



PDS STRATEGIC
PLANNING
FRAMEWORK
2019-2021

A locally-based collaborative approach to reducing the harms related to substance use in our community.

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Message from the Chair

The Peterborough Drug Strategy (PDS) is a collaborative of locally-based organizations who are actively working together to identify, address, and respond to emerging and systemic issues related to substance use in Peterborough City and County.

Over the past decade, drug strategies have been expanding across Ontario to respond to the impacts of alcohol and other substances that are felt most acutely at the local level. Using a collaborative leadership model based on a four-pillar approach, Peterborough has been at the forefront of this movement.

Created in 2009, PDS founding partners included Peterborough Public Health, PARN – Your Community AIDS Resource Network, Four Counties Addiction Service Team, and the Peterborough Police Service. Partners are united by their understanding that a multi-sector, collaborative approach is critical to supporting the complex needs of individuals who use substances as well as their families and community.

Ten years since its inception, the partnership of PDS has expanded and its collaborative culture is thriving. At the same time, the complexity of substance use is evolving and the need for a collaborative approach to meet the growing needs in our community remains imperative.

In October 2018, we embarked on a comprehensive planning process to reflect on our work and how it is accomplished, to understand the trends and emerging issues in our community and others, and to create a vision that guides PDS into the future. We have emerged with a strategic planning framework that has been shaped by our partners, thought leaders and staff, and is informed by our mission and values.

We are motivated by this framework and how it will guide our work to develop and implement a community-based drug strategy that aims to reduce the harms related to substance use in the County and City of Peterborough.

We appreciate the engagement of our partners who took the time to participate and share their knowledge, experience, and ideas.

Sincerely,

A handwritten signature in black ink, appearing to read "Peter Williams".

Peter Williams, Chair



Message from Facilitators

It has been an honour to work with the Peterborough Drug Strategy (PDS) throughout an integrative process to develop a new strategic planning framework that reflects their culture, process, values, and mission. During our time on this project, we have been motivated and inspired by the compassion and dedication of the people who provide their time, energy, and expertise to this significant collaborative effort to mitigate the harms associated with substance use in the City and County of Peterborough.

In deciding to embark on this strategic planning process, we appreciate that the PDS chose to engage us as third-party facilitators to help guide their work, dive into the research, engage with their community partners, and ultimately assist in shaping this strategic framework. We strongly believe that planning processes like this are more robust and thoughtful when they are guided by those who can bring experience, expertise, and a fresh perspective on the opportunities and challenges facing a collaborative. Further, it fostered an environment where all partners could deeply engage in the process.

Throughout this project, we were struck by the shared sense of purpose, deep commitment, and the alignment of shared values by partners. The PDS can be proud of their strong culture of collaboration, the engagement of diverse perspectives, the impact they make in the community, and their commitment to sustainability. The PDS is an important part of our community, and we believe this strategic framework will assist the collaborative as it continues to seek ways to have a positive and meaningful impact in the City and County of Peterborough.

Sincerely,

A handwritten signature in cursive script, appearing to read "Christie Nash".

Christie Nash
Consultant

A handwritten signature in cursive script, appearing to read "Lauren Hunter".

Lauren Hunter
Consultant



About Peterborough Drug Strategy

Who We Are

The Peterborough Drug Strategy (PDS) is a collective of community-based organizations in Peterborough City and County that actively work towards reducing the harms of substance use for individuals, families, and our community.

Our Mission

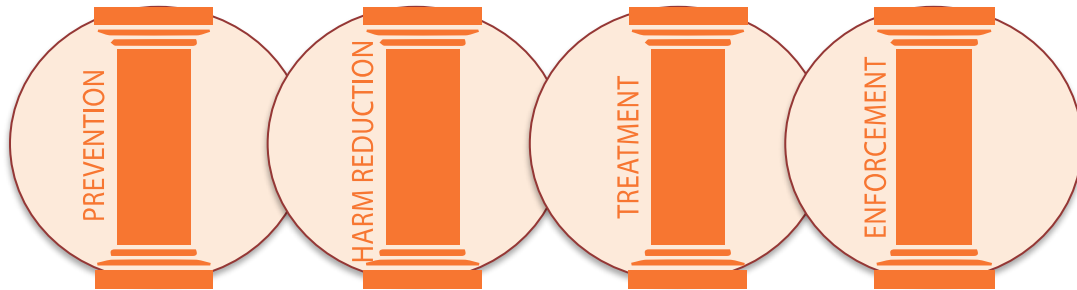
Using a collaborative approach, the Peterborough Drug Strategy is committed to the ongoing development and implementation of community-based initiatives that aim to reduce the harms related to substance use in the City and County of Peterborough.

Our Approach

The issues and harms associated with substance use are complex and pervasive across sectors and lives. In order to effectively and actively work towards our mission, strive for equity, and improve the health, safety, and well-being of all members of our community, PDS approaches this work from a collaborative leadership model based on the four pillars of prevention, harm reduction, enforcement, and treatment. Through this approach, PDS is empowered with a unique ability to address issues and undertake projects that are outside of the scope of any one organization.

It is important to note that the work of the PDS has been, and will continue to be, dependent on project funding and the commitment of partner organizations.

Four Pillar Approach



Each pillar is represented by an organization who is committed to providing leadership to the Peterborough Drug Strategy as outlined in the PDS Collaborative Agreement.





Prevention

- Integrating a comprehensive set of initiatives to prevent or delay the onset of substance use and avoid problems before they occur, which involves strengthening access to the social determinants of health, such as health care, stable housing, education, employment and social inclusion.

Harm Reduction

- Advocating for and implementing, a range of pragmatic and evidence-based policies and programs designed to reduce the harmful consequences associated with substance use.

Treatment

- Connecting to a range of programming and services for people dealing with a substance use issue.

Enforcement

- Strengthening community safety by preventing and responding to the crimes and community disorder issues associated with legal and illegal substances.

Our Shared Values

PDS is committed to unity and preparedness to respond to current and emerging substance use needs in our community. Four core values guide and inform our collective work.



Collaboration

Recognizing that our work is complex and more effective when considered through an intersectional lens, we value collaboration. We are committed to building trusting and respectful relationships that allow us to be adaptable and responsive to emerging issues, while leading partnerships with a strategic voice that is united on key messages.



Inclusion

Acknowledging that greater impact is achieved when diverse experiences and perspectives participate in decision-making, we value meaningful inclusion of varied voices in the development, delivery, and evaluation of initiatives by those who are impacted by them.



Respect

Honouring the dignity, strengths, and rights of each individual, while striving for greater equity, we work from a person-centered framework and value respect for the choices of people, families, neighbourhoods, and communities. Drug use is value neutral and a person's worth is neither diminished nor increased as a result of their drug use.



Accountability

Knowing we are considered a trusted source for information on issues related to substance use in Peterborough, with a history of innovative approaches, we value accountability to our partners, funders, and the community. We are accountable to these groups by demonstrating our impact and considering a full range of evidence to support our initiatives.



Overview of Planning Process

In reflecting on how PDS has evolved since its creation in 2009, the Advisory Committee decided to initiate a strategic planning process that would help ensure alignment of our partners, unity in our focus, and preparedness to respond to emerging needs in our community related to substance use. This process engaged partner organizations to think deeply about our approach, our values, the impact we want to have in the community, and how we plan to achieve it. As a collective, we believe that if we are going to continue to meet the needs of our community, we need an innovative and robust planning framework that is guided by our mission and values.

Throughout this process, we engaged new and long-standing partner organizations, thought leaders, and PDS staff. We conducted a situational analysis of all the key indicators and relevant information locally and from communities across Ontario. While the initial goal was to develop a multi-year strategic plan, instead we have developed a strategic planning framework that is not limited by time, but rather is based on a process of creating and implementing breakthrough strategies on an ongoing basis. This framework is mission-driven, grounded in our values as a collaborative entity, and enables us to be adaptive to the complex and dynamic environment in which we work.

Strategic Focus Areas

Whether it is policy changes, or the emergence of new substances used by people in our community, the landscape in which PDS operates is complex, dynamic, and ever-changing. PDS must be adaptable, innovative, and prepared to mobilize a rapid response.

PDS is committed to operationalizing a strategic planning framework to support our collective leadership by focusing our core functions, aligning our resources and structures, and guiding our decision-making as we implement evidence-based initiatives designed to have a profound impact on the community in the years to come.

The framework itself should be also considered together with the Collaborative Agreement, which defines how PDS partners work together to guide the drug strategy.

The strategic planning framework includes the following four areas of strategic focus:

1. **Thriving Collaborative Culture**
2. **Strengthening Capacity**
3. **Engagement and Awareness**
4. **Demonstrating Impact**

The integrative method to this strategic planning framework ensures that PDS is poised and prepared to respond to emerging issues using a Collective Impact approach that will inform future activities and projects of PDS. Specific activities to support the achievement of focus areas will be further identified and operationalized in project plans and work plans.



PDS Strategic Focus Areas



1. Thriving Collaborative Culture

The Peterborough Drug Strategy recognizes that our greatest strength comes from our collaborative model that brings together partner organizations from across the community, facilitates an intersectional understanding of the impacts of substance use, and creates space for the alignment of priorities, initiatives, and resources. We are deeply committed to this model, and we will continue to explore ways to better sustain our culture of collaborative leadership.

Our Commitments

We commit to “Thriving Collaborative Culture” by:

- **Acknowledging and drawing on the strengths, experiences, information, and skillsets** each partner organization brings to the table to ensure current and future initiatives are meeting the needs of our community.
- Ensuring a **diversity of perspectives continue to be shared** at the PDS table by regularly and actively identifying gaps and potential partnerships, and nurturing relationships with relevant stakeholder groups.
- Encouraging the **commitment and active participation of PDS Partners** by creating and implementing an onboarding process for new partners and encouraging ongoing equitable contributions to the work of the collaborative.
- Seeking opportunities to pursue ongoing funding and resources to **stabilize the core PDS position and initiatives**.



- Developing an internal **communications framework** that supports the flow of information between and within PDS partner organizations, cultivates the intergenerational memory of the work of PDS, and strengthens a unified collective voice.
- Regularly **reviewing and improving our collaborative agreement** to ensure it fits the needs of partner organizations and allows PDS to be nimble in addressing emerging trends.

2. Strengthening Capacity

The Peterborough Drug Strategy strives to strengthen individual, organizational, and community capacity to address emerging and systemic issues related to substance use that are beyond the scope of any one partner organization. With accountability to the community and partner organizations at the centre of our work, we will explore ways to support organizations that actively work with individuals and families affected by substance use, and identify and respond to emerging issues using a health equity lens to support holistic, innovative, and evidence-based initiatives.

Our Commitments

We commit to “Strengthening Capacity” by:

- Conducting regular and ongoing **mapping of local organizations, community assets and initiatives** to monitor current and emerging issues, identify areas of need, and ultimately strengthen proactive responses.
- Continuing to **learn from the experiences of, and initiatives in, other communities** by seeking out relevant research, participating in provincial and national dialogues, and building relationships and sharing knowledge with other drug strategies.
- Further exploring the social determinants of health and pursuing innovative initiatives that will help **create upstream, systems-level changes** to reduce the harms of substance use, improve equity, and reduce stigma.
- Pursuing funding for projects that will allow PDS to respond to emerging trends and help create **a consistent foundation of knowledge and skills across the community** and encourage participants to bring such training back to their agencies.

3. Engagement and Awareness

The Peterborough Drug Strategy strives to be at the forefront of innovation when it comes to equity-based and intersectional approaches to addressing the four pillar areas in a collaborative nature. Informed by evidence-based research and best practices, and drawing on the expertise and experience of partner organizations and other communities, we will strive to be the trusted voice on issues related to the mitigation of the harms of substance use and will optimize opportunities to engage the community and raise awareness through education, training, and the media.



Our Commitments

We commit to “Engagement and Awareness” by:

- Actively seeking out the **voices and stories of those with lived experience** to help frame key messages, inform the development of communication goals, and advocate for change.
- Creating and monitoring a **Communications Plan** that guides PDS and its partner organizations to develop and speak with a collective voice to the community on key messages, identifying timing, and methods of communication.
- Demonstrating leadership by providing educational opportunities for media, community members, and decision-makers about the **current and lasting impact of a four-pillar approach** to issues related to substance use.
- **Empowering partner organizations as ambassadors for the work of PDS** in the community and among external stakeholders, who expand the reach of key messages and communications to a broader range of community planning tables.
- Developing and measuring **substance-specific, evidence-informed strategies** and projects based on community needs.

4. Demonstrating Impact

The Peterborough Drug Strategy believes that the factors leading to harmful substance use are complex. As such, it is challenging to identify causal relationships between the work of drug strategies and community impact. With this in mind, it is even more important that we demonstrate to our community, partners, and funders that our activities, including internally focused efforts and community initiatives, are making a positive impact.

Our Commitments

We commit to “Demonstrating Impact” by:

- Crafting and implementing an **Evaluation Framework**, informed by our participation in the research of the Municipal Drug Strategy Coordinator’s Network of Ontario, to measure impact and inform communication about the activities of PDS.
- **Strengthening our accountability** to the community, partners, and funders by providing regular updates about our work and initiatives.