



Port Hope
Police Service
**Strategic
Plan**
2024-2026

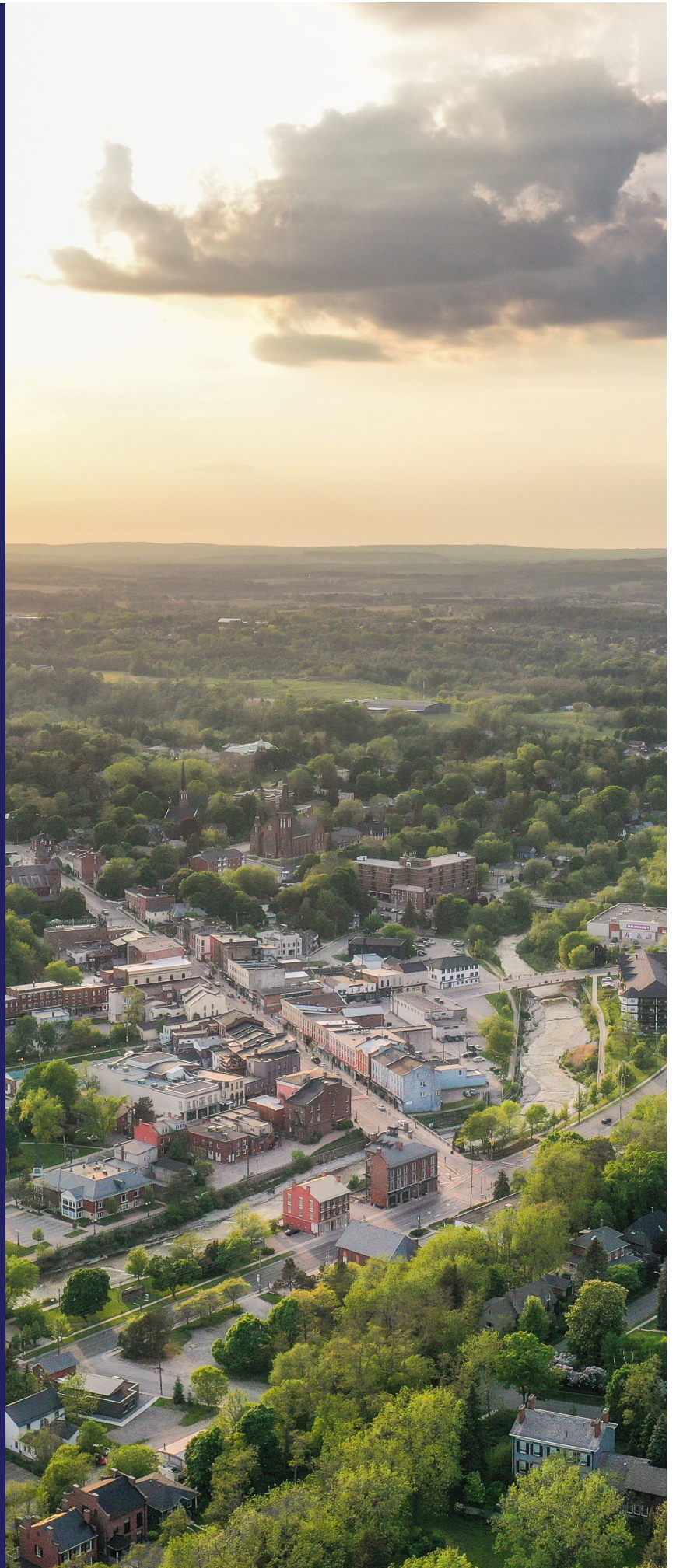




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Mission

Dedicated to, and focused on community safety and well-being through respectful partnerships and engagement with a philosophy that everyone matters.

Vision

Working collaboratively towards a safe community for people to live, work, and visit.

Values

Compassion, Respect, Fairness, Accountability, Engagement, Diversity



Letter from the Chair

On behalf of the Port Hope Police Services Board, I am pleased to present this Strategic Plan for 2024-2026.

Since our last Plan, there have been significant changes within the Port Hope Police Service. Most notably, our new Chief, Tim Farquharson, was hired to lead the Service beginning in February 2023.

Tim Farquharson brings an amazing set of skills to our community. He works closely with the outstanding leadership team of Inspector Katie Andrews, Staff Sergeant Gerry Marino, Director of Finance and HR Alexandra Goodridge, and Executive Assistant Jessica Wessels.

When you think of Port Hope, the first thing that comes to mind is its small-town feeling and an associated sense of security. But crime has no geographical boundaries, and although Port Hope is a smaller municipality, we are affected by organized crime groups from the GTA, and mental health and addiction challenges are present in our community.

It is not only up to our police to keep the community safe, it takes close collaboration and engagement with our community partners to allow Port Hope to be

the best and safest town it can be. The Port Hope Police Service relies on the expertise of our partners to educate and assist the service with their specialized skills and knowledge.

The mental health and well-being of our own members is of the utmost importance. We are always looking for new ways to support our membership. When our members are at their best, they can provide the highest possible level of service to the community.

The Board also places emphasis on investing in up-to-date equipment and technology that officers need to be successful. These investments are balanced with the Board's responsibility to provide fiscal oversight for the service.

The Board will be working closely with Chief Farquharson to bring the priorities of this plan to life over the next three years. I would like to thank the Board, the leadership team at PHPS, and the community, for engaging with us as we created this Plan.

Jeff Gimer, Chair

The Port Hope Police Service Strategic Plan for 2024-2026 is based on community safety and the well being of our citizens and members. The goal and vision is for a healthy and safe community to live, work, and visit. Our plan emphasizes partnerships and collaboration, with community engagement at its heart. The Port Hope Police Service is committed to accountability, transparency, and respect, as well as honouring our fiscal responsibilities.

The Plan is a legislative requirement for all Polices Services in Ontario. Creation of this plan has been a collaborative effort between the Police Services Board, the Police Service, and the community we serve. The foundation of the Plan is based on the people of this organization and their needs and engagement with our community and its many partnerships. The goal is ensuring the safest community possible. This plan is a road map to guide the service towards operational excellence.

Port Hope Police Service members and the residents of Port Hope, through consultations, were extremely involved in the creation of this plan. The plan is a detailed and thorough strategy that reflects the needs of the community we serve.

This Plan presents the following pillars: Collaborative Community Safety, Core Policing, Operational Efficiency, Member Wellness, and Information Technology and Physical Infrastructure.

We are looking forward to this next business cycle and the positive changes that will occur. We will always search for best practices and new innovative ways to serve and protect our community.

We have excellent people within this service (sworn, civilian, and volunteer) who I have the utmost faith in to work alongside our Board and the citizens of Port Hope towards a common goal of community safety and well-being.

The Board's leadership in developing this plan is greatly appreciated. The feedback from our community and members has been invaluable and will help us grow as a police service.

Tim Farquharson, Chief of Police



Jeff Gilmer, Chair

John Hudson, Vice Chair

Les Andrews

Olena Hankivsky

George Kallonakis

Sarah Giddings, Board Administrator

Tim Farquharson, Chief

Katie Andrews, Inspector

Gerry Marino, Staff Sergeant

Alexandra Goodridge, Director of Finance & HR

Jessica Wessels, Executive Assistant



Our Community

The Municipality of Port Hope is nestled amongst the rolling hills of Northumberland County on the shores of Lake Ontario. It is located approximately 100 kilometers east of Toronto and 160 kilometers west of Kingston. Spanning 279 square kilometers, the Municipality is comprised of both rural and urban communities, with a combined population of approximately 16,500. The rural portion of the Municipality is policed by the OPP and the urban portion, the Port Hope Police Service. The Port Hope Police Services Board is one of the few boards in the province providing civilian oversight of both a municipal police service and the OPP.

Our Police Service

Since its creation in 1834, the Port Hope Police Service has been an integral part of the community. Although many aspects of policing have changed over the course of the last 189 years, the commitment to community safety has never wavered. The Service currently employs 47 members, each one dedicated to community safety.

Crime Severity Index

The Crime Severity Index is a measure of police-reported crime that reflects the relative seriousness of individual offences and tracks changes in crime severity. It was first introduced in 2009 and was developed at the request of the policing community to address limitations to the traditional Crime Rate. It is available back to 1998. Year after year, Port Hope places well on the Crime Severity Index Report. In the most recent report for 2022, Port Hope ranked 281 out of 330 of policing communities with a population over 10,000, meaning Port Hope experiences a very low level of police-reported crime. This is in large part thanks to our officers, civilians, and volunteers that do a great job day in and day out keeping our citizens safe. We also need to thank our wonderful community for their efforts in crime prevention.



ESTABLISHED
in
1834

47
Employees

VERY LOW
Crime Severity
Index





Systems Upgrade

The Port Hope Police Service has recently undergone a significant technological transformation, marked by a comprehensive server upgrade and the modernization of its network infrastructure. These enhancements signify a proactive commitment to staying at the forefront of law enforcement technology, ensuring that the community receives the best possible service.

The organization has substantially improved its security posture, reinforcing its ability to safeguard sensitive data and maintain public trust. The implementation of new workstations within the office and the introduction of new tablets in police vehicles have significantly streamlined operations and enhanced officers' efficiency while out in the field. These latest updates are a testament to the Port Hope Police Service's dedication to embracing innovative technology, which ultimately benefits both the force and the community they serve.



Mobile Dispatch

The recent transition of the Port Hope Police Service to Mobile Dispatch represents a substantial leap forward in our operational efficiency. By implementing this cutting-edge technology, the radio communication system remains unburdened for high-priority calls, ensuring that critical situations receive immediate attention.

Mobile Dispatch empowers officers to conduct up to 80% of their essential work directly from their police vehicles, significantly streamlining their workflow. This improved mobility not only enhances overall productivity but also allows officers to remain visible within the community, serving as a strong deterrent to criminal activity. Additionally, this development results in improved response times to calls for service, ultimately strengthening the force's ability to protect and serve the public.



Methodology

In accordance with the Police Services Act, the Ministry of the Solicitor General establishes a foundational framework outlining essential policing requirements for all municipal police services in Ontario. A pivotal responsibility of a police services board is to collaborate with the Chief of Police and engage with community stakeholders to create a comprehensive three-year strategic plan. The Board has therefore formulated this plan, focusing on the urban segment of the Municipality of Port Hope.





Phase 1



Phase 1 Compliance with Regulatory Standards

The first phase of our planning process centers around fulfilling the regulatory requirements, as mandated by O.Reg 3/99: Adequacy and Effectiveness of Police Services. This regulation establishes the essential administrative standards for police services and police services boards. Moreover, it underscores the importance of addressing various key areas in planning, including information technology (IT), resource allocation, facilities management, and the delivery of both adequate and effective police services.

The Plan in this phase must incorporate specific, measurable performance objectives, encompassing crucial elements such as:

- Initiatives for community-based crime prevention
- Community patrol activities
- The provision of criminal investigation services
- Community satisfaction with the police service
- Response to emergency calls for service
- The rates and clearance rates of violent, property, and youth crimes
- Assistance provided to victims of crime
- Promotion of road safety

This attention to regulatory standards ensures our commitment to delivering a high-quality police service while maintaining transparency and accountability in our operations.



Phase 2 Community Consultation

Engaging with the people of Port Hope is a critical and mandated step in the development of our Plan. To ensure comprehensive input, we conducted a series of focused consultations with various segments of our community. We held a total of four sessions dedicated to the residents of Port Hope.

In addition, we recognized the significance of involving our community partners, and thus, we organized three separate sessions to gather their input. Collaborative engagement with our local businesses is also a vital aspect of our planning. We conducted one dedicated session with our business partners.

To ensure that a broader spectrum of voices was heard, we distributed paper surveys on request, which allowed those who couldn't attend the sessions to contribute their perspectives.

More information on the results of the community consultation phase is available by request, through the Board Administrator.



Phase 3 Internal Consultation

Extensive consultations were conducted with key stakeholders, including the senior management team and members of the Port Hope Police Service. This approach ensured that a range of perspectives and opinions were thoroughly considered. Such comprehensive input from within the organization played a crucial role in the development of this Plan.



Phase 2 and 3



The Pillars of the 2024-2026 Strategic Plan

Pillar 1: Collaborative Community Safety

The responsibility of ensuring community safety cannot solely rest on the shoulders of the police. Instead, it necessitates a collective commitment and collaboration where various stakeholders, including the private and public sectors, citizens, and community groups, come together to proactively prevent and mitigate crime and public disorder. This collaborative approach requires active engagement from the entire community to foster safety and well-being.

Pillar 2: Core Policing

The Police Services Act and its accompanying regulations in Ontario establish the responsibility of a municipality for police services. These regulations outline the fundamental functions of police services, which encompass:

- Crime Prevention
- Enforcement of Laws
- Assistance to Victims
- Maintaining Public Order
- Emergency Response

These functions involve the timely and effective response to emergencies, maintaining a visible presence in the community, ensuring access to the necessary equipment for the safety of both officers and the public, and adopting the best available technology for enhancing both officer and community safety while optimizing operational efficiency (fiscal responsibility). Achieving these objectives also entails fostering strong relationships with neighboring police services, establishing memoranda of understanding, sharing equipment, knowledge, best practices, and, when necessary, pooling resources such as public order units, K9 teams, drones, and more.

Pillar 3: Operational Efficiency

The fiduciary duty of caring for the organization involves the responsibility of both the organization and its people by making comprehensive investments in all aspects, encompassing sworn personnel, civilians, and volunteers. This commitment entails implementing innovative strategies, adeptly managing change, and perpetually striving to transform into the finest police service, hand in hand with the local community.

Pillar 4: Our People

Leading by establishing trust through attributes such as empathy, consistency, open communication, and accountability. Embracing inclusivity in the development of ideas, strategies, and plans. Acknowledging the critical role of mental health in the workplace, as the safety of the communities we serve relies on our team members performing at their best.

Pillar 5: Information Technology and Physical Infrastructure

In the modern era, technology empowers us to elevate every facet of policing. Whether it's equipping cruisers with computers, establishing robust computer networks, deploying advanced radio systems, or leveraging a wide array of technological tools, these innovations collectively enable the police service to operate at the highest level of excellence.

Implementation of the Strategic Plan

The Board will evaluate the implementation of the Plan through quarterly reporting from the Chief. Performance indicators will measure how well the service, under the direction of the Senior Management team, is meeting these objectives. The Plan will be subject to annual review with current circumstances dictating any need for amending priorities.





Strategic Priorities - Pillar 1

Pillar 1: Collaborative Community Safety

Objective	Goals
1) Public Education and Prevention	<ul style="list-style-type: none"> Enhance cyber safety and drug education in schools Complete an education campaign to promote how residents should contact PHPS in non-emergency situations. Provide training to businesses, community partners, and residents on crime prevention and fraud awareness. Auxiliaries and special constables to spearhead a crime prevention through environmental design program. Encourage officers to make time available to focus on youth initiatives in the community. In particular, special constables to seek out opportunities to collaborate with youth.
2) Community Partners	<ul style="list-style-type: none"> Increase opportunities for youth intervention with community partners. Strengthen relationships with community partners such as Greenwood Coalition, Rebound Child and Youth Services, and Cornerstone Family Violence Prevention Centre. Continue to engage with the Situation Table in Northumberland. Begin having new or returning members spend time with community partners. Re-Establish a working relationship with Cornerstone Family Violence Prevention Centre, allowing them to review files on gender-based violence cases and increase referrals to Cornerstone. Invite Greenwood, Cornerstone, and Rebound to provide training opportunities to PHPS members. Look for opportunities to collaborate with other policing partners in neighbouring jurisdictions for efficiencies and effectiveness. Stronger relationships with business partners such as the Chamber of Commerce and HBIA.
3) Equity, Diversity, and Inclusion	<ul style="list-style-type: none"> Implement a robust and ongoing training program for matters related to EDI in partnership with OACP. PHPSB and PHPS to create and implement an EDI policy. Increase visible support for the LGBTQ+ community.

Pillar 2: Core Policing

Objective	Goals
1) Enhanced Response to Addiction and Mental Health in the Community	<ul style="list-style-type: none"> Increase training on Trauma Response, Crisis Management, and De-escalation techniques. Meetings with our MPP, appropriate members of council, the board, and other community stakeholders around a proactive strategy to deal with homelessness, mental health, and addiction. Officer education to members on the appropriate referrals that are available to enhance response to calls for service from vulnerable and marginalized community members. Seek grant opportunities to make the MHEART program more sustainable through provincial funding.
2) Safety in the Community	<ul style="list-style-type: none"> Increase foot patrol hours. Increase visibility of officers in the community. Increase traffic enforcement initiatives. Work with the Municipality and the Ministry of Natural Resources on a strategy to improve the annual September fishing season. A continued focus on RIDE programs, using variety of times and locations. Increase Auxiliary hours by growing the team.
3) Community Safety and Policing Act	<ul style="list-style-type: none"> Implementation of CSPA through Board and senior team training.



Strategic Priorities - Pillar 2



Pillar 3: Operational Efficiency

Objective	Goals
1) Operational Efficiency	<ul style="list-style-type: none"> Study staffing needs and minimum staffing requirements. Evaluate, then determine best staffing model. Succession planning through leadership courses, mentorship, and continuing education. Members to sit on OACP committees and subcommittees. Review and update all job descriptions, post the documents where everyone can access them. Transparent and fair promotional and job transfer process. Update the Organizational chart to reflect changes in responsibilities.
2) External communications	<ul style="list-style-type: none"> Upgrade the PHPS and PHPSB website to improve the user experience. Make more information available online about policies and procedures for community's reference. Chief to participate in radio show interviews or podcasts when opportunities allow. Improve frequency and quality of all press releases, staff training on media.
3) Policies	<ul style="list-style-type: none"> Update and digitize all policies and directives and make them easily accessible to members. Develop onboarding checklists for new employees or returning employees.



Pillar 4: Our People

Objective	Goals
1) Training	<ul style="list-style-type: none"> Formulate a plan for a needed full time training officer. Prioritize opportunities for in-person training and reduce use of online training modules where possible. Implement a transparent process training opportunity selection. Use OSL to keep track of members training credentials to assist in fairness of selection. Promote additional scenario-based training and emergency preparedness training at the platoon level. Provide regular, in-person first aid training opportunities. Provide cross-training opportunities for Civilian and Administrative roles.
2) Mental Wellness Support for Members	<ul style="list-style-type: none"> Proactive annual psychological support for officers. Mental Health in the Workplace courses available to all members. Accessibility of mental health resources – members should be aware of all supports available
3) Performance Measurement	<ul style="list-style-type: none"> Study and implement a revised workplace performance management program to set officers up for success. Implement officer activity reports which lists measurables of how officers have spent the time on their shift. Management team to meet with officers quarterly for review.
4) Inclusive Workplace Culture	<ul style="list-style-type: none"> Yearly review and sign off on policies on harassment in the workplace. Maintain a healthy workplace where all members feel safe at work.





Pillar 5: Information Technology and Physical Infrastructure

Objective	Goals
1) Information Technology	<ul style="list-style-type: none"> Formulate a plan to move to a full time IT model. Modernize IT infrastructure with safety of IT system as top priority. Implement the use of the Firearms and Bail Compliance app as soon as provincially available. Do a study of internal software, look for opportunities for efficiencies. Continue implementing a data entry program to allow officers more time on the road.
2) Physical Infrastructure	<ul style="list-style-type: none"> Study the need for a full-time training facility. Develop a Facilities Plan to deal with needs of an expanding service. Implement Automatic License Plate Readers in police vehicles. Study Body Worn Cameras to consider for future use. Study Dash Cameras to consider for future use. Study CCTV to consider for future use. Study e-ticketing to consider for future use. Staying on top of new technology that will increase our efficiency effectiveness.



Port Hope Police Services

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Port Hope Police Services Board