.1.3 Evaluate roles of Auxiliary members and volunteers.</p> <p>1.1.4 Establish quality assurance process to monitor increased quality experience.</p> <p style="padding-left: 20px;">1.1.4.1 Call back system created to happen randomly.</p> <p style="padding-left: 20px;">1.1.4.2 Creation of a community survey that can be sent to individuals randomly.</p> <p style="padding-left: 20px;">1.1.4.3 Environmental scan to check perception mid way through the plan.</p>
<p><b>2.0 Ensure community has a thorough understanding of the Cobourg Police Service Tiered Policing service delivery model.</b></p>	<p>2.1.1 Create a single point of information explaining what is Tiered Policing</p> <p>2.1.2 Conduct an information campaign including news releases, public meetings, interviews outlining the components.</p> <p style="padding-left: 20px;">2.1.2.1 All staff involved in telling "their story".</p> <p>2.1.3 In conjunction with the V13 Policetech Accelerator and post-secondary institutions to develop a "White Paper" outlining successes and opportunities in the Cobourg Experience.</p> <p>2.1.4 Create an Auxiliary Member section on website.</p> <p style="padding-left: 20px;">2.1.4.1 Outlines all the activities being contributed to by the Auxiliary members.</p> <p style="padding-left: 20px;">2.1.4.2 Creates an opportunity to request Auxiliary at an event</p> <p style="padding-left: 20px;">2.1.4.3 Define the many crime prevention initiatives being completed by Auxiliary.</p>



OBJECTIVES	Performance Metrics and Targets
<p><b>3.0 Clearly and authentically establishing that the Cobourg Police Service cares about and is part of the community by being responsive, alert and sympathetic to the needs of the community.</b></p>	<p>3.1.1 Police Services Board remains an essential part of the Police Service.</p> <ul style="list-style-type: none"> <li>3.1.1.1 Enhanced understanding of the role and responsibilities of the Cobourg Police Services Board.</li> <li>3.1.1.2 Enhanced public facing collaboration, consultation, and response.</li> <li>3.1.1.3 Enhanced reporting structures.</li> </ul> <p>3.1.2 Enhanced police role as a convenor for community issues.</p> <ul style="list-style-type: none"> <li>3.1.2.1 Police have unique access to more resources and so have a role as a convenor.</li> <li>3.1.2.2 Use this to work in partnership to address social issues.</li> </ul> <p>3.1.3 Enhanced access to skills and expertise within Service to collaboratively work on community issues (criminal and non-criminal).</p> <p>3.1.4 Creation of the Service Equity Diversity and Inclusion Plan.</p>
<p><b>4.0 Enhance police service visibility throughout the community.</b></p>	<p>4.1.1 Complete a service inventory of community agencies, Boards and partnerships that involve members of the Service. Attempt to fill identified gaps.</p> <p>4.1.2 Complete a public facing list of public engagement opportunities from members of the Service.</p> <p>4.1.3 Enhanced foot patrol and bike patrol.</p> <p>4.1.4 Increased proactive efforts of staff in the course of their daily duties.</p> <p>4.1.5 Increase proactive crime prevention initiatives to serve needs of the community.</p>
<p><b>5.0 Increase transparency and community trust using data and technology</b></p>	<p>5.1.1 By deploying Digital Evidence Management for Body Worn Video.</p> <ul style="list-style-type: none"> <li>5.1.1.1 Create a comprehensive public information plan to educate the community on the BWC program.</li> <li>5.1.1.2 Conduct regular public forums dispelling myths and educating the public on the program development.</li> </ul> <p>5.1.2 By deploying the CCTV Community Safety Mesh Network.</p> <ul style="list-style-type: none"> <li>5.1.2.1 Create opportunities for the community to add private cameras.</li> <li>5.1.2.2 Increase numbers of public facing municipal cameras.</li> <li>5.1.2.3 Enhance intelligence capabilities of this program.</li> </ul>



OBJECTIVES	Performance Metrics and Targets
<b>6.0 Enhance relationships with diverse communities</b>	<p>6.1.1 Create Chief of Police – Community Inclusion Council.</p> <ul style="list-style-type: none"><li>6.1.1.1 Create Terms of Reference for committee.</li><li>6.1.1.2 Schedule regular meetings.</li><li>6.1.1.3 Include on website an orientation section for newcomers and international students that focuses on safety, legal rights, and law in Canada.</li><li>6.1.1.4 Host training opportunities for police members to engage with newcomers and learn about diverse cultures.</li></ul> <p>6.1.2 Enhance understanding of indigenous voices and lenses.</p> <ul style="list-style-type: none"><li>6.1.2.1 Develop training to increase awareness in Indigenous traditions, culture, and history.</li></ul>