

# Cobourg Police Service

Business Plan  
2019 - 2022



Community

Professionalism

Service

POLICE



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## Executive Summary



### VISION

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

### MISSION

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

### VALUES

**Community** – engaging our citizens and investing in our partnerships for a safer community.

**Professionalism** – serving 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 and fiscally responsible.



## 3-YEAR ROADMAP

A Safe & Secure Community	A Supportive & Healthy Workplace	Community Engagement & Partnerships	Service Quality & Value
<ul style="list-style-type: none"> <li>• Neighbourhood Policing</li> <li>• Community Based Crime Prevention &amp; Community Mobilization</li> <li>• Youth Engagement</li> <li>• Retirement Community</li> <li>• Road Safety</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership development, training and mentorship</li> <li>• Succession planning and career development</li> <li>• Employee wellness and mental health</li> <li>• Live our values</li> <li>• Inclusive and diverse workforce</li> <li>• Effective internal communications and collaboration</li> <li>• IT and non-IT investments to enable service delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Community mobilization</li> <li>• Public engagement, education and outreach</li> <li>• Collaboration with municipal and community partners and allies</li> </ul>	<ul style="list-style-type: none"> <li>• Assistance to Victims/ Survivors</li> <li>• Response and Investigative Excellence:                             <ul style="list-style-type: none"> <li>○ Violent crime</li> <li>○ Property crime</li> <li>○ Drugs</li> <li>○ Youth related crime</li> </ul> </li> <li>• Effective communication with our community</li> <li>• Fiscal responsibility and accountability</li> </ul>

## Message from the Board Chair



On behalf of the entire Cobourg Police Services Board, I invite you to review our new three year Police Services Board Business Plan.

Police Service Boards are created to provide adequate and effective police services in co-operation with the Chief of Police. In addition, the Police Services Act legislates the Board to develop a three year business plan. Priorities are developed through community consultations.

This 2019 – 2022 Business Plan will enhance our strong policing foundation and build upon our past accomplishments. The external survey revealed our community’s top safety and crime concerns are; road safety including drinking and driving (37%). Aggressive driving (32%) and motor vehicle collisions (21%). Rounding out the top 3 crime concerns are Drugs (52%), mental health (39%), residential break-ins (37%)

This plan is our roadmap to setting the policing priorities that are aimed at ensuring the highest quality of life for the citizens of Cobourg. Initiated during our last business plan, and recognizing its contribution to financial and operational efficiency, the Board remains committed to the ongoing development of our tiered policing model.

The Cobourg Police Services Board extends our appreciation to all members of the community, and our organization, who have contributed to the development of this Plan. The Board members are grateful for the community support we enjoy, and thank you for partnering with us to make Cobourg the safest community.

Chair Marg Godawa.  
Cobourg Police Services Board

## Message from the Chief of Police



Working collaboratively with the Cobourg Police Services Board, I am pleased to present our 2019 – 2022 Police Services Board business plan. This business plan is an important tool for managing, measuring and developing the policing services we provide to our community. After extensive community and internal survey conducted by an independent third party company this well-designed business plan lays out the Board’s vision, goals and objectives for the Cobourg Police Service (CPS).

93% of the survey respondents viewed Cobourg was a safe town to live in. Most residents are satisfied with the services provided by the police service (75%). Noting 15% were neither satisfied nor dissatisfied. Most also expressed moderate to utmost confidence in the Cobourg Police Service (89%), compared to 9% who say little to no confidence.

As our roadmap for the next three years, this Plan is also an essential communications tool to keep our residents, community partners and Cobourg Police Service staff informed in the expectations the community has of them. The objectives and goals set out in our Plan allow us measure our work and our progress. With those measurements, we can then adjust our efforts to ensure we accomplish our objectives.

As our Police Service evolves and adapts over time to remain responsive and relevant to the needs of our community, this business plan is an effective way to plan for changes in legislations, community needs and sets policing priorities.

I welcome your direct feedback and invite you to join us as we work collaboratively to keeping our community a safe place to work, live and play.

Kai Liu  
Chief of Police

## Message from the Senior Officers Association



I am pleased to offer a message of support for the 2019-2022 Business Plan. This plan identifies the key steps of “Safe & Secure Community, Supportive & Healthy Workplace, Community Engagement & Partnerships and Service Quality & Value” which will continue to provide the direction that will enable our Service to continue to provide the great quality of policing enjoyed by our community.

Gina Wilson, CMM II Police Professional  
President - Senior Officer's Association

## About the Business Plan

The 2019-2022 Cobourg Police Service (CPS) Business Plan is prepared in accordance with Ontario Regulation 3/99 which mandates police services to prepare a business plan at least once every three years. This Plan will serve as a guide to the Board and Chief of Police when making decisions involving the delivery of policing services to the Town of Cobourg.

Information was gathered in the winter of 2017/2018 with the assistance of a professional services firm to survey the residents, businesses, and community organizations. The information that was gathered was analyzed and compared with previous business plans to form the 2018-2020 priorities for the police service.

Also, an internal survey was conducted with the employees of the Cobourg Police Service to identify their needs and concerns to assist with setting internal priorities for the next three years in support of a safe, healthy and productive work environment.

Listening to our community, and understanding their needs, is an essential part of our role. This business plan helps us to focus our efforts on current priorities that are reflected in our survey results, but allows us to be flexible in adapting to needs and priorities that may surface in the future.

The Cobourg Police Service is committed to its primary directive, as stated in the Ontario Police Services Act, to prevent crime, enforce the law, assist victims of crime, maintain public order and respond to emergencies; and to delivering modern, effective police services that represent value for money.

## About the Town of Cobourg

Cobourg originated as a 'police village' in the early 1800's and has progressed through many changes. The first Police Services Board, titled the *Board of Police*, was created in 1834. Later known as *The Board of Commissioners of Police*, and now referred to as the Police Services Board, this august body continues to be representative of the community, Council and the province.

The current police facility, once the Armouries building, is the centre of police operations. As a heritage building, the exterior is virtually unchanged; however, the interior continues to undergo a significant transformation in order to meet the evolving needs of the police service and the community.

Uniform patrol is performed by four (4) platoons, supported by a criminal investigation and community engagement and response unit, including community service. The seniority of the 31 sworn officer complement varies from over 30 years to new recruits. The civilian complement consists of 10 full time and 29 part time members with up to 30 years of experience servicing the police service and the residents of Cobourg.

## Service and Crime Statistics

While you will see a steady increase in the number of incidents, year-over-year, it is important to recognize that these numbers have increased as a result of an organizational shift in how we use our records management system to measure the work done every day.

For the “Reported” category, our organization measures enforcement activities and calls for service for reported crimes, but we have also actively increased our measurement of proactive attendance at non-enforcement related community events, which our sworn and non-sworn members attend. Examples of these community events would include attendance at committee meetings, school presentations, training events, board of director meetings or even parades and funeral escorts.

Our Service, and its members, use these events as an opportunity to be more efficient and cost-effective, by building relationships with, and partnering with, other groups and agencies that are able to identify and influence underlying causes of crime. Our Service is proud of the work our members have done every year, especially in the area of youth crime, with significant declines shown in male and females charged over the last four years.

	2014	2015	2016	2017	Y-O-Y Trend	4-Year Trend
<b>Reported</b>	6798	5691	8168	9553	17%	15%
<b>Unfounded</b>	488	526	422	314	-26%	-13%
<b>Actual</b>	6350	5165	7726	9239	20%	17%
<b>Clearance - By Charge</b>	513	588	522	700	34%	12%
<b>Clearance - Otherwise</b>	4804	3589	5373	7658	43%	22%
<b>Clearance - Rate</b>	84%	81%	76%	90%	19%	3%
<b>Adult - Male</b>	224	262	268	363	35%	18%
<b>Adult - Female</b>	52	66	86	154	79%	45%
<b>Youth - Male</b>	52	43	31	21	-32%	-26%
<b>Youth - Female</b>	123	11	13	13	0%	-24%
<b>Youth - Not Charged</b>	142	160	80	128	60%	8%

Data is drawn from the Uniform Crime Reporting, that our Service provides to the Government, to complete a census of all crime known to police services.

“Police-reported crime statistics conform to a nationally approved set of common crime categories and definitions. They have been systematically reported by police services and submitted to Statistics Canada every year since 1962. Differences in local police service policies, procedures and enforcement practices can affect the comparability of crime statistics at the municipal level.”

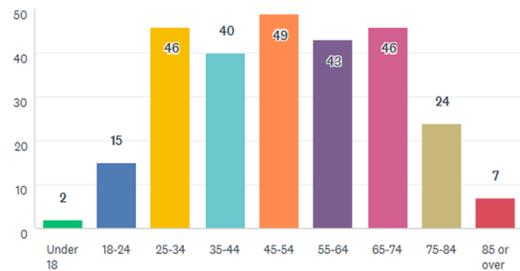
<https://www150.statcan.gc.ca/n1/daily-quotidien/180723/dq180723b-eng.htm>

### Public Consultations

Listening to, and learning from, our community is essential to learning your expectations of our essential role within Cobourg.

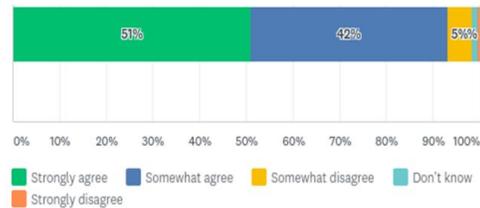
In the renewal of our business plan, the Cobourg Police Services Board conducted its second public survey to collect data on public perception of its services and the Cobourg citizens' views about safety and crime in our town. The consultations were conducted online and paper copies were distributed at the police station and at various locations around town where police members met with citizens to talk about the service and their safety. Residents were invited via email and through a link on the service's website.

A total of 272 individuals completed the survey representing the following demographics.<sup>1</sup>

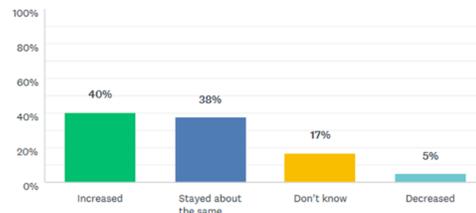


### What We Heard

- Cobourg is a safe town to live in.** A total of 93% of survey respondents agreed with this statement.



- Perception about crime trends:** Many Cobourg residents believe that, in the last 3 years, crime in the town has increased (40%), stayed about the same (38%), while 5% perceive crime to have decreased.



<sup>1</sup> Respondents for this survey represent those who volunteered to participate through a public campaign promoting the survey site and availability of paper based surveys. Given that the sample was not based on a probability sample, no estimates of sampling error can be calculated and may be subject to sources of errors.

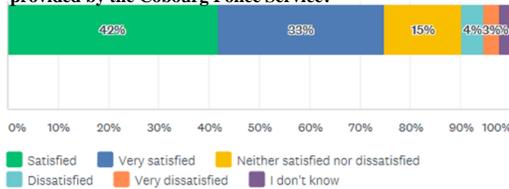
- **Priority safety concerns and crime issues for the town:**

Respondents were asked to identify 5 of their top safety or crime concerns, and you told us that Drugs (52%), Mental Health issues (39%), Drinking & Driving (37%), Residential Break Ins (37%), Speeding/Aggressive Driving (32%) were the major items of concern.

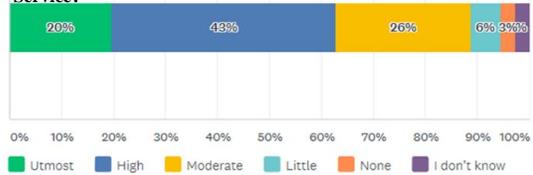
- **Road safety** is clearly a priority with respondents identifying drinking and driving (37%), speeding and aggressive driving (32%) and motor vehicle collisions (21%) as the most important concern to citizens for the town as a whole.

- **Views on Satisfaction and Confidence in the Cobourg Police Service:** Most Cobourg residents are satisfied with the services provided by the police service (75%), noting that 15% are neither satisfied nor dissatisfied and 7% are dissatisfied. Most also expressed moderate to utmost confidence in their police force (89%), compared to 9% who say they have little to no confidence.

Q20: Overall, how satisfied are you with the services provided by the Cobourg Police Service?

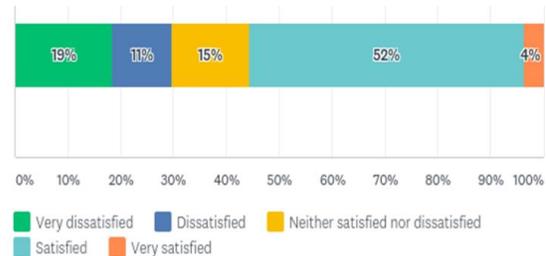


Q21: What level of confidence do you have in the Cobourg Police Service?



- **Quality of service for those who contacted police in the last 3 years:** Of the 53% of respondents who contacted the Cobourg Police Service in the last 3 years for an emergency or non-emergency situation, 73% are said they were satisfied or very satisfied with the quality of service, compared to 16% who are dissatisfied and 11% who are neither satisfied or dissatisfied.

- **Satisfaction with the reporting process:** Of the 53% of respondents who contacted the Cobourg Police Service in the last 3 years, 83% filed a report of which 56% are satisfied with the reporting process, compared to 31% who are dissatisfied with the reporting process and 15% are neither satisfied nor dissatisfied.



## Strategic Areas of Focus – 2019-2022

The following four areas of focus will show how the Cobourg Police Service plans to provide adequate and effective policing for the Town of Cobourg

### 1. A Safe & Secure Community

The Cobourg Police Service is dedicated to the goal of enhancing the quality of life within our community by ensuring the safety of every member and visitor, consistent with our Vision, Mission and Values.

Starting with our previous Business Plan, and evolving into this current Plan, the Cobourg Police Service is committed to our ongoing implementation and growth of the tiered policing model. You will see this referenced throughout the Plan, as you read it.

The tiered policing model allows the Cobourg Police Service to use a more diverse range of personnel (employees and volunteers) to deliver the various police functions that our community relies on every day. Through the deployment of special constables, police auxiliary volunteers, civilian members and community partners, the Cobourg Police Service can focus sworn police officers on performing their core policing duties.

These alternate options for staff deployment allow our Service to employ and develop cost effective and efficient methods to provide both conventional policing service and incorporate newly evolving police service models.

A safer community results from the on-going education and engagement with all members and communities within Cobourg. The cooperation and collaboration with new and existing partner agencies and organizations provides services to effectively educate, guide and care for our residents and allow police to enforce Canadian laws in a professional and impartial manner, preventing crime and disorder.

**Objective 1.1: Provide proactive community-based crime prevention programs and initiatives that provide the capability for our community members to reduce crime and victimization.**

Goal	Develop & deploy Community Engagement & Response Team (CERT)
Measures	<ul style="list-style-type: none"> <li>• Create job descriptions for supervisor and staff</li> <li>• Create an action plan for deployment in conjunction with all members</li> <li>• Ensure integration with all Service areas and members</li> <li>• Introduce CERT to community</li> <li>• Identify CERT team and their objectives to the community</li> </ul>
Timeline	Annually

Goal	Design, develop and deliver the Community and Police Educating Students (CAPES) program
Measures	<ul style="list-style-type: none"> <li>• Use teachers, community and policing partners to create content that is consistent with the education curriculum and community safety messaging</li> <li>• Create a “boxed” curriculum so that any member can deliver an effective presentation on any CAPES topic</li> <li>• Target personal safety, road safety and drug safety (illegal &amp; performance enhancing) and crime prevention components within the CAPES curriculum</li> <li>• Introduce the CAPES program to the community</li> <li>• Deliver the CAPES program to all elementary schools within Cobourg</li> </ul>
Timeline	ANNUALLY

Goal	Develop, Re-imagine and Deliver Interactive/Cooperative Community Safety Programs
Measures	<ul style="list-style-type: none"> <li>• Deliver seasonal road safety instruction to students through the CAPES program</li> <li>• Deliver the Ident-A-Kid child identification program for infants, toddlers and students</li> <li>• Expand delivery of Stand Up, Stay Strong program to intermediate and secondary school students</li> <li>• Expand the current Children’s Safety Village use and incorporate it into the CAPES program and community partner events.</li> <li>• Deliver Home and Business security audits through the Crime Prevention Through Environmental Design (CPTED) program</li> <li>• Deliver Neighbourhood-based Lock It or Lose It patrols regularly within business and residential areas</li> </ul>
Timeline	ANNUALLY

Goal	Increase Police Visibility
Measures	<ul style="list-style-type: none"> <li>• Using the tiered policing model, members will increase police visibility at high profile destination events such as Canada Day Waterfront Festival, RibFest and Highland Games</li> <li>• Using the tiered policing model, members will increase police visibility at community events throughout the year</li> <li>• Using the tiered policing model, members will increase our attendance, education and enforcement in relation to areas of high concern as identified by the public, or through analytical assessment (ie high theft areas, school zones, high collision intersections)</li> <li>• Continue use of mobility alternatives (bicycles / Segway) to increase face-to-face interaction and engagement with our community and visitors</li> <li>• Foot patrols in the Downtown / Victoria Park / Beach / West Beach</li> <li>• Foot patrols throughout Residential and Business areas throughout Cobourg</li> </ul>
Timeline	ANNUALLY

**Objective 1.2: Deliver quality response and customer service through effective response, enforcement and investigations**

The Cobourg Police Service is actively integrating the Tiered policing model in our day-to-day enforcement, response and investigation methods. This model allows our police service to deliver diverse services in a more economical and efficient manner through the use of sworn police officers, special constables, auxiliary officers, civilian volunteers, civilian staff members and occasionally through moderated online interactions.

Goal	Increase deployment of non-sworn police members through the Tiered Policing Model
Measures	<ul style="list-style-type: none"> <li>• Employ an Auxiliary Supervisor and launch the Auxiliary officer program</li> <li>• Recruit 10 Auxiliary members</li> <li>• Research and deploy communication and tasking software for Auxiliary officer event deployment</li> <li>• Reinvigorate the Cobourg Police Volunteer program to support police members and community needs</li> <li>• Create procedures for the diversion of some sworn officer duties to provide cost-efficient alternatives (within the Service / within the Community) to allow sworn officers to focus on core policing functions</li> <li>• Research options for tiered primary response that does not decrease response quality and client (public) satisfaction</li> <li>• Increase use of non-sworn members to deliver enforcement options and visibility in the Downtown / Victoria Park / Beach areas</li> <li>• Use non-sworn members to take on expanded duties (ie community engagement at events, School crossing guards, By-Law enforcement, Scenes of Crime evidence collection, Breath Technicians)</li> <li>• Develop and introduce the alternative collision reporting centre at the Cobourg Police Station in conjunction with Accident Support Services International</li> </ul>
Timeline	ANNUALLY

Goal	Use Analytical Technology to Effectively Support Members through Identification of Crime and Response Solutions
Measures	<ul style="list-style-type: none"> <li>• Continuously search for analytical resources to better assist in asset direction to deliver excellent community service</li> <li>• Deploy iMDT dispatch software to facilitate collection of data related to call volume and incident response times</li> <li>• Analyze incident and staffing data to develop tailored deployment and response opportunities</li> <li>• Continue to evaluate CROMS collision data to effectively target high collision areas</li> <li>• Use CROMS collision data to effectively identify traffic education, enforcement or engineering opportunities to increase traffic safety within Cobourg</li> <li>• Evaluate Basic Mental Health Screener (BMHS) and mental health apprehension data through HealthIM software to identify response needs/concerns and/or alternatives</li> <li>• Evaluate crime analytics through internal records management systems to produce intelligence led approaches to drug crime and property crime</li> </ul>
Timeline	ANNUALLY

**Objective 1.3: Deliver quality response and investigations in all areas of policing including violent crimes, property crimes, drugs, and youth related crime.**

Goal	Increase Communication, Knowledge and Entry Capability to Provide Excellent Investigative Quality and Support
Measures	<ul style="list-style-type: none"> <li>• Increase in-custody interviews to develop informants and strategies to support interdiction and education activities</li> <li>• Enhance internal communication related to current and expected criminal activity, along with interdiction strategies</li> <li>• Provide two 6 month skill augmentation opportunities in CIB</li> <li>• Expand local sworn and non-sworn officer expertise to investigate internet related crime</li> <li>• Increase external communication to the community regarding current and potential criminal activity</li> <li>• Improve technical and intellectual capacity to support surveillance needs</li> <li>• Develop, train and deploy a containment team that is trained in warrant execution and entry tactics</li> </ul>
Timeline	ANNUALLY

Goal	Deliver Quality Response and Investigations Related to Violent Crime
Measures	<ul style="list-style-type: none"> <li>• Attend and represent the Cobourg Police Service on provincial bodies such as the Ontario Homicide Investigators Association, Criminal Intelligence Service of Ontario, Robbery and Major Case Management.</li> <li>• Partner with High Risk Offender Enforcement Unit, federal parole offices and provincial probation offices in relation to high risk offenders</li> <li>• Coordinate sex offender monitoring with front line members and police partners in conjunction with on-going compliance checks</li> <li>• Ensure current resource sharing partnerships grow through education and outreach programs</li> <li>• Ensure best practices are utilized in relation to investigation and post-crime communications</li> <li>• Coordinate warrant and bail enforcement activities with front line members and policing partners related to violent offenders</li> <li>• Increase clearance rates for all violent crimes and show year over year decreases</li> </ul>
Timeline	ANNUALLY

Goal	Deliver Quality Response and Investigations Related to Property Crime
Measures	<ul style="list-style-type: none"> <li>• Deploy flexible staffing strategies that incorporates CERT officers and the tiered response model, to proactively address immediate crime increases</li> <li>• Build/maintain service agreements with police partner agencies for educational and mentoring opportunities as well as resource supports</li> <li>• Enhance internal communication regarding current and expected criminal activity and interdiction strategies</li> <li>• Evaluate and investigate interactive alternatives to the current CrimePlot mapping system to better engage the community in crime awareness and notification</li> <li>• Develop a graffiti removal partnership with community members</li> <li>• Encourage property protection efforts after all property investigations through CPTED home and business audits</li> <li>• Relationship development with pawn shops/second hand shops to review property purchases and ensure adherence to current by-law.</li> <li>• Increase clearance rates for all property crimes</li> </ul>
Timeline	ANNUALLY

Goals	Deliver Quality Response and Investigations Related to Drug Investigations
Measures	<ul style="list-style-type: none"> <li>• Identify training and mentorship opportunities internally and externally, to ensure effective drug investigations</li> <li>• Identify and obtain equipment, resources and partnerships to conduct effective drug investigations</li> <li>• Train all officers on the Highway Interdiction Course</li> <li>• Develop mentorship and resource sharing agreements with neighbouring police services for effective drug enforcement and investigations</li> <li>• Increase drug seizures and clearance rates for drug investigations</li> </ul>
Timeline	ANNUALLY

Goals	Youth Response and Intervention
Measures	<ul style="list-style-type: none"> <li>• Increase referrals to Rebound Child &amp; Youth Services</li> <li>• Partner with Rebound in delivery of their Under 12 programming</li> <li>• Educate front line officers, through in service training, for risk factor identification to increase early interventions</li> <li>• Increase training to members that certifies them in the Community Threat Assessment model</li> <li>• Partner with community agencies to increase opportunities to divert youth away from court related processes</li> <li>• Partner with youth service agencies to increase the information provided to them in order to allow timely and effective follow ups</li> </ul>
Timeline	ANNUALLY

**Objective 1.4: Improve road safety through proactive strategies, education, and enforcement.**

Goal	Improve road safety through proactive strategies, education, and enforcement
Measures	<ul style="list-style-type: none"> <li>• Expand Selective Traffic Enforcement Program (STEP) to focus on educational component through classroom, traditional media and internet focused initiatives</li> <li>• Deliver seasonal (summer / winter) educational series to address road safety in changing weather and environment conditions</li> <li>• Maintain and develop partnerships with the County of Northumberland, MOE, MTO to increase capabilities to thoroughly inspect commercial motor vehicles and conduct effective prosecutions</li> <li>• Qualify two officers to conduct motor vehicle inspections             <ul style="list-style-type: none"> <li>○ -Increase frequency of motor vehicle inspections to two throughout the year</li> </ul> </li> <li>• Qualify members in delivery of Car Seat installation clinics             <ul style="list-style-type: none"> <li>○ -deliver (or partner with other agencies or police services) to deliver four clinics throughout the year</li> </ul> </li> <li>• Continue membership on Safe Communities Northumberland On/Off Road Safety committee</li> <li>• Explore options for deployment of Photo Radar in School Zones and selected Community Safety Zones to increase safety</li> <li>• Train all officers in the Standard Field Sobriety Test</li> <li>• Train an officer in Level III collision investigation</li> <li>• Obtain two approved drug screening devices, required to be used together, to ensure adequate capability to detect the presence of a drug in a person's body as required under s. 254 of the Criminal Code.</li> <li>• Show a decrease in year-over-year motor vehicle collisions</li> </ul>
Timeline	ANNUALLY

**Objective 1.5: Support victims/survivors of crime and connect them to the services they need.**

Goal	Continued provision and referral to appropriate support resources to assist with healing and prevention of re-victimization
Measures	<ul style="list-style-type: none"> <li>• Provide review and referral access to police records management system, to authorized partners (<i>Victim Crisis Assistance &amp; Referral Service (VCARS), Victim/Witness Assistance Program (VWAP), Cornerstone Family Violence Prevention Centre and Rebound Child &amp; Youth Services</i>) for effective and immediate provision of support and resources</li> <li>• Expand our weekly incident review program with Cornerstone and Rebound to evaluate access Niche RMS to review incident response and provide faster referral services to victims</li> <li>• Ensure continual updates on court processes with victims through Crown Attorney's office staff, VWAP and police staff</li> </ul>
Timeline	ANNUALLY

## 2. A Supportive & Healthy Workplace

### Objective 2.1: Attract, retain and develop a professional and competent workforce.

In accordance with the Ontario Police Services Act, the Cobourg Police Service recognizes the need to ensure that “police forces are representative of the communities they serve”.

The Cobourg Police Service firmly believes that a diverse police service will increase productivity, creativity and problem solving. It will broaden community engagement and result in better service to the citizens of Cobourg. A diverse service will further enhance communication with the community and throughout the police service.

The Cobourg Police Service believes that all of its members should have the opportunity to achieve their full potential. By building a diverse police service, and creating an inclusive environment for all members, the Cobourg Police Service can champion the values of equality, diversity and social inclusion.

Goal	Attract, retain and develop a professional and competent workforce, that is reflective of the diversity of our community
Measures	<ul style="list-style-type: none"> <li>• Review and consolidate hiring criteria and practices to be consistent with police sector methods</li> <li>• Provide training and preparation opportunities that allow potential police recruits to develop their physical and interview skills and abilities</li> <li>• Re-define a succession management plan to ensure timely hiring, development and promotion of our workforce</li> </ul>
Timeline	ANNUALLY

### Objective 2.2: Invest in the health, wellbeing and safety of all employees.

Goal	Invest in the health, wellbeing and safety of all employees
Measures	<ul style="list-style-type: none"> <li>• Increase Wellness committee tasks to develop programs for workplace health initiatives such as <ul style="list-style-type: none"> <li>○ mindfulness training</li> <li>○ stress management</li> <li>○ fitness classes / chair yoga</li> <li>○ healthy diet training</li> <li>○ educational or motivational speakers</li> <li>○ fitness incentive program / Pin test</li> </ul> </li> <li>• Provide opportunities for family involvement in the workplace such as Bring Your Kid To Work</li> <li>• Develop Northumberland Community Counselling partnership for critical incident stress services</li> </ul>

	<ul style="list-style-type: none"> <li>• Continue membership on Safe Communities Northumberland Workplace Wellness committee</li> <li>• Explore and incorporate training for mental health resilience within the workplace</li> </ul>
Timeline	ANNUALLY

**Objective 2.3: Improve employee engagement and communication.**

Goal	Invest in the health, wellbeing and safety of all employees
Measures	<ul style="list-style-type: none"> <li>• Ongoing reinforcement of the Cobourg Police Service Vision, Mission and Values through consistent messaging across the organization</li> <li>• Expanded community awareness of the Cobourg Police Service Vision, Mission and Values through dedicated media relations officer</li> <li>• Create program(s), in partnership with the Cobourg Police Association, to allow all members to acknowledge the work of their co-workers across the organization whether at work or away</li> <li>• Involve members in delivery of Citizens Police Academy</li> <li>• Re-brand Intranet to provide a more interactive multi-media experience</li> </ul>
Timeline	ANNUALLY

**Objective 2.4: Support the continuous learning, training, and development of our people.**

Goal	Support continuous learning, training and development of all members
Measures	<ul style="list-style-type: none"> <li>• Identify training and mentorship opportunities for each member to develop knowledge, skills and abilities for all positions</li> <li>• Provide media and social media training to non-supervisory staff to increase knowledge and support for internal and external communication</li> <li>• Develop members through Train-the-Trainer opportunities to increase skill diversity</li> <li>• Develop members through secondment opportunities with external organizations</li> <li>• Create procedure training initiative for supervisors to provide at Sgt mtgs</li> <li>• Actively promote non-traditional education opportunities that benefit members and the Cobourg Police Service</li> <li>• Educate two internal employees to be certified in delivering and re-qualifying members in provincial Use-of-Force capabilities</li> <li>• Develop existing Intranet capabilities and purchase questionnaire module to provide additional in-house training</li> <li>• Quality Assurance reviews of all RMS reporting on a monthly basis to ensure standardized record management and report quality</li> </ul>
Timeline	ANNUALLY

**Objective 2.5: Develop leaders and prepare our future workforce through career development, mentorship and succession planning.**

Goal	Identify and develop our future leaders
Measures	<ul style="list-style-type: none"> <li>• Review and update the performance management system to ensure consistency across the organization</li> <li>• Support and encourage members to become involved in community agencies to develop their knowledge, skills and abilities</li> <li>• Deliver formal supervisory training twice a year for non-supervisory members to develop their knowledge, skills and abilities to operate within higher ranks when required</li> <li>• Build/maintain service agreements with police partner agencies for educational opportunities and mentorship</li> <li>• Actively pursue and promote opportunities for our sworn and civilian members to participate on local service Boards and Committees</li> <li>• Create 6 month duration skills augmentation opportunities for CIB and Court Services</li> </ul>
Timeline	ANNUALLY

**3. Community Engagement & Partnerships**

**Objective 3.1: Enhance the effectiveness of our communications with the public through our visibility, engagement, education and outreach**

Goal	Provide effective outreach and engagement in our external communications
Measures	<ul style="list-style-type: none"> <li>• Employ a full time media relations officer and provide police specific media relations training on relevant legislation</li> <li>• Evaluate, re-brand and/or re-invigorate the Cobourg Police Service website</li> <li>• Evaluate, re-brand and/or re-invigorate the Cobourg Police Service media channels, including Social Media, Community Page and media releases</li> <li>• Evaluate and investigate interactive alternatives to the current CrimePlot mapping system to better engage the community in crime awareness and notification</li> <li>• Engage regular and on-going community feedback through interactions within the community and online to ensure customer satisfaction</li> <li>• continue our participation in school breakfast clubs, literacy programs, fun fairs, tours and presentations</li> </ul>
Timeline	ANNUALLY

**Objective 3.2: Continue to collaborate and further build our partnerships with municipal and community allies in areas that impact safety, security and the wellbeing of our community including youth crime, elder crime, mental health, homelessness and drugs & addiction.**

The Cobourg Police Service is committed to ensuring that crime prevention measures and safety programs within our community identify pro-active practices and educational initiatives.

As a community with a large aging population, we continue to work toward increasing the ability of our senior citizens to be aware of criminal behaviours targeting them specifically.

Providing our seniors, and their care-givers, with awareness tools and protective measures they can use, reduces fear and hardens them against crime. This also reduces family concerns that can coincide with fears for the welfare of their loved ones.

Working closely with our senior community, and agencies that serve and care for them, allows us to ensure a safe community through coordinated crime prevention resources that will assist their identified needs.

Goal	Collaborate and partner on safety and security concerns with community as they relate to identified concerns
Measures	<ul style="list-style-type: none"> <li>• Identify a permanent member of the Northumberland Elder Abuse Resource Network as a trainer / coordinator / investigator</li> <li>• Develop and deploy quarterly outreach training/awareness programs related to technology and fraud awareness for the senior population</li> <li>• Integrate the St John’s Ambulance Therapy Dog program into the Cobourg Police Service response to victims of crime and witness support services.</li> <li>• Provide mental health crisis response and care for community members (MHEART), in partnership with Northumberland Hills Hospital (NHH) Community Mental Health Services program.</li> <li>• By the end of 2018, develop response data that shows need for a second Full Time care worker FOR MHEART PROGRAM</li> <li>• Continue membership on Safe Communities Northumberland Self-Harm/Interpersonal Violence-Mental Health &amp; Addictions committee</li> <li>• Continue membership on Safe Communities Northumberland lead table and sub-committees regarding Fall Prevention and On/Off Road Safety</li> <li>• Gain membership on the Transition House board of directors in concert with the development of partnerships to identify strategies to address Homelessness issues in Cobourg</li> </ul>
Timeline	ANNUALLY

Goal	Increase Response Capabilities to Community Mental Health issues
Measures	<ul style="list-style-type: none"> <li>• Partner with Northumberland Hills Hospital and OPP in M-HEART crisis response initiative</li> <li>• Create job description and identify M-HEART liaison officer</li> <li>• Ensure continued relationship and membership on mental health committees such as the Assertive Community Treatment (ACT) Team and Mental Health Court Support and Diversion Program</li> <li>• Continued work with OPTIC to incorporate use of BMHS software and automated inclusion of mental health reporting data</li> <li>• Continue integrating registries for Wandering Persons, Autism, Alzheimers Society, Developmental/Physically/Visually challenged and Hard of hearing/Hearing Impaired within our record management system and external agencies through programs such as ConnectProtect</li> </ul>
Timeline	ANNUALLY

#### 4. Service Quality & Value

##### **Objective 4.1: Maintain public trust and satisfaction by delivering quality policing services.**

Goals	Ensure public satisfaction
Measures	<ul style="list-style-type: none"> <li>• Develop a customer satisfaction survey that operates year round to ensure quality customer service in all areas of our Service delivery</li> <li>• Decrease the number of service complaints from the community</li> </ul>
Timeline	ANNUALLY

##### **Objective 4.2: Be accountable for the delivery of value for money by ensuring fiscal responsibility.**

Goal	
Measures	<ul style="list-style-type: none"> <li>• Seek out grants from public and private sector avenues, wherever possible, to advance safety and security of all community members</li> <li>• Review opportunities to extend service life of fleet vehicles</li> <li>• Efficiently manage financial resources to address priority needs in a cost effective manner</li> <li>• Increase CIR revenue by 5% every year</li> </ul>
Timeline	ANNUALLY

**Objective 4.3: Be responsive to the changing needs of our community.**

Goal	
Measures	<ul style="list-style-type: none"> <li>• Provide community meetings twice a year to report on key issues of concern and gain insight from the public to ensure the business plan remains on track or is re-focused.</li> <li>• Provide more points of contact with our community through interactive media channels that allow more immediate opportunities to identify crime and activate responses to those issues</li> <li>• Use the strengths and interests of all members to identify and adapt to areas of concern that are highlighted by community members</li> </ul>
Timeline	ANNUALLY

**Objective 4.4: Provide appropriate equipment, facilities, information and technology to deliver quality services**

Goal	Building upgrades, equipment modernization and technology
Measures	<ul style="list-style-type: none"> <li>• Deploy iMDT dispatch software to front line patrol vehicles in order to facilitate faster and more informed incident response for front line officers</li> <li>• Renovate exterior of building to ensure compliance with accessibility requirements.</li> <li>• Renovate the main floor of the police station to improve employee working space, meeting areas and storage requirements</li> <li>• Upgrade technology in training and meeting room spaces to facilitate internet-based training and future communication options</li> <li>• Identify software/technology to allow better social media monitoring regarding local illegal activity and events</li> <li>• Review current IT contract to address changes in technology requirements within the Cobourg Police Service buildings and vehicles.</li> <li>• Research, train members and implement Project Lifesaver for Missing/Wandering Persons</li> <li>• Research, train 3 pilots, and deploy drone technology to assist with complex investigations (ie traffic collisions / missing or wandering persons searches )</li> <li>• Continue to research equipment and clothing that ensures safe and efficient working</li> </ul>
Timeline	ANNUALLY

**Thank you**

Special thank you to all who have been involved in the preparation of this business plan, including:

- citizens of Cobourg who participated in the public consultation survey;
- youth, seniors, businesses, community stakeholders and partners who provided input;
- Cobourg Police Services’ employees and volunteer who engaged in the internal consultation survey;
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