



CORNWALL POLICE SERVICE  
2021-2023 STRATEGIC PLAN







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# CORNWALL POLICE SERVICES BOARD

The Cornwall Police Services Board, which oversees the policies, goals and objectives of the Cornwall Police Service (CPS), is comprised of five members and a secretary. Ontario Adequacy Standards Regulation 3/99, subsections 30(1), 32(1) and 32(2) requires the Board, in partnership with the Chief of Police, to prepare a strategy for the development of a business plan for a three-year period.

## MEMBERS OF THE BOARD:

*Note: At the time of publication, a second City Council Appointee had not yet been identified.*



Mayor Glen Grant

*City Council Appointee/Chair*



Mr. Michel Payette

*Provincial Appointee*



Mrs. Martha Woods

*Community Representative*



Mr. William E. Beattie

*Provincial Appointee*



Mrs. Elyse Lauzon-Alguire

*Secretary*

## MESSAGE FROM THE CHAIR OF THE BOARD



I am very pleased to present the 2021-2023 Cornwall Police Service Strategic Plan. This plan has been developed in great consideration of the input and feedback from members of the public, community partners and Cornwall Police Service employees. It is a clear demonstration of the Service's willingness to listen to the needs of those who live in and/or visit the City of Cornwall.

This plan truly depicts a roadmap for creating the Cornwall Police Service's vision of "A Safer Cornwall." The priorities contained within this plan are reflective of the concerns raised by citizens, including traffic safety, opioid use, and mental health concerns, among others.

In addition to community safety and engagement, "Equity, Diversity and Inclusivity" has also been designated a major priority over the next three years. Through these initiatives, the Cornwall Police Service will concentrate on both, internal and external strategies to build a better relationship with diverse communities and foster a culturally competent membership.

I would like to thank the nearly 1500 individuals who took the time to

participate in the Strategic Plan Survey. I also want to thank the many community partners and stakeholders who actively took part in this process, providing the Cornwall Police Service with greater insight into the opportunities for improvement and stronger partnerships. Finally, I want to recognize the many Cornwall Police Service employees who took part in the plan development. These members, varying from frontline police officers, to dispatchers, to members of the Senior Leadership Team, all contributed ideas and strategies that will be beneficial to the many community members they serve. The City of Cornwall is in good hands.

As we move forward with the 2021-2023 Strategic Plan, the Cornwall Police Services Board looks forward to seeing the successful implementation of these initiatives and the meaningful impact on all residents and visitors of Cornwall.

Mayor Glen Grant  
Chair of the Board



## MESSAGE FROM THE CHIEF OF POLICE



The 2021-2023 Strategic Plan has been a successful compilation of input from members of the public, community partners and Cornwall Police Service employees, in response to the needs of Cornwall's evolving community. This plan has been developed with a major emphasis on ensuring all members of Cornwall and surrounding areas, including those belonging to minority groups, have had an opportunity to share their thoughts about the performance of the Cornwall Police Service, along with their feelings about crime and safety in this community.

Through this process, we have identified four major pillars to reflect our strategic priorities over the next three years. They are, Community Engagement, Organizational Excellence, Crime Reduction & Community Safety and Equity, Diversity and Inclusivity. Built into these pillars are a number of objectives that we look to achieve by the end of 2023.

During the development stages of this plan, we noted a clear alignment of many priorities between the public, community partners

and our employees. This includes our continued work towards building trust through Equity, Diversity and Inclusivity efforts, implementing an integrated opioid harm reduction strategy, and enhancing our service to the vulnerable sector.

As we look ahead to the next three years, we must adopt a post-pandemic model of policing. We have identified a need to modernize and find efficiencies to ensure we are always providing service excellence.

I am eager to see the implementation of the many strategic priorities contained within this plan. Over the next three years, the Cornwall Police Service will continue to listen to needs of the communities we serve, as we work in partnership to create a safer Cornwall.

Shawna Spowart  
Acting Chief of Police

# PLAN DEVELOPMENT PROCESS

As mandated under the Police Services Act, the Cornwall Police Services Board, in partnership with the Chief of Police, is required to prepare and adopt a business plan for the provision of policing.

The 2021-2023 Cornwall Police Service (CPS) Strategic Plan is our vision for a safer Cornwall. The process used to develop the plan enabled CPS members to reflect on where we are now as an organization, versus where we want to be, and determine realistic goals to help us get there.

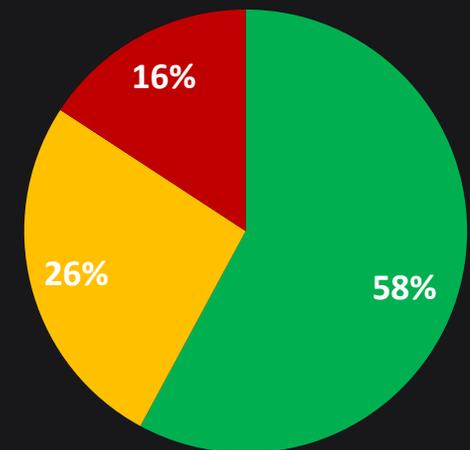
We consulted members of the CPS, community partners, and members of the public, including members of diverse communities. All of the input provided has been streamlined into goals and objectives that will drive the work of the CPS over the next three years.

## STEP ONE: REVIEW OF 2018-2020 STRATEGIC PLAN

A review of what was accomplished as part of the 2018-2020 CPS Strategic Plan revealed that 84% of action items had been deemed complete or in progress. Some of these successes included:

- Developing an existing and emerging media strategy through the development of a Communications Coordinator Position
- Enhancing services to the vulnerable sector through the development of a Vulnerable Sector Officer position and further creation of the Vulnerable Sector Mobile Acute Response Team and Vulnerable Sector Registry
- Changing the strategic direction of the Auxiliary Program to optimize the deployment of volunteers
- Developing a Human Resources Plan, which resulted in creation of an employee Wellness Plan, Peer Support Program and new appraisal system implementation.
- Enhancing traffic safety through the development of a Traffic Safety Plan
- Becoming leaders in policing through CALEA Accreditation after receiving our third Accreditation Award in March 2020

Some of the items that were deemed incomplete or in progress as part of this review will be carried over as part of the subsequent Operational Plans that will stem from this Strategic Plan. It should be noted that the COVID-19 pandemic contributed to delays in executing several of these initiatives.



■ Complete/Operational

■ In progress

■ Incomplete

# STEP TWO: PUBLIC SURVEY

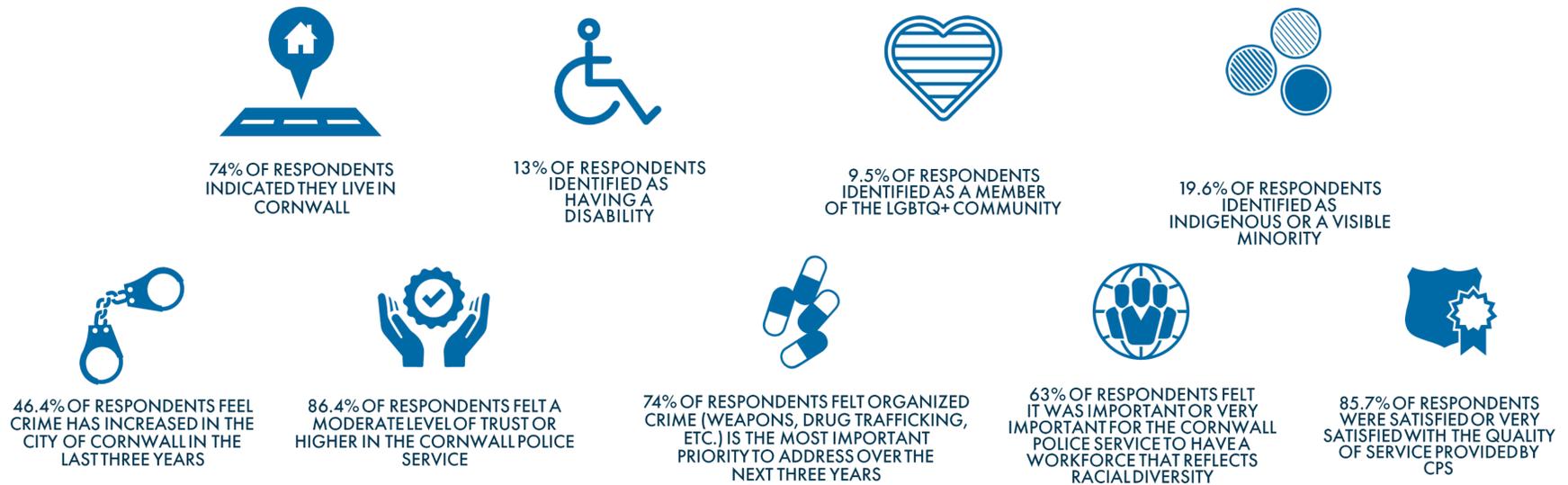
On March 19, 2021, the Cornwall Police Service (CPS) invited members of the community to participate in a Strategic Plan Survey, to help understand how residents and community members feel about crime and safety in the City of Cornwall. The survey was distributed to municipal council, school board members, community organizations and groups, businesses and members of the public as required under the Police Services Act. The electronic survey was active between March 19, 2021 – April 22, 2021 and was made available in both French and English. Through the assistance of community partners, the survey was also accessible in additional languages.

Prior to releasing the survey, the CPS used a strategic focus to ensure all members of Cornwall’s diverse population had an opportunity to participate in the survey. With the assistance of community agencies and members of diverse groups, the CPS received a tremendous amount of support with the distribution of the survey to a wide cross-section of community members.

Members of the CPS Auxiliary Program distributed paper copies of the survey to various locations, including seniors’ residences and businesses, within the City of Cornwall. Additionally, on April 21, 2021, a quantity of cell phone users in the Cornwall area received an automated message inviting them to take the survey.

*A total of 1,477 surveys were completed.*

## SURVEY SUMMARY



# STEP THREE: COMMUNITY PARTNER FOCUS GROUPS

In April 2021, CPS held four consultation sessions with leaders of numerous community organizations from the fields of education, health care, business, social services and emergency services. Consultant, Mr. Tony Kerekes of SpriggHR, moderated the discussions of approximately 20 participants, asking about the frequency and quality of interactions with the CPS. Their feedback was instrumental in providing insights for the strategic planning process.

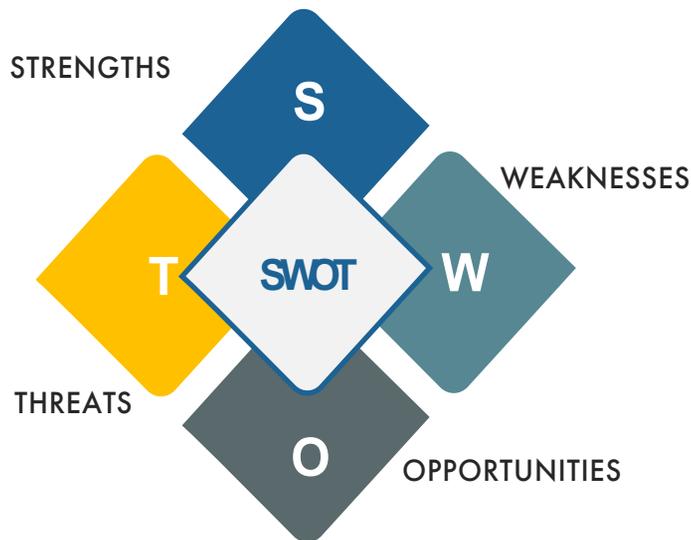
## FINDINGS :

Participants were invited to read and reflect on the previous plan's pillars: Community Engagement, Organizational Excellence and Crime Reduction. All agreed it makes continued sense to group CPS priorities within these pillars, as well as to add a fourth pillar to capture Equity, Diversity and Inclusivity (EDI) strategies. Participants noted in varying ways about a changing community, with much to learn and to implement. By having EDI as its own unique pillar, its timely importance can be captured. One participant noted that "the City of Cornwall is morphing from a large town to a small city and policing plays a role in shaping and modernizing the city as a welcoming community."

Many of the community partner participants rated the quality of interactions with CPS employees as a 5/5 or close to it. When discussing possible areas of focus over the next three years, there was overwhelming support for continuing to enhance services to vulnerable members of the community. Expanding community outreach, continuing EDI efforts and continuing to engage youth were also cited in numerous discussions as being important priorities. Several participants commented about a changing community, which highlighted there is much to learn and implement.

# STEP FOUR: INTERNAL CONSULTATIONS & STRATEGY SESSIONS

During the month of April, CPS Inspectors conducted focus groups with each department to introduce strategic planning to all employees, as well as to gauge employee resonance with the current mission statement, vision, values and pillars. In addition, the Inspectors led employees in a discussion to determine what should be priorities for the police service over the next three years.



Following this, approximately 30 employees and CPS Board members were invited to take part in two Strategy Sessions led by consultant, Mr. Tony Kerekes of SpriggHR, to review all of the data that had been collected from the public, community partners and from the internal consultations. Using this data, the participants completed a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis to better define the areas that would need to be addressed as part of the plan.

## STRENGTHS

Community partnerships and adaptable/resilient employees

## WEAKNESSES

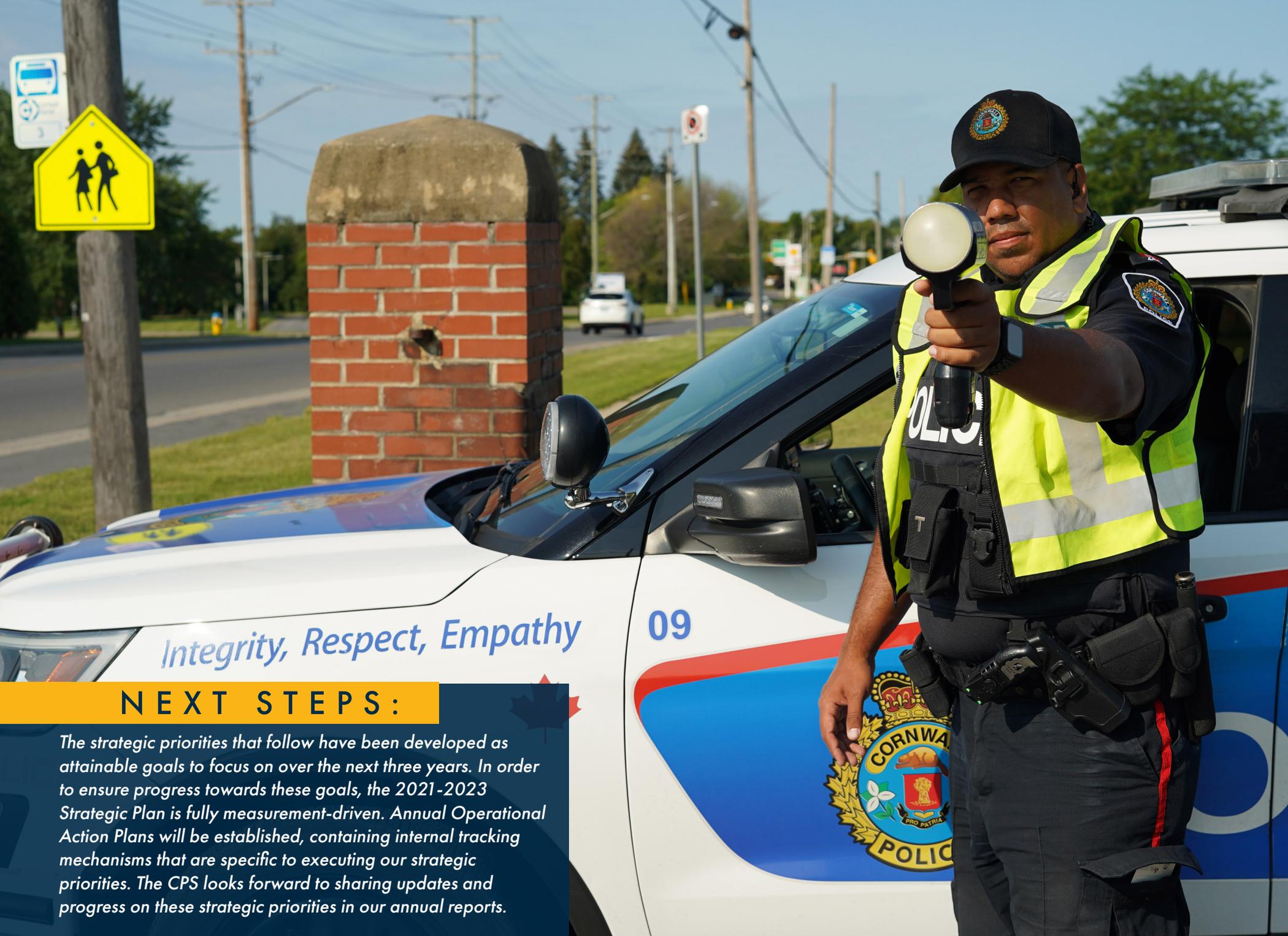
Lacking technology and infrastructure

## OPPORTUNITIES

Data analytics and deployment of resources

## THREATS

Employee wellness and occupational stress injuries



*Integrity, Respect, Empathy*

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## NEXT STEPS :

*The strategic priorities that follow have been developed as attainable goals to focus on over the next three years. In order to ensure progress towards these goals, the 2021-2023 Strategic Plan is fully measurement-driven. Annual Operational Action Plans will be established, containing internal tracking mechanisms that are specific to executing our strategic priorities. The CPS looks forward to sharing updates and progress on these strategic priorities in our annual reports.*



# VISION

A safer Cornwall.

# MISSION

In partnership with diverse communities, we are committed to the pursuit of excellence and keeping our city safe.

# VALUES

## **INTEGRITY**

We will lead by example while upholding the qualities of being honest and having strong moral principles.

## **RESPECT**

We will treat everyone with dignity while acknowledging the rights and traditions of all people.

## **EMPATHY**

We will always strive to understand and share the feelings of others.

# STRATEGIC PRIORITIES

## Community Engagement

1. Increase Visibility and Presence
2. Enhance Service to Vulnerable Sector
3. Implement Integrated Opioid Harm Reduction Strategy
4. Maintain, Expand and Diversify Partnerships
5. Provide Service Excellence
6. Strengthen External Communications Strategy
7. Modernize Youth Engagement Strategies

## Organizational Excellence

1. Invest In Our People with Resources and Development Opportunities
2. Enhance Capacity with Investigative Technology
3. Modernize Deployment of Resources
4. Build Capacity in Data/Crime Analytics
5. Promote Organizational Wellness and Resiliency
6. Develop Long-Term Facilities Plan
7. Modernize IT Infrastructure
8. Improve Internal Communications

## Crime Reduction & Community Safety

1. Implement Community Safety Plan
2. Strengthen Enforcement of Synthetic Drug and Opioid Trafficking
3. Disrupt and Suppress Organized Crime Groups
4. Increase Evidence-Based Targeted Enforcement
5. Improve Road Safety

## Equity, Diversity and Inclusivity

1. Build Trust
2. Build Relationships with Diverse Communities
3. Address Systemic Barriers
4. Create a Diverse Workplace
5. Ensure a Culturally Competent Membership
6. Champion an Inclusive Organizational Culture



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