



Strathroy- Caradoc

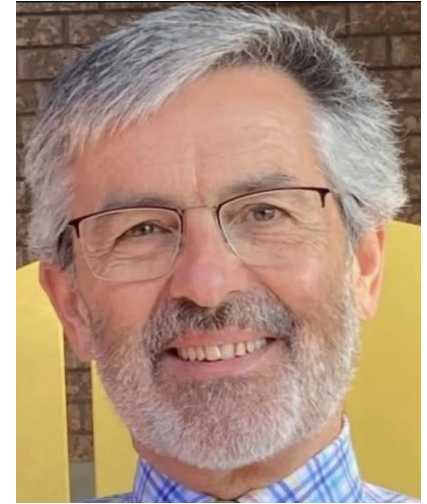
Police Service Board

Strategic Plan 2024-2027

April 24, 2024 Final

Message from the Chair of the Strathroy-Caradoc Police Services Board

Civilian oversight of police services is an important component of local governance and The Municipality of Strathroy-Caradoc is fortunate that The Strathroy-Caradoc Police Service is both community-centred and municipality-operated. It is embedded in our communities and both its uniformed and civilian members are devoted to our safety.



The Strathroy-Caradoc Police Services Board meets monthly with Chief Campbell to review the activities of our police service and we devote ourselves to constantly looking for ways to help it better meet the needs of our community and to coordinate those efforts with those of the municipality.

It is with that in mind that this Strategic Plan for the SCPS (2024-29) is being presented this year in conjunction with the updated Strategic Plan for the Municipality of Strathroy-Caradoc.

Through strategic planning, we can build together a stronger, safer community in which to live and grow.”

A handwritten signature in black ink, reading "John Brennan". The signature is written in a cursive, flowing style.

Councillor John Brennan,
SCPSB Chair

Message from the Chief of Police

The Strathroy-Caradoc Police Service under the governance of the Police Services Board is excited to inform our community members of the creation of our Strategic Plan (2024-2027); a blueprint to guide and shape the priorities for the Service.

As a Police Service, we continue to operationalize a community based model and remain actively engaged with our residents, business owners, community partners and service members.

I'll commence with an opportunity to highlight our Service and the great members who provide outstanding community safety to residents and visitors to Strathroy-Caradoc. Our Service members, many of whom have long term connections to the area, are committed to ensuring we operate ethically, equitably and inclusive to everyone.

We continue to demonstrate our commitment to provide adequate and effective policing through community engagement, core policing functions, victim assistance and fiscal responsibility to our Municipality. We have longed believed and participated as a community partner in building and delivering programs that are founded through collaboration; we appreciate how important those partnerships are in finding synergies and service excellence! Specifically our Service is part of the Municipal fabric; we work in close collaboration with our Municipal partners to find both work and financial efficiencies.

Strathroy-Caradoc continues to steadily grow with new residents, subdivisions, and businesses making it their home. Our Service continues to develop and enhance our service delivery to address traffic, property, drug and cybercrimes. Our members are committed to active traffic enforcement while our criminal investigators partake in many complex investigations; a trend we fully expect to see increase in the years ahead.



We remain as public servants, we require the public's trust and confidence as we complete our daily endeavors. Monitoring public complaints from the Office of the Independent Review Director (OIPRD) and Special Investigations Unit (SIU) incidents suggest we are a professional, transparent and community minded Service.

Equally important is the public cost of policing; we ended 2023 with an operating budget surplus along with a small surplus in capital that has been transferred into the police reserve account. Annual budgetary increases are minimal and publicly accepted by the community members we serve.

Our Mobile Crisis Response Team, a partnership with the Canadian Mental Health Association (CMHA), bringing a mental health professional to active crisis calls has been a tremendous success. The initiative focuses on reducing the stigma of mental health, providing greater resources to persons in crisis and reducing apprehensions and strains on our health care system by diverting people in crisis away from our hospital. The impact of this program has been wide spread; enhancing our service delivery, our competencies and providing greater programs and services to rural residents in Middlesex County.

We continue to advance our communications with our community; our social media platforms continue to grow and expand yearly and we have a strong relationship with our local traditional media outlets to share and respond to local inquires.

We hope to continue to grow our audience as we build on our foundation of community supporters to enhance community safety and wellness.

A handwritten signature in black ink, appearing to read 'Mark Campbell', is positioned above the printed name and title.

Mark Campbell
Chief of Police

ABOUT THE STRATHROY- CARADOC POLICE SERVICE

INTRODUCTION

The Strathroy-Caradoc Police Service has been policing the community since February 5, 1872, when, through the enactment of a by-law by the Town of Strathroy, the Strathroy Police Force came into being.

Caradoc Township was policed by the Ontario Provincial Police until the end of 1998. On January 1, 1999, the Strathroy Police Service was contracted to provide policing until the amalgamation in 2001.

At that time, the Strathroy Police Service became the Strathroy-Caradoc Police Service, which has been serving the community ever since.



INTRODUCTION

WHY A STRATEGIC PLAN?

The Strathroy-Caradoc Police Services Board is required under the Community Safety & Policing Act, 2019 and Regulations, to have a strategic plan.

The plan adopts the vision, mission and values of the service along with the strategic pillars and priorities which will bring these statements to life.

OUR MISSION

Our mission is not to stand above but to stand within our community and to work hand in hand with our community partners with our focus on helping to lead our community to be an engaged and safe place to be.



OUR VISION

We are a progressive public service that strives to create and maintain strong relationships with our community members and partners and we are committed to working together to ensure the security and well-being of everyone within our service and our community.

We continually develop and grow as a Police Service to meet the evolving needs of the community.



CORE VALUES

Integrity in Our Actions: We are loyal and trustworthy and always do what we feel is right on behalf of the community.

Service to the Community: We value the diversity of our community and embrace a three-tiered (Police, Fire, Ambulance) emergency response system which assists us in better serving our community.

Ethical Conduct and Decision Making: We embrace equity, diversity and inclusivity in our community.

Respect for Human Dignity: We value our community members, partners and each other and treat everyone fairly, impartially and sensitively.

Accountability: We are responsible for our own decisions and actions.

Innovation: We are committed to the constant pursuit of excellence and creativity.

Courage: We are committed to maintaining strength in the face of our greatest challenges.

THE PROCESS

METHODOLOGY

*In November 2023, the Municipality of Strathroy-Caradoc and the Strathroy-Caradoc Police Services Board, engaged Municipal Strategic Planning Associates (MSPA), administered by Cash & Associates Inc., to update the municipality's existing Corporate Strategic Plan (2020 – 2029), and to **develop a new Strategic Plan for the Police Services Board for the period 2024 - 2027***

THE PROCESS

METHODOLOGY

The consultants crafted a framework for undertaking the work that resulted in consultations with the members of the PSB, police staff, (civilian and uniform), allied services, indigenous communities, many community groups, school authorities, and partner agencies.

Surveys were sent to a select group of citizens randomly chosen from the tax roll. All citizens were encouraged to complete the on-line or paper surveys made available to the public.

THE PROCESS

METHODOLOGY

For this strategic plan, the consultants;

- *Held 29 different sessions to engage the identified groups.*
- *Conducted 33 individual interviews to engage the identified internal & external groups.*
- *Held two workshops with Police Services Board (PSB) Members and Senior Officers of the Police Service to mine their thoughts on the future of the police services.*
- *Conducted surveys and consultations with identified groups in the local and broader communities.*
- *Feedback was also garnered from the PSB at a variety of points in the process.*

A final draft strategic will be presented by MPSA to the PSB for its consideration on May 22, 2024.

COMMUNITY CONSULTATION



COMMUNITY CONSULTATIONS

- *The Police Services Board*
- *Police staff (Uniform and Civilian)*
- *Ministry of the Solicitor-General Representative*
- *First Nations*
- *Strathroy Pride*
- *School Board Representatives*
- *Thames Valley Addiction & Mental Health Services (CMHA)*
- *Hospital Representatives*
- *Canadian Parole Board Representatives*
- *Allied Services - Fire, EMS, Public Works Representatives*
- *Various Community Organizations*



The Community Safety and Policing Act 2019 details which stakeholder groups the Board must consult in the course of preparing its Strategic Plan for policing.

COMMUNITY CONSULTATION SUMMARY

CONSULTATION REQUIRED (29 Interviews conducted with 38 participants)	CONSULTATION METHOD
Community At Large	Public Survey
Community Organizations: <ul style="list-style-type: none"> • Strathroy Pride • Strathroy Middlesex General Hospital • Victim Services of Middlesex-London • Next Wave Youth Centre • Middlesex Community Living • Canadian Mental Health Association • Ontario Probation & Patrol 	Interviews
Groups Representing Diverse & Under-Represented Communities	None Identified
First Nations	Interviews
School Board Representatives	Interviews
Business Community	Municipal Interviews
Municipal Council	Municipal Interviews
Ministry of the Solicitor General	Interview
Police Services Board & Police Employees (uniform & Civilian)	Interviews

The Community Safety and Policing Act 2019 details which stakeholder groups the Board must consult in the course of preparing its Strategic Plan for policing.

MUNICIPAL LEAD COMMUNITY CONSULTATION SUMMARY	CONSULTATION REQUIRED (26 interview sessions (one or more participants at some interviews; one session was class of 32 high school students; 30 municipal staff and 30 volunteer fire fighters)).	CONSULTATION METHOD
	Community Organizations: <ul style="list-style-type: none"> • Business Groups, (BIAs) • Realtor & Land Developer • Middlesex County Federation of Agriculture • Wright Family Foundation • Scouting • Lion's Club • Recreation Groups - Del-Ko Minor Baseball, Strathroy-Caradoc Youth Hockey, Magic Blades Synchronized Swimming, Mount Brydges Skating Club, YMCA, Strathroy Twe Kwon Do, Bluewater Hawks, Strathroy Minor Baseball, Strathroy District Minor Hockey, Mount Brydges Bulldogs 	Interviews/Public Survey
	School Boards <ul style="list-style-type: none"> • Student Council & Grade 10 Civics 	Interviews
	Municipal Council	Interviews
	Clergy	Interviews
	Municipal Staff	Interviews

WHAT WE HEARD

Asset Management/Infrastructure

- station expansion
- green vehicles
- exercise space/locker room
- accessible
- communications workstations
- training space
- office space

Human Resources Management

- attraction
- retention
- enrichment opportunities
- promotion
- training
- professional development
- Mental health of staff

WHAT WE HEARD

Technology/Innovation

- reliable mobile computers
- body cams
- cell phone intel reader

Community Safety

- increased mental health incidents
- serious crime – guns, drugs, human trafficking

Customer Service

- collision reporting centre
- on-line incident reporting
- call prioritization

WHAT WE HEARD

Strathroy-Caradoc Police Service: Interaction

- The community agencies that need to regularly interact with the Strathroy-Caradoc Police, describe their interaction as “exceptional”.

- Some community groups/organizations suggested they would be interested in meeting with police periodically.



COMMUNITY CONSULTATIONS

WHAT WE HEARD

Relationship With S-C Police Service

- The MCRT program was identified as an important part of the SC police and it works extremely well – police are great partners in this program in particular
- The police service is highly regarded by community organizations and works well with them.
- Community organizations reported having no complaints with the level of response of the police service
- On the street – police relationship is very strong, respectful and collaborative – team approach
- The police service is open to, and tries to build, partnerships with community organizations and most report having a good relationship with them

WHAT WE HEARD

Knowledge of Community Organizations

- Agencies generally felt the police service was mostly knowledgeable about the services they provide and always caring and supportive of the work they do and their clients.

Working with Organizations

- Police work well with community organizations to solve problems
- Some would like to work closer with police to build awareness of the services they provide
- Police should ensure all affected agencies are at the table when discussing things that cross over into other service areas

WHAT WE HEARD

Satisfaction with Level of Service Provided

- All organizations described police service as going above and beyond just a satisfactory level of service.
- High level of support for keeping a community-based police service - much more approachable for community agencies than police services in larger centres

Just One Thing

- Police could be more visible in the community – i.e. attending more events that provide more informal contact with agencies and the public would help build trust with both the agencies and the clients they serve.
- Try to understand what's at the center of First Nations piece and finding ways to address it
- Bring back school resource officers to build trust and relationships with youth

COMMUNITY CONSULTATIONS

WHAT WE HEARD

Municipal Consultations Echo the Police Consultations

- Very high praise for SCPS from all groups and stakeholders
- Homelessness, property crime, substance abuse issues and mental health are growing challenges across the whole municipality
- Police checks for community volunteers is appreciated
- Recognize trend for greater demand on community policing and need for broader multi-agency approach to social issues
- Police work closely with community organizations
- SCPS has adapted to evolving social context with progressive methods
- The MCERT program is highly valued and works well
- Some groups would welcome regular meetings with police representatives
- Some groups would welcome regular meetings with police representatives
- Restore resource officers posted to schools
- Consider options to assist in addressing inappropriate student behavior in schools

COMMUNITY CONSULTATIONS

WHAT WE HEARD

Municipal Consultations Echo the Police Consultations

- Youth in the community appreciate an engaged and visible police service
- Closure of MB police office is seen as a loss for the community
- Regular police presence in MB is encouraged
- Important for police to be seen as friends, and to be visible in the community
- The community clergy group is seeking a closer relationship with SCPS, including regular meetings
- Important to address “new crime”, e.g. cyber crime, human trafficking
- Consider greater visibility in the community: special events, and informal contact with residents and agencies
- Reactivate the bicycle rodeo in MB
- Ramp up partnerships with MB BIA
- Words used to describe SCPS:
 - ✓ Exceptional service
 - ✓ Knowledgeable
 - ✓ Above and beyond service
 - ✓ Respectful and collaborative

STRATEGIC PILLARS

The Police Services Board has identified 5 strategic pillars and a number of strategic priorities that will guide its governance and policy decisions for the Strathroy-Caradoc Police Services

**Stewardship
of Assets**

**Excellence
in People
and Culture**

**Customer
Service**

**Community
Safety**

**Technology
and
Innovation**

COMMUNITY — BASED POLICING

Community policing involves your police officers and staff working with the community to address community safety issues and the causes of crime, to reduce the problems through a wide range of activities.

1. Why is it important and what are the values/benefits?

- **Prevention** – be ahead of crime to promote community safety and avoid the costs of reactionary services
- **Problem-solving** – understand the resources in the community and work with them to develop effective local solutions
- **Partnerships** – foster relationships with community partners to deliver the best customer experience

It is another tool to deal with emerging community safety issues associated with growth that are on concern to residents.

COMMUNITY – BASED POLICING

2. Best way to implement?

With our community-based police service, the locus of control, accountability and decision making remains with the municipal Police Services Board. It makes our service nimble, responsive and sensitive to local needs and issues.

- Financial control remains in the municipality.
- Police Staff know and can relate to the community.
- Community visibility on and off duty.

“A Focus on Community Policing means we are embedded in the community to Prevent, Partner and Problem-solve issues pre-emptively. Strathroy-Caradoc does it effectively, mainly because we, “own and operate”, our own Police Service. The result is a Police Service and Quality of Life that is the envy of other communities!”

STRATEGIC PILLAR 1

EFFECTIVE STEWARDSHIP OF ASSETS

The Strathroy Caradoc Police Service provides strong stewardship in the planning, acquisition, return on investment, operation and maintenance of assets.

STRATEGIC PILLAR 1

EFFECTIVE STEWARDSHIP OF ASSETS

Actions:

- 1a) Utilize the most advanced accrual accounting methods in PSB budgets that leads to the best returns on investment for the community.
- 1b) Develop PSB budgets that are designed responsibly to span multiple terms of the PSB and Council.
- 1c) Embrace green technology when it is effective and economical.
- 1d) Design assets with consideration of the customer service strategy
- 1e) Plan for assets that are durable, adaptable, accessible and effective in the delivery of community-based police services.
- 1f) Assets should include technical features that consider the future needs and service requirements of the service.

STRATEGIC PILLAR 2 - EXCELLENCE IN PEOPLE AND CULTURE

The Strathroy-Caradoc Police Service implements recruiting, professional development and other contemporary people practices that strive to create both organizational and cultural excellence.

STRATEGIC PILLAR 2 - EXCELLENCE IN PEOPLE AND CULTURE

Actions:

- 2a) Practice strategic hiring and promotion with an appropriate mix of internal and external candidates.
- 2b) Implement a balanced approach to specialty and patrol duties.
- 2c) Continue to train and develop workforce to be state-of-the-art as a community-based emergency service.
- 2d) Develop a culture that encourages and values staff participation and engagement in decision making.
- 2e) The demographics of the police service will be reflective of the diversity and inclusivity of the community.

STRATEGIC PILLAR 3 – EXEMPLARY CUSTOMER SERVICE

Provide professional and effective services to the community in a way that leverages the advantages of a municipally operated and community-based police service and provides the best customer experience possible.

STRATEGIC PILLAR 3 – EXEMPLARY CUSTOMER SERVICE

Actions:

- 3a) Utilize a variety of communication channels and methods to ensure messaging is effective as the community's diversity and demographics evolve.
- 3b) Embrace and utilize technology that is relevant to the customer service strategy.
- 3c) Offer customer services in formats that are accessible and understandable by all community members.
- 3d) Receive and action customer feedback received through thoughtful comments, opportunities and surveys. Use this feedback in a timely manner to coach staff and further improve customer service.
- 3e) Provide transparent messaging about evidence-based statistics to the community.
- 3f) Continually educate and train staff about leading customer service practices.

STRATEGIC PILLAR 4 – PROMOTE COMMUNITY SAFETY

Create a sense of security in Strathroy-Caradoc through continuous engagement with the community.

It is essential for police services to maintain visibility and effectively communicate with the community.

STRATEGIC PILLAR 4 – PROMOTE COMMUNITY SAFETY

Actions:

- 4a) The PSB and staff to make regular and frequent contact with community stakeholders to learn about community policing issues and deliver key messages.
- 4b) Be visible at community events either through random visits or scheduling.
- 4c) Continue the collaborative approach to community safety with other local municipal services to enhance community safety.
- 4d) The PSB and senior officers explore opportunities to engage senior levels of government when support for community safety initiatives is offered or is needed.

STRATEGIC PILLAR 5 – ADVANCE TECHNOLOGY AND INNOVATION

Commit to advancing technology and innovation in our police service to enhance our community-based policing model.



STRATEGIC PILLAR 5 – TECHNOLOGY AND INNOVATION

Actions:

- 5a) Ensure technology is current, adaptable, timely, accessible and reliable for users.
- 5b) Attract and hire talented IT staff either directly or through a shared service model with the municipality.
- 5c) Analyze business processes and automate using technology where possible.
- 5d) Any new technology that is implemented in the service will follow the best practices learned from other police services and be compatible with any systems in service with the appropriate Provincial/Federal Ministries.

SUMMARY

This Police Services Board (PSB) Strategic Plan reflects the Board's vision for the Strathroy-Caradoc Police Service for the next four years (2024 – 2027). The Plan identifies the current and foreseeable advantages and challenges the PSB will need to address to move towards fulfilling their vision.

Against this background of foreseeable advantages and challenges, the PSB's Strategic Plan;

- sets out a number of strategic pillars/objectives for the next four years
- applies a framework for setting priorities among all the possible objectives
- defines the measures to be used to assess how objectives are being achieved
- spells out specific initiatives, or the continuation of ongoing initiatives, that will yield progress, and
- defines an action plan for completing each initiative.

SUMMARY cont'd

But a successful strategic planning process needs to include the involvement of the community to incorporate the unique vision and goals of the community.

This new Strathroy-Caradoc Police Service Board Strategic Plan reflects a very clear message from the community, that they are proud to have, and expresses their desire to continue to maintain, this highly respected Community-Based Police Service.

Thank you again to everyone who participated in this strategic planning process - the Police Service Board Members, Members of the Police Service (both Uniform and Civilian), and the numerous community organizations who generously gave their time and insightful input. Your input has been invaluable to helping the Police Services Board plan and continue to move towards the future.

It's obvious. When the Police Services Board, the Police Service and the community move forward in the same direction, progress is inevitable!

Appendices

Statistics

(also see Consolidated Consultation Report –
March 20/24)