



For our community. With our community.

Public safety through partnership

Cornwall Police Service
2025–2028 Strategic Framework



Cover photo: CPS joined forces with Cornwall fire, paramedic and city staff to 'Paint with Pride' outside City Hall in support of the 2SLGBTQIA+ community.

Every four years, the Cornwall Police Service (CPS) develops a strategic framework that sets priorities and guides its work for the period ahead.

It's a process that demands clear understanding of the needs and expectations of the community we serve.

During the winter and spring of 2025, we engaged with more than a thousand residents, community partners, equity-seeking groups, CPS employees, Police Service Board members and elected officials to gather their perspectives on policing in Cornwall.

That engagement confirmed our understanding of Cornwall as a proud, fast-growing and complex community with singular strengths and unique challenges. It also revealed that people here see public safety as a collective effort, one that involves police and residents working together.

Our 2025–2028 Strategic Framework builds on that spirit of cooperation, common interest and partnership to realize the vision of

**a safe Cornwall where
everyone can thrive
and belong.**

Why a strategic 'framework'?

We used what's known as an adaptive action approach to set our direction for the next four years. Adaptive action recognizes that flexibility and agility are essential to achieving strategic outcomes. To reflect that orientation, we've called this document a strategic framework rather than a hard-set strategic 'plan'.



Land acknowledgement

The Cornwall Police Service respectfully acknowledges that we are located on lands that have been inhabited by Indigenous peoples from the beginning: the traditional territory of the Akwesasne Mohawk and their ancestors, with lands and waterways that connect to the vast traditional areas of the Haudenosaunee (Iroquois), Algonquin, Huron-Wendat, and Abenaki peoples. As settlers, we are grateful for the opportunity to be here, and we thank all the generations of people who have taken care of this land before us.

About this Framework	4
Message from the Chair of the Cornwall Police Service Board	4
Message from the Chief of Police	5
Strategic planning: Our requirements	7
Our planning process	8
Up to now	9
Reflecting on our previous strategic plan	9
Our evolving community	10
Crime in Cornwall: 2020–2024	10
How the public sees us	11
2025–2028 Strategic Framework	14
What we stand for	14
Cornwall Police Service Equity Charter	16
Strategic priorities	18
Priorities: Core work	20
Priorities: Foundations	26
From strategy to action	32

About this Framework



Amanda Brisson
Chair, Cornwall Police
Service Board

The Cornwall Police Service Board

The Board oversees the policies, goals and objectives of the Cornwall Police Service (CPS). It has five members and a secretary. At the time of developing this 2025–2028 Strategic Framework, members of the Board were:

Amanda Brisson – Chair
Patrick Dussault – Vice-Chair
Mayor Justin Towndale
Councillor Maurice Dupelle
Marc Lafleur
Carmen Cousineau – Secretary

Message from the Chair of the Cornwall Police Service Board

They say it takes a village to raise a child. It also takes a village to oversee a police service. That's why police service boards exist: so community members and municipal and provincial representatives can help make sure policing reflects the needs of the people.

Those needs are always changing because the community is always changing. I am very pleased by this new 2025–2028 Cornwall Police Service strategic framework because it puts the needs of the community front and centre — and is ambitious, innovative and future-focused about how to meet them.

I am also pleased that the framework shows how all aspects of policing work together: community engagement and partnership, enforcement, and caring for all people, including those who work within CPS itself.

I congratulate Chief Spowart and the entire strategic planning working group on a responsible, thorough planning process that engaged more people than ever before — in more languages, representing the full diversity of perspectives. I especially want to thank board member Patrick Dusseault for his role as our strategic working group liaison. His enthusiasm and communication gave us full confidence in the work being done every step of the way.

The adaptive action approach of this new framework means it will be a living, breathing document — not something that sits on a shelf. It will give CPS the freedom and flexibility to pursue priorities and carry out its mission in a world that doesn't stand still. I hope everyone who works at CPS will join together to shape our future and achieve the strategic outcomes we have set for ourselves.

For me, this planning process affirmed that when you include everyone, the things that matter naturally come out. Those priorities are captured in the pages of this framework. I look forward to seeing them brought to life.

Sincerely,

A handwritten signature in black ink that reads "A. Brisson".

Amanda Brisson
Chair, Cornwall Police Service Board

Message from the Chief of Police

Outlining his principles of policing nearly 200 years ago, Sir Robert Peel wrote: “*The police are the public and the public are the police.*”

The world may have changed a lot since then, but recognizing the inseparability of police and community is more important than ever — and underpins every part of this 2025–2028 Strategic Framework.

For the Cornwall Police Service, belonging to the community is about hearing and understanding what people need and expect from us, and knowing what we expect from ourselves. We’ve learned a lot about that in the last few years as Cornwall has grown and changed. In developing this framework, we heard from more than 1,300 people about their hopes and priorities for public safety.

One thing that’s come through loud and clear is that success depends on a foundation of trust. We were proud to see in our public survey results that the people of Cornwall do trust us. We don’t take that for granted.

This framework is designed to build on that trust. It charts a way for us to evolve how we work — not only responding to incidents but also working with community partners to uncover root causes so we can help make lasting change.

Communities today are complex. Cornwall is no exception. That complexity demands that we all work together to come up with collective solutions. As the result of an intensive collaborative effort, this strategic framework reflects that spirit of working together toward a shared vision.

I thank all the CPS members who gave their time and thoughts to our strategic planning process, the residents and community partners who shared their voices, our Police Service Board for its support and future focus, and Pamela Smit of Veradus Consulting for guiding us along the way.

We all have a part to play in making Cornwall a safe place where everyone can thrive and belong. This framework should make it perfectly clear that we at CPS are passionate about ours.

Sincerely,



Shawna Spowart
Chief of Police



Shawna Spowart
Chief of Police



After his family was involved in a serious motor collision, three year-old Jonah paid a visit to thank the first responders who helped.

Strategic planning: Our requirements

All police services in Ontario are required by the [Community Safety and Policing Act](#) to develop strategic plans that describe their goals, priorities and core functions as well as how their boards will ensure “adequate and effective policing in accordance with the needs of the population of the area,” (O.REG. 392/23 s. 2). That includes, but is not limited to:

1. Crime prevention
2. Law enforcement
3. Maintaining the public peace
4. Emergency response
5. Assistance to victims of crime
6. Any other prescribed policing functions

We approach each of these responsibilities in ways that recognize and address the specific requirements and dynamics of our community.

Police service strategic plans must include performance objectives as well as a range of measures — from community-based crime prevention and community satisfaction to road safety and crime clearance rates. Considerations such as information technology (IT), resource planning and police facilities are also to be included, in addition to how the police service intends to interact with key populations.



CPS at a glance

As of June 4, 2025, CPS comprised:

Police Officers: **108**

Special Constables: **14**

Civilian Employees: **40**

Part-time Employees: **25**

Facilities:

Headquarters

340 Pitt Street
Cornwall, Ontario

Crime Reduction Community Partnerships Division

330 Montreal Road
Cornwall, Ontario



Our planning process

Our strategic planning process was co-designed and supported by Veradus Consulting. Over the winter and spring of 2025, we engaged as widely as we could with community members, equity-seeking groups, partner organizations, CPS members at all levels, Police Service Board members, and members of Cornwall City Council to ensure our new strategic framework benefited from the insights of all interest holders.

CPS engaged with more than 1,300 people to develop its 2025–2028 Strategic Framework

Our intent was to gather meaningful input, make good use of data, integrate different perspectives and focus on outcomes — the tangible results we want to achieve. We acknowledged the many strengths we have to build on, the challenges we face, and our opportunities for constructive change, all in the context of the question, “What does a successful future look like for our community?”

While the engagement around the strategic framework had a specific purpose, it is by no means a standalone undertaking. We see engagement as a continuous process, one of ongoing interaction with the community we serve. For the strategic framework in particular, we engaged with some 1,300 people and gathered a substantial body of inputs including:

2020–2024 crime data statistics

Data points highlighting the top public safety issues that require CPS resources.

Public survey results

1,202 responses across every group we hoped to hear from including youth and individuals from low-income households — with input sought and received for the first time ever in five different languages.

Internal survey results

Anonymous and confidential perspective from 48 officers and civilian staff.

Engagement session inputs

Findings from a series of sessions facilitated by Veradus Consulting and involving a total of 90 participants including CPS supervisors, sergeants, officers and civilians, executive leaders and Police Service Board members, partners, representatives of equity-seeking groups and members of Cornwall City Council.

Accomplishments 2021–2024

A data-driven review of achievements under the CPS 2021–2024 Strategic Plan.

2016–2025 budget and staffing capacity

A year-over-year review of budget and staffing changes along with workload analyses for frontline resources, the CPS Criminal Investigations Division and the CPS Records Department to shed light on internal capacity and resource pressures.

Up to now

Reflecting on our previous strategic plan

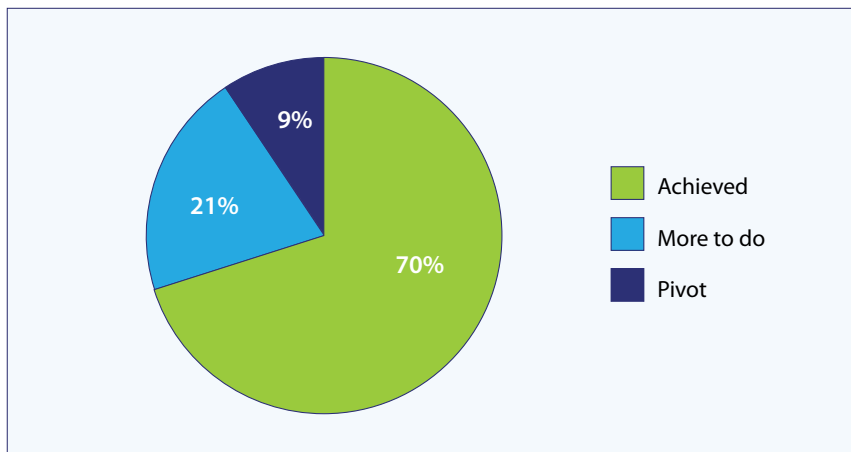
Our last CPS strategic plan covered the period from 2021–2024. It had four pillars: community engagement; organizational excellence; crime reduction and community safety; and equity, diversity and inclusivity. Our progress against that plan provided a starting point for the new planning process.

We analyzed our activities to determine what we'd **achieved**; where we made progress with **more to do**; and where we had to **pivot** when circumstances required us to adjust our approaches or expectations.

As shown below, we achieved most of our objectives for 2021–2024. Just under a quarter of initiatives require more work, and less than 10% of our intended goals required pivots, mainly due to the unanticipated realities of the COVID-19 pandemic.

Importantly, strategic work is never “done”: what we accomplished under our previous plan provides a foundation to build on going forward, and where there is still more to do, we will carry those efforts forward into the next planning period.

Overall results from our previous plan



CPS achieved the majority of the intended outcomes in its 2021–2024 Strategic Plan, including nearly all targets for equity, diversity and inclusivity

Our evolving community



“Almost overnight, Cornwall has become a diverse community.”

Engagement session participant

Cornwall has always had a unique public safety context. As a border town, it neighbours the Mohawk Nation territory of Akwesasne and the U.S.A., sitting along a major highway that connects Montreal and Toronto. The city has grown rapidly and become increasingly diverse in the last few years, gaining as many as 4,000 residents by some informal estimates, many of them new arrivals to Canada. The city also attracts a sizable daily transient population, people who come for work or to access services.

All of this creates a complex mix of community needs, social dynamics and criminal activity that determines how CPS approaches its work. To better understand that context and inform our 2025–2028 Strategic Framework, we analyzed five prior years of local crime data, noting some key trends.

Crime in Cornwall: 2020–2024

Arrests and charges

While the number of annual charges laid remained stable, there has been a steady increase in the number of individuals arrested (up 15% between 2020 and 2024).

Organized crime

Organized crime increased by at least 76% between 2020 and 2024, with vehicle thefts accounting for a growing proportion of that activity (68% in 2024). Human trafficking has declined but remains high at 16%. Fraud, including grandparent and romance scams, cryptocurrency-related crimes, and identity theft account for an annual average of 13% of all organized crime incidents.

Property crime

Property crimes rose from 1,605 in 2020 to 2,036 in 2024.

Intimate partner violence (IPV)

Intimate partner violence rose from 1,086 incidents in 2020 to 1,161 in 2024. On average, 5% of CPS calls each year are IPV-related.

Hate-motivated incidents

Under our previous strategic plan, we made a dedicated effort to increase reporting of hate-motivated incidents. Judging by the data from 2020 to 2024, that effort succeeded and victims feel greater comfort reaching out to CPS. Since 2020, 28 individuals have been arrested and 68 charges laid in relation to hate-motivated incidents. In 2024 nearly half (49%) of hate-related incidents were determined to be racially motivated.

Youth crime

Youth crime in Cornwall has increased in the past four years — with assaults up by more than 100% and a 63% rise in CPS involvement with youth ('involvement' meaning a youth was the subject of a complaint, a suspect, charged, youth-diverted, missing, or a person in crisis).

Vehicle collisions

Motor vehicle collisions rose from 1,025 in 2020 to 1,295 in 2024.

Many of these trends reflect social and economic changes in our community. They also anticipate themes that emerged from the engagement process that informed development of our new strategic framework related to the need for more CPS presence and visibility, more capacity for traffic enforcement, and the general need for a proactive policing approach.

How the public sees us

The public survey conducted as part of our strategic planning engagement process provided valuable feedback on CPS performance and shed light on how residents view crime and safety in Cornwall.

Trust

The vast majority (86%) of respondents said they have moderate, high or very high trust in CPS.

Satisfaction

Of the 68% of respondents who had some type of contact with CPS over the past four years, 83% were very satisfied or satisfied with their interaction. Similarly, 78% of those who called 911 or the non-emergency number were satisfied or very satisfied.

Sensitivity

When asked about the quality of interactions, 82% of respondents said CPS is sensitive to the needs of people from different cultures. Just under three quarters (73%) said the same about sensitivity to the needs of people with mental health concerns.

Fairness and consistency

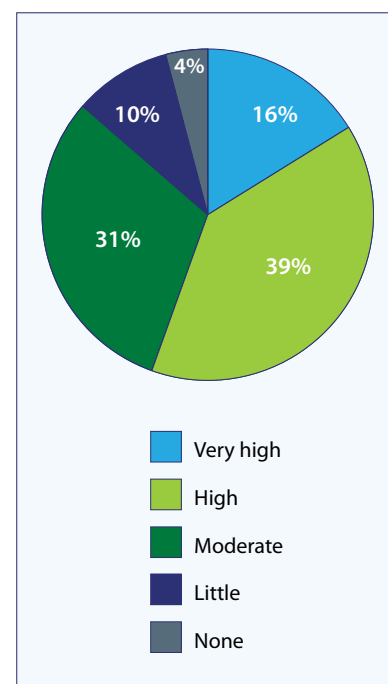
The majority of respondents agreed that CPS can be relied on when needed (78%), enforces the law consistently when dealing with all people (73%), and treats everyone fairly (70%).



**86% of
public survey
respondents say
they trust CPS**

Winter 2025 public survey

Public trust in CPS





**Notably,
public survey
respondents
considered
engagement
in community
safety and
wellbeing a very
high priority**

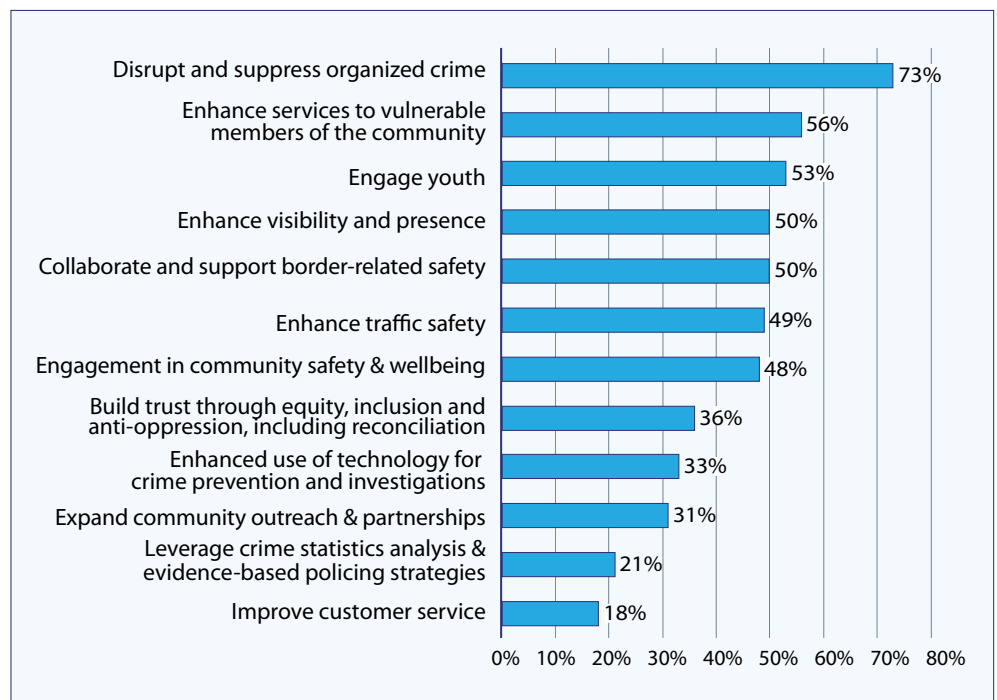
Perceptions of crime and safety

Most public survey respondents felt crime has increased in Cornwall in recent years. Asked what types of crimes they were most concerned about (“concerned” or “very concerned”), they said:

1. Organized crime (85%)
2. Presence of drugs and drug dealers (84%)
3. Repeat offenders (80%)
4. Distracted driving (79%)
5. Motor vehicle thefts (78%)
6. Speeding/aggressive driving (75%)
7. Youth crime (74%)
8. Residential theft (71%)
9. Break and enter crimes (70%)
10. Fraud/identity theft (70%)

That list aligns largely with the findings of our internal survey of CPS members, with just a few divergences. Notably, public survey respondents considered engagement in community safety and wellbeing a very high priority. Enhanced use of technology was considered to be very important to internal survey respondents.

Public survey results: Perceived priorities for the next four years





CPS conducted multiple RIDE checks across Cornwall in December 2024 to promote safe driving and stop impaired drivers.

2025–2028 Strategic Framework



“What does a safer Cornwall look like? [A place] where everyone feels welcomed and has a sense of belonging.”

Engagement session participant

Ownership of the CPS Strategic Framework rests with our Police Service Board, which works in partnership with the Chief of Police to provide oversight and strategic direction of our Service.

Drawing on the engagement findings and inputs gathered, we held a pair of facilitated strategic planning sessions on May 7 and May 27, 2025. These brought together civilian staff, sworn officers, supervisors and staff sergeants, leaders and members of the Cornwall Police Service Board to discuss and agree on the vision, mission, values, commitments and strategic priorities that will guide CPS forward over the next four years. This framework represents the outcomes of that work.

What we stand for

All of us at CPS are guided by a set of shared values and commitments as we pursue our mission and work to realize our vision for the future.

VISION

What we want for our community

A safe Cornwall where everyone can thrive and belong

MISSION

How we will achieve our vision

A trusted police service partnering with our community for a positive impact on safety and wellbeing in Cornwall

VALUES

How we interact

INTEGRITY

We lead by example, with strong moral principles.

RESPECT

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

EMPATHY

We listen to, respect and strive to understand people's experiences and feelings.

COMMITMENTS

How we work every day

BE EVIDENCE-BASED

Make fact-based decisions that consider people's experience and expertise.

DELIVER QUALITY SERVICE

Consistently uphold high standards to deliver trusted policing services.

INNOVATE

Use technology and novel ways of working to achieve desired outcomes within the means available.

COMMUNICATE OPENLY

Share information and constructively explore different ideas and perspectives.

BE INCLUSIVE

Respect and reflect the diversity of the community.

Cornwall Police Service Equity Charter

A Commitment to Inclusion, Belonging, and Justice

“We affirm that fairness, justice, and human dignity are essential to the safety and wellbeing of our community and to the integrity of our profession.”

At the Cornwall Police Service (CPS), we recognize that true public safety cannot exist without equity, inclusion, and belonging for all.

As guardians of public safety, we acknowledge the systemic barriers and historical injustices that have impacted marginalized and underserved communities, including Indigenous peoples, racialized individuals, 2SLGBTQIA+ communities, persons with disabilities and others facing inequities.

As we move forward with our Strategic Priorities, we commit to embedding these principles across our work, our workplace, and our relationships with the community.

Our Declaration

We, the members of the Cornwall Police Service, declare our unwavering commitment to uphold equity in all aspects of our work. We affirm that fairness, justice, and human dignity are essential to the safety and wellbeing of our community and to the integrity of our profession.

This Charter is a living commitment that grounds our daily actions and long-term vision in integrity, respect and empathy.



Human Rights Day 2024 marked the conclusion of 16 Days of Activism Against Gender-Based Violence.

Strategic priorities

Our strategic priorities for 2025–2028 encompass both our core daily work — the roles we perform out in the community — and the foundations we need in place to do that work, radiating out from our mission, vision, values and commitments. They are all interdependent, interrelated and equally important.





Open House at the Crime Reduction & Community Partnerships office is a memorable part of National Police Week.

Priorities: Core work

Engaging the community in public safety



**Proactive
policing focused
on crime
prevention goes
hand-in-hand
with community
engagement**

People want to feel safe in Cornwall and be part of the solution. That requires collective effort built on trust and partnership, achieved through deeper community engagement rooted in an evidence-informed approach that measures progress and demonstrates positive, sustainable impact. Such engagement is needed throughout the community and especially in key neighbourhoods where residents feel less safe and with key populations such as youth.

Engaging the community will help build residents' capacity to contribute to public safety and ensure CPS is being responsive to residents' needs, addressing top concerns and reoccurring issues. Both residents and CPS members will support a proactive policing approach focused on crime prevention — which necessarily goes hand-in-hand with community engagement.

To sustain and build on

Past achievements and existing foundations to support us in this priority

CPS has many strong community partnerships including well-established relationships with equity-seeking/equity-deserving groups. Through campaigns like *Stop the Hate* and numerous joint event planning initiatives, we have built up a wealth of experience in effective outreach and community engagement. We have dedicated efforts in place to engage with youth via presence in schools, the *Building Safer Communities* program, and mentorship through the *Youth in Policing Initiative* (YIPI). We have also undertaken innovative initiatives to involve residents in public safety, such as *Paws Patrol*, a neighbourhood watch involving dog owners.

CORE WORK

Engaging the community in public safety

Outcomes

- ☐ Residents are engaged in identifying issues and participating in coordinated actions to enhance community safety; tailored crime-prevention strategies focus on key issues and neighbourhoods.
- ☐ Young people are engaged positively and contribute to community safety, particularly those who are at risk.
- ☐ Residents report hate-motivated incidents and have access to consistent, wraparound trauma-informed responses.
- ☐ CPS has long-term relationships of trust with community members.



People want to feel safe in Cornwall and be part of the solution

Performance measures

- ☐ Increased feeling of safety throughout Cornwall, particularly in areas where people currently feel less safe
- ☐ Lower crime levels in neighbourhoods
- ☐ Even greater trust in CPS
- ☐ Increased public confidence to report crimes, including hate-motivated incidents
- ☐ Fewer youth involved in crime

Meeting complex needs



[It is] essential for CPS to pursue its work with creativity, 'out-of-the-box' thinking and a trauma-informed approach

Like many other places in Canada, Cornwall has complex community needs, a diverse population, changing types of crimes and a requirement to provide public safety with constrained resources. At the same time, Cornwall's location on the Canada–Akwasasne–U.S. border between Montreal, Kingston and Toronto creates unique public safety challenges and a complicated jurisdictional context.

All of that makes it essential for CPS to pursue its work with creativity, 'out-of-the-box' thinking and a trauma-informed approach that accounts for the root causes of the issues community members face. We can build on our established record of working with partner organizations to achieve this — sharing resources and co-creating sustainable solutions that allow each partner to do what it's best at and has the capacity to contribute.

Critical to success is ensuring that all CPS members understand those solutions, partnerships and pathways and can support effective interventions in their own ways.

To sustain and build on

Past achievements and existing foundations to support us in this priority

Widely seen as a successful innovation, the Vulnerable Sector Mobile Acute Response Team (VSMART) pairs a trained Vulnerable Sector Police Officer with a social worker to respond to calls involving people with mental health or addiction (MHA) issues. VSMART has reduced MHA apprehensions and helped free up more officer time for patrols. We're a partner in Cornwall's Vulnerable Persons Registry, Koala Place for children and youth affected by abuse, the Safe Bed program for police-involved individuals experiencing MHA crisis, and the Akwasasne, Cornwall, Stormont-Dundas, Glengarry Situation Table for individuals at risk. We have embedded a human trafficking trauma therapist in our Criminal Investigation Division (CID) to provide counselling and support in partnership with Stormont-Dundas, Glengarry and Akwasasne Victim Services.

CORE WORK

Meeting complex needs



We can build on our established record of working with partner organizations to meet complex community needs

Outcomes

- ☐ Consistent referral/support to access specialized services or pathways in response to unique needs such as mental health and addiction.
- ☐ Dedicated resources to establish and expand specialized, evidence-informed responses that are proven to be effective.
- ☐ Coordinated response to prevent and break the cycle of intimate partner and family violence.

Performance measures

- ☐ Reduced recidivism
- ☐ Higher rate of pre-charge diversions
- ☐ Greater public confidence in CPS victim support
- ☐ Higher public satisfaction with CPS performance and service

Strategic enforcement



CPS recognizes the need to focus enforcement efforts where they are needed most and will achieve the greatest results

In just a few years, Cornwall's population has grown rapidly. At the same time, the city has seen a rise in organized crime, property crime, youth incidents, continued high rates of intimate partner violence, and a mounting need for effective victim supports.

CPS is dedicated to enforcement of the law but it is only one part of an overall justice system that is currently under strain. One sign of that strain is the phenomenon of 'revolving door' recidivism, which sees the same individuals repeatedly charged and released due to backlogs and overload. Factors like these, which are beyond our direct control, can be a source of frustration for members.

To be as effective as possible, we recognize the need to focus enforcement efforts strategically where they are most needed and will achieve the greatest results — and to work closely with other law enforcement partners.

To sustain and build on

Past achievements and existing foundations to support us in this priority

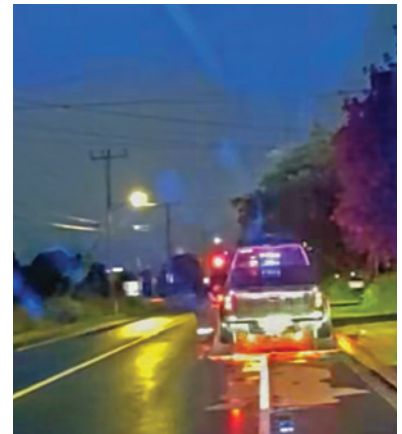
CPS has partnered effectively on many occasions with other law enforcement and related agencies to address organized crime, offload non-police matters to municipal By-Law services and align with police in neighbouring communities. We have contributed to large seizures of illicit drugs through new enforcement initiatives such as Project Resurrection with the Criminal Intelligence Service of Ontario and the Canada Border Services Agency. And we have participated in multiple Joint Forces Operations and built capacity to address human trafficking.

CORE WORK

Strategic enforcement

Outcomes

- ☐ Enhanced partnerships for consistent and collaborative action to disrupt and suppress organized crime including gun violence.
- ☐ Comprehensive approach to enhance traffic safety and reduce collisions.
- ☐ Use of analytics and digital evidence to prevent and investigate crime.
- ☐ Enhanced supports and efficiencies so officers can prioritize crime prevention and solving crimes.



CPS has partnered effectively on many occasions with other law enforcement and related agencies

Performance measures

- ☐ Fewer violent crimes
- ☐ Fewer drug crimes
- ☐ Less prevalence of firearms
- ☐ Fewer vehicle collisions
- ☐ Fewer property crimes
- ☐ Reduced calls for service



In an engaged workplace, all members of the CPS team can feel they have a meaningful role to play as part of a resilient organization

An engaged workplace

Policing is both a deeply rewarding profession and one that can be personally challenging. Police see the community at its best — and at its worst. It is essential to provide an environment where members feel supported, encouraged and a sense of belonging.

Through the engagement sessions and the internal survey, CPS members were clear that they appreciate the dedication of their colleagues and the camaraderie of CPS. They are proud of the collective willingness to think differently about ways to improve police services in Cornwall.

This priority is rooted in creating a workplace where people have a shared sense that they can make a real contribution — individually and by working together. This will help ensure all members of the CPS team feel they have a meaningful role to play, are ready to embrace our mission, and have the resilience to care for themselves so they can care for others as part of a resilient organization overall.

To sustain and build on

Past achievements and existing foundations to support us in this priority

Full-time members appreciate the variety of work at CPS and the opportunity to contribute to their community. They value the pay, security and pension that come with the job, as well as the resources available for wellness and wellbeing such as peer support services and extended health benefits. Members describe good camaraderie on their teams and a range of opportunities for advancement and training. Many commented positively about CPS' demonstrated capacity for forward thinking and 'outside the box' creativity, as well as our commitment to equity, diversity, inclusivity and anti-oppression.

FOUNDATIONS

An engaged workplace



CPS members appreciate the dedication of their colleagues and the camaraderie of CPS

Outcomes

- ☐ A workplace culture that respects and values diversity.
- ☐ A comprehensive and proactive approach to support member resilience and wellbeing.
- ☐ Engaged members who contribute to advancing organizational priorities.
- ☐ Clear paths and opportunities for members to develop in their roles and as leaders.

Performance measures

- ☐ Higher workforce satisfaction
- ☐ Greater sense of belonging
- ☐ Increased member retention
- ☐ Greater workforce resilience and wellbeing
- ☐ Successful reintegration post-leave

Capacity to deliver



The Police Service Board has given CPS full support to meet its hiring needs

Engagement session participants repeatedly raised the need for **greater CPS capacity** — more officers, more patrols, more presence in the community — to increase the focus on crime prevention, tackle complex challenges such as organized crime and improve road safety.

Yet recruitment remains a challenge — for CPS and for police services across the country. This is due to the “perfect storm” of low attraction and perceptions that policing is a difficult and stressful job.

As a result, CPS members are feeling the strain. While calls for service dropped slightly in 2024, members did not feel a decline. The Police Service Board has given CPS full support to meet its hiring needs and alleviate that strain, and the Service is committed to continue to pursue other capacity-enhancing approaches as well, such as building on the proven CSO program and leveraging practical opportunities to work with partners to combat crime.

Capacity to deliver also means investing in the necessary support functions to optimize frontline service delivery and ensure quality services overall.

To sustain and build on

Past achievements and existing foundations to support us in this priority

Participants across the engagement sessions applauded the use of Community Safety Officers (CSOs) to relieve burden on sworn officers, boost CPS presence and visibility, and meet resource needs at a challenging time for police recruitment. It was suggested that the CSO role could be expanded to support other functions within CPS, including criminal investigations. CSOs also complement the Community Patrol Support Unit (CPSU), which provides a role for officers on modified post-duty leave.

FOUNDATIONS

Capacity to deliver



Capacity to deliver also means investing in the necessary support functions to optimize frontline service delivery and ensure quality services overall

Outcomes

- ☐ Sufficient capacity to meet needs.
- ☐ Greater visibility and presence.
- ☐ Recruitment and hiring practices that result in retention of high-quality candidates.
- ☐ Effective and sustainable training practices.
- ☐ Streamlined organizational practices to optimize resources and maximize efficiency.

Performance measures

- ☐ Increased workforce capacity
- ☐ Increased candidate retention

Critical infrastructure



CPS has had good success with technology deployments and will continue to adopt emerging solutions

Effective policing depends on having the right infrastructure to support the core work. That infrastructure includes physical assets such as buildings, vehicles and equipment as well as technological resources and supports.

CPS members have emphasized the need for more physical space as the Service grows. That space must be flexible so it can adapt to new technologies and requirements, meet training needs and contribute to team wellness and wellbeing. It also needs to be secure. As CPS' new headquarters are developed, it will be important to make interim plans to address current space needs.

Vehicles and other equipment core to CPS' work need to be high-performing, dependable and well maintained. Technology-wise, CPS has had good success with initial deployments of technologies such as body-worn cameras, CCTV cameras, data analytics and the like. These can be added to as new solutions emerge, aiding and enhancing crime prevention and investigation, and contributing to greater operational efficiencies.

To sustain and build on

Past achievements and existing foundations to support us in this priority

CPS has had success investing in and deploying technologies such as CCTV cameras for crime detection and evidence collection as well as online tools that make it easier for people to report crimes. We also have a plan in place to build a new headquarters with more space to meet functional needs and accommodate growth as CPS evolves, and to ensure equipment and vehicles are up to date.

FOUNDATIONS

Critical infrastructure



CPS has had success investing in and deploying technologies such as CCTV cameras for crime detection and evidence collection

Outcomes

- ☐ Adequate space for the full range of CPS needs and uses in accessible locations.
- ☐ Responsible use of technology that improves productivity and service for our community.
- ☐ Adequate equipment that reliably meets the needs of the work.

Performance measures

- ☐ Higher workforce satisfaction
- ☐ Strong framework to guide the use of technology and establish necessary infrastructure
- ☐ Optimized use of technology for efficient investigations, operations and crime prevention.

From strategy to action

Our strategic framework sets out what we want to achieve over the next four years.

Annual action plans will define how that's to be done.

Like the strategic framework itself, our action plans will build on what we learned through the engagement process and focus on our strategic priorities and outcomes. To develop and implement them, we'll engage people who have the right skills and knowledge, and will ensure the activities we pursue support us living into our values and commitments.

In building our action plans, we'll consider a few key things:

- What work is already in progress that aligns with the new framework and can be carried forward?
- What has the best potential for high impact — for achieving our outcomes or addressing operational challenges?
- What's realistic — what do we have the capacity to undertake?
- What are the dependencies — what might need to be done first to successfully pursue a specific action area?
- Which activities have potential to address multiple priorities at once?

In every case, action planning will go hand-in-hand with monitoring and evaluating progress so we can know how we're doing and adapt accordingly based on good information. We will also communicate and celebrate achievements so that everyone at CPS can be aware of the strides we're making.

One possibility we aim to test out in our action planning phase is the creation of 'action teams': small, focused groups of people with different skills and experiences from throughout CPS who can model effective collaboration and make progress in a decentralized way.

Part of the reason we chose the adaptive action approach is its flexibility. This 2025–2028 Strategic Framework is a living document, to be constantly reevaluated as time goes by, conditions change and new opportunities emerge — giving us the freedom to find the best path forward as we realize our vision of

a safe Cornwall where everyone can thrive and belong.



Cornwall Police Service
P.O. Box 875, 340 Pitt Street, Cornwall, Ontario K6H 5T7 cornwallpolice.ca