

**Report**

**of the**

**Public Consultation Committee**

**of the**

**City of Kawartha Lakes Police Services**

**Board**

**June 17<sup>th</sup>, 2013**

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## **THE PROCESS**

The Board began the process of public consultation on July 16<sup>th</sup>, 2012 when it passed the following resolution at its regular meeting:

*Whereas it is generally accepted at all levels of Government that the costs of policing have reached the point that there is serious concern that the costs will soon exceed the ability of the public to fund them; and,*

*Whereas it is the opinion of the Kawartha Lakes Police Services Board that those who pay the costs of policing should have input into the nature and costs of the future delivery of police services in this community given the parameters set by the Provincial Government; and,*

*Whereas it is the duty of this Board and the Police Service to cooperate with the community they serve (Police Services Act 1.3),*

*Be it therefore resolved that the Kawartha Lakes Police Services Board begin a process of public consultation designed to determine: 1. the nature and level of services required of the Kawartha Lakes police Service by the community it serves, and 2. the potential costs for the delivery of this service to those who receive it. The Board needs to begin by establishing: 1. the steps to be taken during the process, 2. the procedures to be followed at each step, and 3. the timing of the process of consultation.*

Following the passage of this resolution the Board appointed Messrs. Radiff, Polito, and Thomas as a committee to implement the objectives stated in the resolution and to report back to the Board.

Early in its discussions the Committee determined that the public would be consulted in two ways:

- a survey of the general public, individuals within the Lindsay-Ops service area of the CKLPS, to be conducted both electronically or by the use of paper copies made readily available throughout the community, and
- a series of focus groups organized for the stakeholders in the service area of the community.

The first major task confronting the Committee was to develop a suitable questionnaire. Early on in this process it was determined that since the Police Service was preparing to conduct a survey to determine the satisfaction levels of the public with the current policing service it would probably be wise to combine the two sets of questions into a single survey in order to provide a much broader picture of policing issues now and into the future. After all the results were in the Committee would be able to deal with the material that was relevant to its mandate of policy-making for the Service while the Service itself would be able to use the material gathered to deal with operational issues that arose in the survey responses. Since both the Board and the Service would be aware of the thoughts of the respondents and focus group members in each other's domain, it would be much easier to work together to deal with all the ideas and issues that would likely be forthcoming.

The **survey** was conducted between January 8 and January 27<sup>th</sup>, 2013 and was supported by an intensive local media campaign. In total 835 people responded, most electronically although there were a significant number who took advantage of the paper copy approach. The results of all paper copies were entered into the electronic system so that the statistics could be easily produced. The statistical report was presented to the Board and the public at the Board's meeting of February 25<sup>th</sup>, 2013 and that report is contained herein. The respondents, in addition to answering the questions that were reportable in the statistical analysis, also made 1740 comments in the questions that asked for them – comments which required the Committee to review them individually.

The Committee - making use of the talents of our volunteer facilitator, David Page, CMF - conducted five **focus groups** during the month of January 2013, one each for the business, the social housing, the education, and the emergency health care sectors, as well as one for the CKL Police Service and Staff. These focus groups were attended by many of the leaders in each of the sectors and discussions were open and frank and led to a much deeper perception of the policing concerns shared by all involved. The information and ideas that were shared at each of the sessions was gathered by the Board's Secretary and compiled into a package which is also a part of this Report.

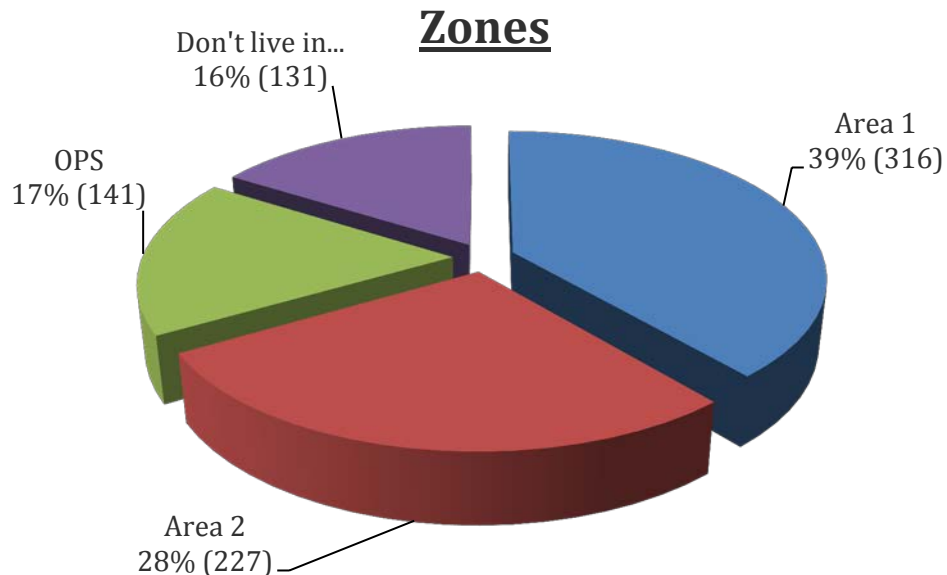
The Committee, guided by the facilitator, spent considerable time reviewing all the information from the survey and focus group consultations. The Committee reviewed the survey statistics and analysis looking for observable trends and establishing priorities – always with the future in mind – with the intent of developing a series of recommendations for the Board.

In light of the fact that the nature of the process was really twofold- as outlined above -the Chief has assumed responsibility for those issues that were operational in nature and that arose largely from the Service's questions on the survey. The Committee and the Board look forward to his review of these issues in a future report.

# SURVEY QUESTIONS, COMMENTS AND OBSERVATIONS

## Question #1

The City of Kawartha Lakes Police Service has three patrol zones designated for uniform mobile patrol. Which zone do you live or work in?		
Answer Options	Response Percent	Response Count
<u>Area 1</u> - the area north of Kent Street West, including the north side of Kent Street West, and the area north of King Street, including the north side of King Street, within the Town of Lindsay.	38.8%	316
<u>Area 2</u> - the area south of Kent Street West, including the south side of Kent Street West, and the area south of King Street including the south side of King Street, within the Town of Lindsay.	27.9%	227
<u>OPS</u> - all boundary roads within Ops Township, west of the Scugog River are the responsibility of the City of Kawartha Lakes Police Service. All boundary roads within Ops Township, east of the Scugog River are the responsibility of the O.P.P.	17.3%	141
I don't live or work in Lindsay/OPS, but would like to contribute.	16.1%	131
<i>Answered Question</i>		815
<i>Skipped Question</i>		20

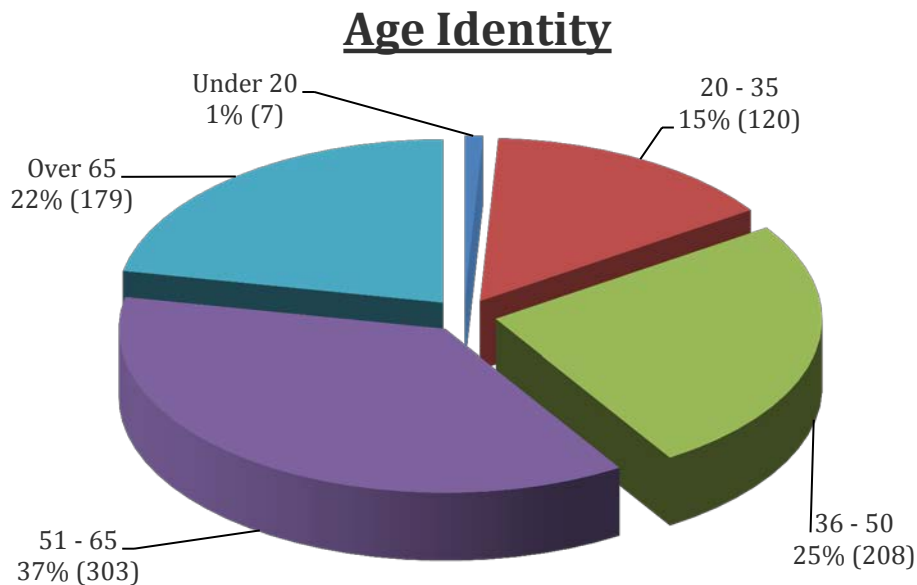


## Q 1 - General Observations

The number of surveys returned from each of the zones within the service area provides for an appropriate distribution of the responses. The responses from outside the service area adds an extra dimension to the results but the statistics from the service area responses are not skewed by them since the responses follow the same general patterns. The fact that the respondents live outside the service area only becomes obvious when the comments contain questions such as: “Why do I not see a CKLPS cruiser around my home in Little Britain or Omemee?”

## Question # 2

To better assist us in the analysis of the survey, please identify your age		
Answer Options	Response Percent	Response Count
Under 20	0.9%	7
20-35	14.7%	120
36-50	25.5%	208
51-65	37.1%	303
Over 65	21.9%	179
<i>Answered Question</i>		817
<i>Skipped Question</i>		18



## **Q 2 - General Observations**

The Committee was disappointed that there was not a greater number of responses from the under 35 segment of the population for they represent the long-term future of the municipality. Below is a comparison of the latest available population percentages (2011 Lindsay only since statistics were not available for Ops) with the survey response percentages.

	Population %	Response %
Under 20	20.7	0.9
20 - 35	15.9	14.7
36 - 50	16.8	25.5
51 - 65	21.2	37.1
Over 65	20.5	21.9

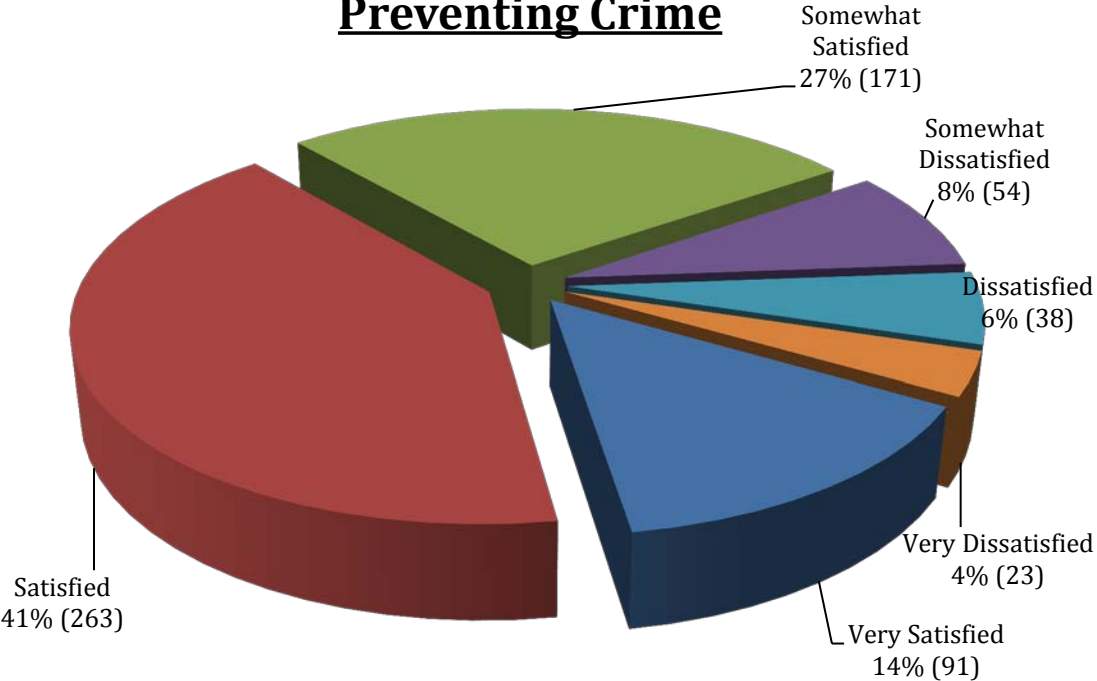
The suggestion has been made that the Board and the Service should consider making a conscious effort to focus any outreach programs on the under 35 segment of the population.

### **Question # 3**

How satisfied are you with the quality of service provided in the following:									
Overall Average Rating In "Quality Of Service" Is 55%									
Answer Options	V S	S	SS	SD	D	VD	No Experience	Response Count	
Preventing Crime	91	263	171	54	38	23		640	
Solving Crime	81	281	146	38	32	25		603	
Responding to problems in our community	134	267	140	51	37	26		655	
Responding quickly to calls	161	257	113	39	22	13		605	
Patrolling neighbourhoods	74	204	179	93	70	51		671	
Enforcing traffic laws	78	284	144	64	46	45		661	
Follow-up on complaints	70	215	98	49	36	33		501	
Overall quality of service	113	293	161	50	35	29		681	
Please Comment (be specific)								222	
								<i>Answered Question</i>	732
								<i>Skipped Question</i>	103

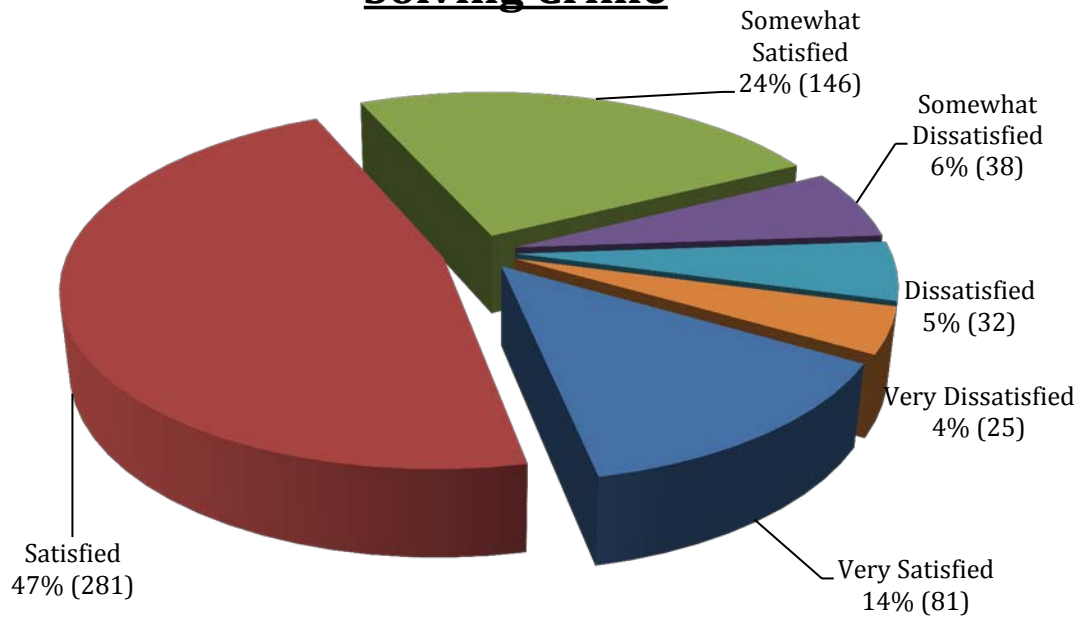


# Preventing Crime



Overall **55%** Satisfied to Very Satisfied  
**35%** Somewhat Satisfied to Somewhat Dissatisfied  
**10%** Dissatisfied to Very Dissatisfied  
There is an opportunity of a **35%** area of improvement, **27%** of which can easily be implemented

## Solving Crime



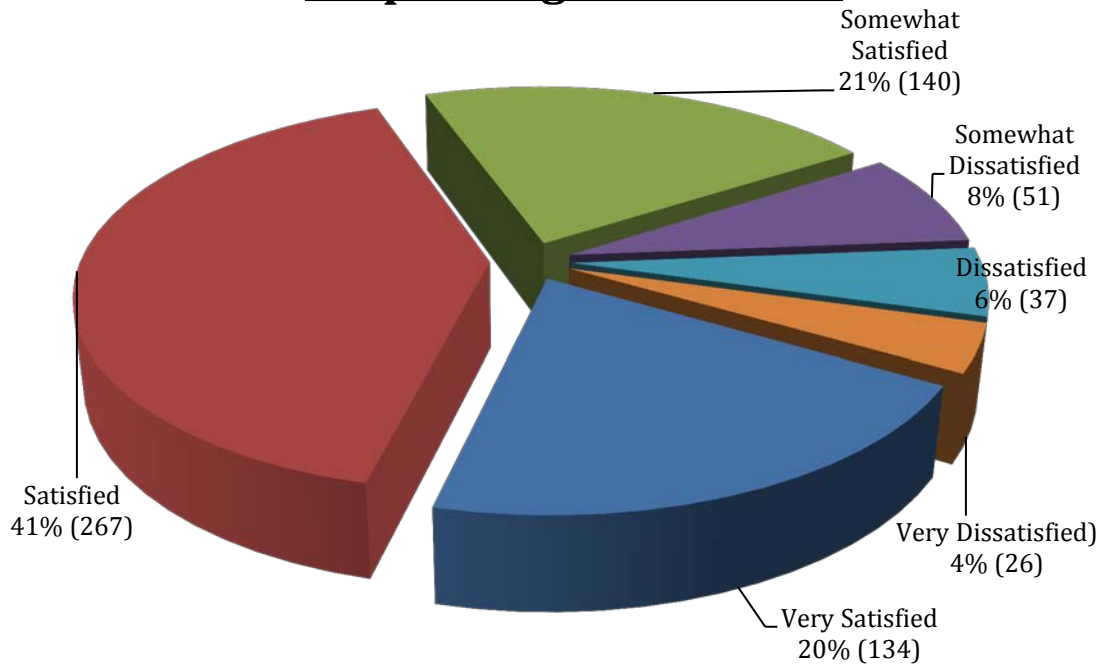
Overall **61%** Satisfied to Very Satisfied

**30%** Somewhat Satisfied to Somewhat Dissatisfied

**9%** Dissatisfied to Very Dissatisfied

There is an opportunity of a **30%** area of improvement, **24%** of which can easily be implemented

## Responding to Problems



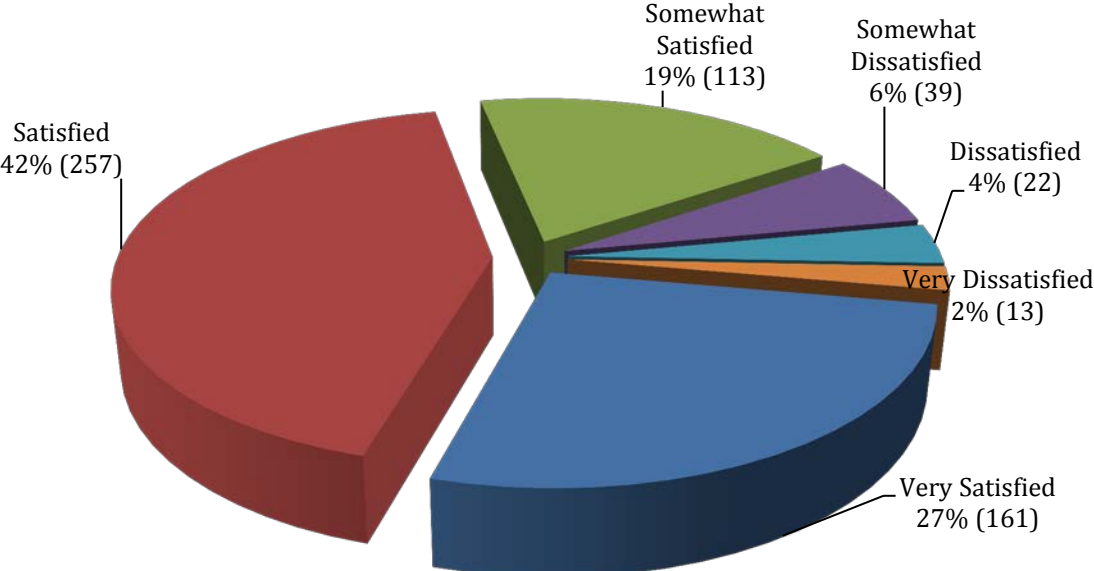
Overall **61%** Satisfied to Very Satisfied

**29%** Somewhat Satisfied to Somewhat Dissatisfied

**10%** Dissatisfied to Very Dissatisfied

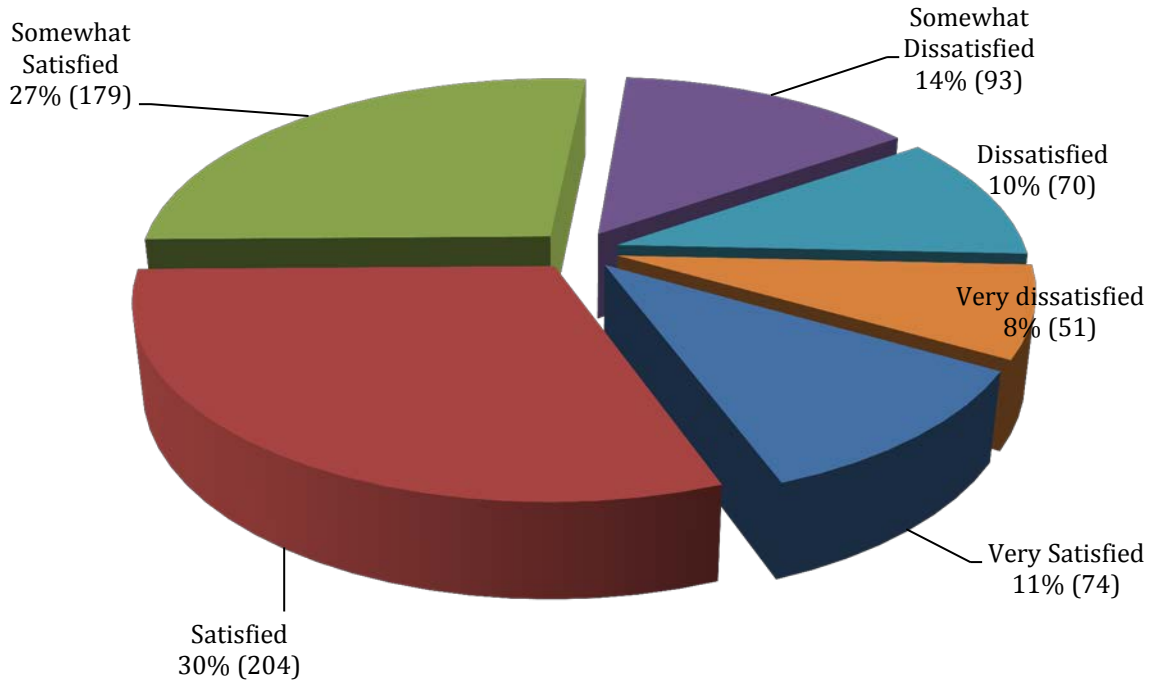
There is an opportunity of a **29%** area of improvement, **21%** of which can easily be implemented

# Responding To Calls Quickly



Overall **69%** Satisfied to Very Satisfied  
**25%** Somewhat Satisfied to Somewhat Dissatisfied  
**6%** Dissatisfied to Very Dissatisfied  
There is an opportunity of a **25%** area of improvement, **19%** of which can easily be implemented

## Patrolling Neighbourhoods



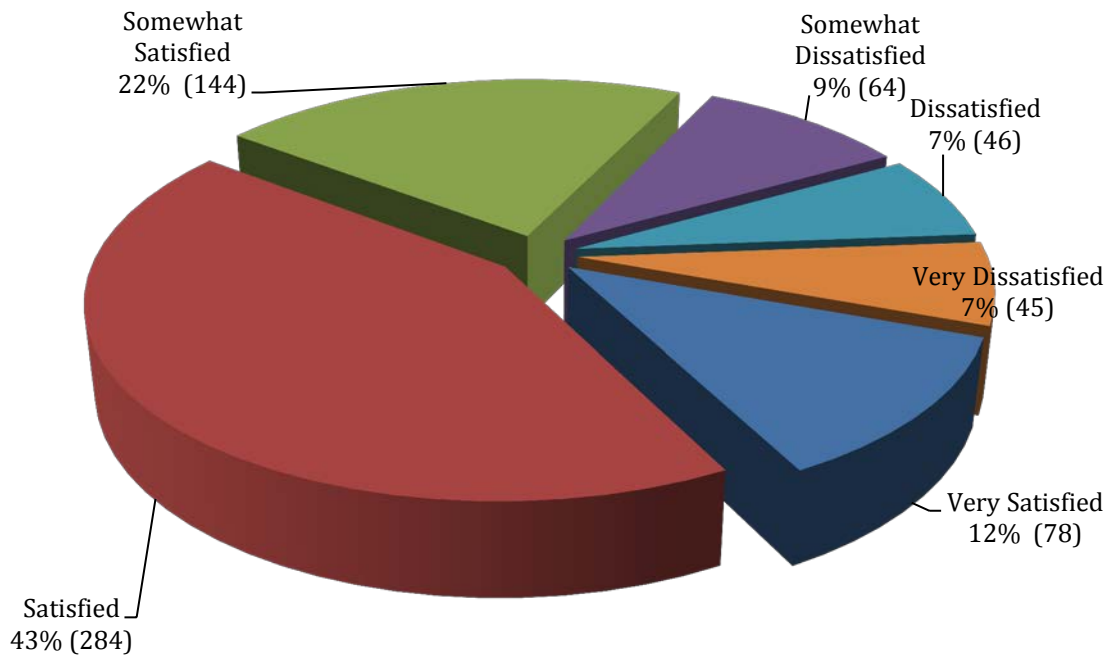
Overall **41%** Satisfied to Very Satisfied

**41%** Somewhat Satisfied to Somewhat Dissatisfied

**18%** Dissatisfied to Very Dissatisfied

There is an opportunity of a **41%** area of improvement, **27%** of which can easily be implemented

## Enforcing Traffic Laws



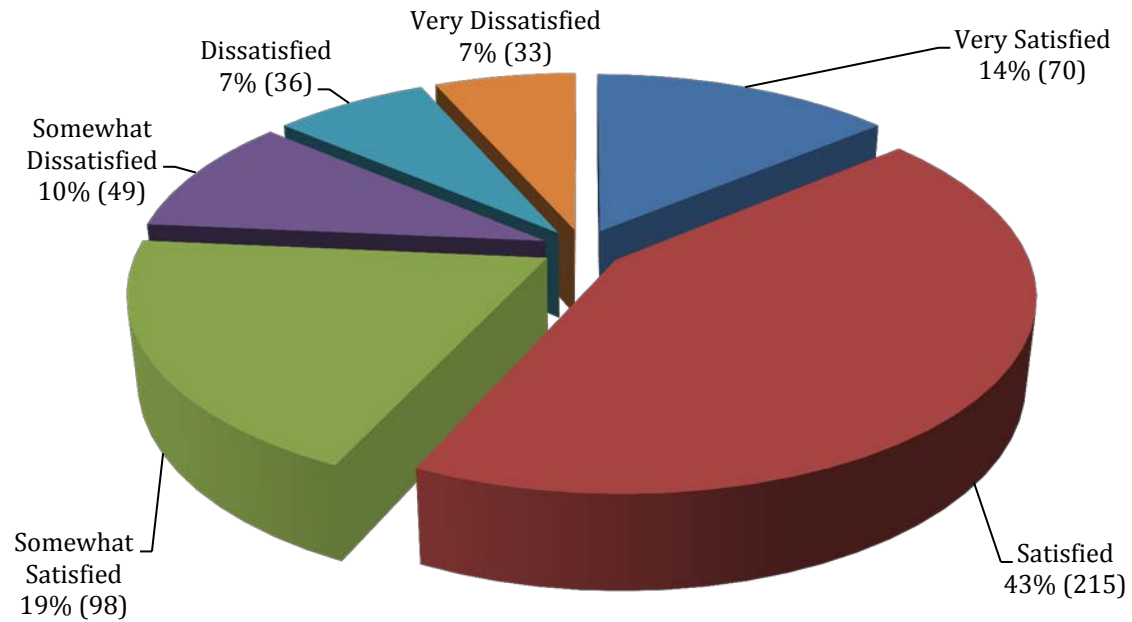
Overall **55%** Satisfied to Very Satisfied

**31%** Somewhat Satisfied to Somewhat Dissatisfied

**14%** Dissatisfied to Very Dissatisfied

There is an opportunity of a **31%** area of improvement, **22%** of which can easily be implemented

## Follow-up on Complaints

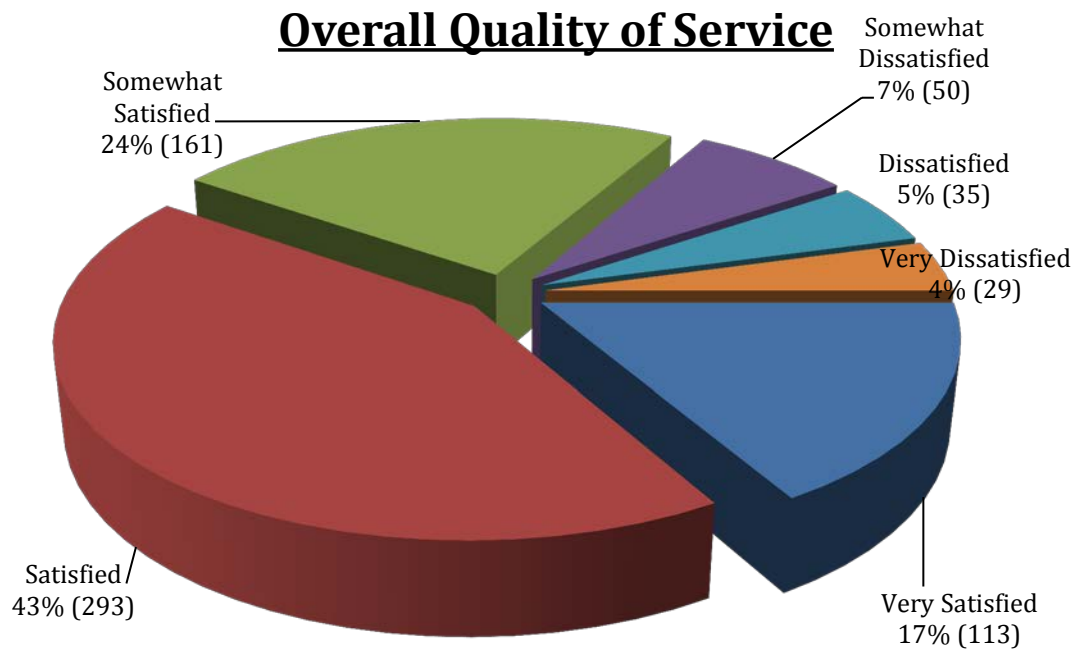


Overall **57%** Satisfied to Very Satisfied

**29%** Somewhat Satisfied to Somewhat Dissatisfied

**14%** Dissatisfied to Very Dissatisfied

There is an opportunity of a **29%** area of improvement, **19%** of which can easily be implemented



Overall **60%** Satisfied to Very Satisfied  
**31%** Somewhat Satisfied to Somewhat Dissatisfied  
**9%** Dissatisfied to Very Dissatisfied  
 There is an opportunity of a **31%** area of improvement, **24%** of which can easily be implemented

### **Q 3 - General Observations**

Overall, the information gathered shows no critical components that would require urgent immediate attention. The high numbers within the “Somewhat Satisfied to Somewhat Dissatisfied” range, however, would suggest that minor improvements could drastically alter the outcome toward “Satisfied to Very Satisfied”. The statistics and the comments indicate that these minor improvements might well be made effectively and most readily in the categories of “Patrolling Neighbourhoods” and “Enforcing Traffic Laws”.

The responses to this question deal with operational issues and will be dealt with by Chief Hagarty in his review.



## Question # 4

In your opinion, which of these law enforcement issues listed below, pose a serious problem, somewhat of a problem, not much of a problem or not a problem in The City of Kawartha Lakes?

Answer Options	Serious problem	Somewhat of a problem	Not much of a problem	Not a problem	Don't know	Response Count
Impaired Driving - <b>83% and 94%</b>	259	318	77	17	24	695
Drug-Related Crime - <b>91% and 96%</b>	428	211	33	4	21	697
Domestic Violence - <b>69% and 81%</b>	183	295	82	12	<b>121 (17%)</b>	693
Violent Crime - <b>51% and 84%</b>	83	269	<b>224 (33%)</b>	26	85	687
Theft from Residence/Business - <b>80%&amp; 94%</b>	192	361	94	9	37	693
Theft from Vehicles - <b>80% and 93%</b>	214	339	92	9	39	693
Robbery / Hold-ups - <b>40% and 81%</b>	71	209	<b>279 (41%)</b>	50	81	690
Hate-motivated Crime - <b>25% and 61%</b>	33	138	<b>249 (36%)</b>	<b>115 (17%)</b>	<b>150 (22%)</b>	685
Vandalism / Property Damage - <b>79% &amp; 95%</b>	223	321	<b>110 (16%)</b>	8	26	688
Traffic and Road Safety - <b>64% and 94%</b>	144	295	<b>210 (30%)</b>	31	14	694
Youth Crime - <b>82% and 92%</b>	241	326	72	8	47	694
Child Abuse - <b>50% and 69%</b>	122	224	<b>134 (19%)</b>	17	<b>195 (28%)</b>	692
Noise Complaints - <b>31% and 76%</b>	30	186	<b>310 (45%)</b>	83	85	694
Illegal firearms - <b>35% and 66%</b>	79	169	<b>211(31%)</b>	60	<b>172 (25%)</b>	691
Fraud - <b>55% and 78%</b>	94	290	<b>159 (23%)</b>	20	<b>131 (19%)</b>	694
Cyber Crimes - <b>43% and 69%</b>	82	215	<b>184 (26%)</b>	32	<b>182 (26%)</b>	695
Bullying - <b>63% and 78%</b>	166	274	<b>101 (15%)</b>	20	<b>133 (19%)</b>	694
Comments (or other category)						101
<b>Answered Question</b>						<b>711</b>
<b>Skipped Question</b>						<b>124</b>

### **Note:**

- .Red indicates a high percentage of the public's assumption or direct knowledge of the issue
- .Yellow indicates a medium percentage of the public's assumption or direct knowledge of the issue
- .Green indicates a low percentage of the public's assumption or knowledge of the issue

## Observations

**1 - Impaired Driving, Drug-Related Crime, Domestic Violence, Theft From Business, Theft from Vehicles, Vandalism/Property Damage and Youth Crime** all have a **high** rating in the majority of the public's perception. Interestingly however, is that **17% checked "Don't Know"** on the **Domestic Violence** column.

No "significant" changes to these when "Not much of a problem" is added.

**2 - Violent Crime, Traffic and Road Safety, Child Abuse, Fraud and Bullying** all have a **medium** rating in the majority of the public's perception. However, "**Not much of a problem**" still indicates that the public see it as a problem and **when added to the mix** increases the percentages to **84%, 94%, 69%, 78% and 78%** respectively.

It is also important to note under "**Violent Crime**", that **51% of the public see it as "Serious to Somewhat of a serious problem"** and yet **33%** see it as "**Not much of a problem**".

As well it is interesting to **note the number (or percentage) of people who "don't know"** in items such as **Child Abuse, Fraud and Bullying**. These stats run at a **staggering 28%, 19% and 19%** respectively.

**3 - Robbery/Hold-ups, Hate-motivated Crime, Noise Complaints, Illegal firearms and Cyber Crimes** all have a **lower** rating but identify some interesting points. "**Not much of a problem**" section would indicate that the **public see it as a problem just not at the extent to which they see high or medium** as indicated in red and yellow above.

What is interesting to **note** is that although **only 40%** of those who responded to "**Robbery/Hold-ups**" on the survey see it as a "**Serious to Somewhat Serious Problem**", **41% still see it as a problem** of some sort. "**Hate-motivated Crime**" is interesting as well in seeing how the public perceives this. It runs **straight across the board from "don't know", "Not a Problem" to "Somewhat Serious/Serious" in ranges of 22% to 25% respectively**

## Q 4 - General Observations

These statistics offered an excellent piece of information to assist the Committee in developing and "supporting" fragments of its recommendations. They provide a fair calculation of the public's perception on the issues but they also indicate the need to educate the public as to the reality of the "crime situation" within the CKLPS Board's area. There is a sizeable gap between the public's perception of crime and the reality that is presented monthly in the statistical reports from the Service.

- Drugs and related crime are always a concern to the Board and the Service and will remain a priority for both.
- Theft from vehicles was rated very high but the ironic thing is that this is a preventable crime – one that costs the Service a great deal of time and money needlessly. The solution is simple – lock your car when you leave it.
- Youth crime is always a concern but the numbers have been dropping steadily. Societies have always had a tendency to blame their young people and so it is

difficult to change the approach but perhaps we should stop thinking in terms of youth crime as opposed to adult crime; after all, crime is crime. The approach of the Board and the Service to youth crime is best summed up in the following statement in the Annual Report: *While we understand the perception that youth crime is a problem in our community and others, it is our opinion that this is more perception than reality. Youth crime has actually decreased over the past decade. That being said we will continue to work with our community partners to provide educational programs and effective responses to those that do commit criminal offences.*

The analysis of the statistics generated by this question will undoubtedly come out in Chief Hagarty's review.

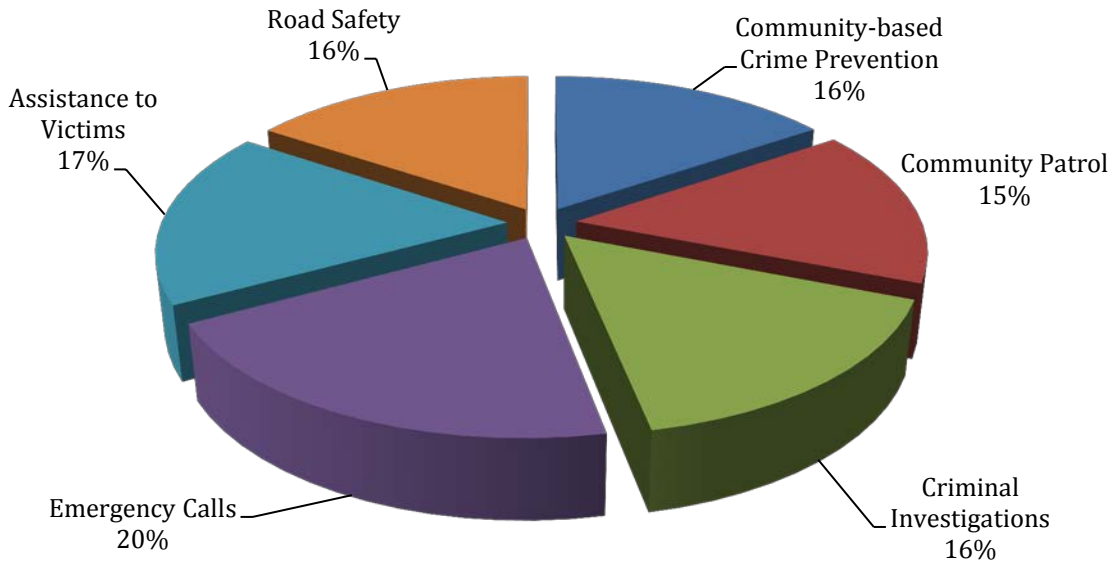
## Question # 5

Please prioritize the list below 1 to 6, with 1 being the most important and 6 being the least important, please indicate below where you would like to see us utilize existing resources:

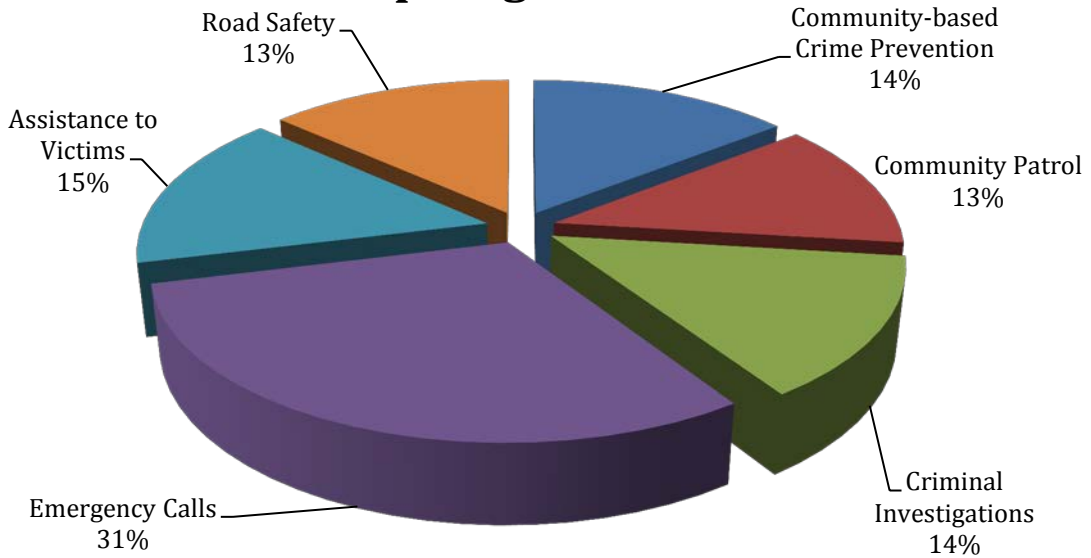
<b>Answer Options</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>Rating Average</b>	<b>Response Count</b>
1 Community-based crime prevention	90	102	92	<b>119</b>	<b>165</b>	<b>131</b>	3.80	699
2 Community patrol	110	<b>143</b>	<b>135</b>	<b>136</b>	90	84	3.29	698
3 Criminal investigation services	54	<b>134</b>	<b>157</b>	<b>135</b>	119	101	3.62	700
4 Emergency calls for service	<b>349</b>	<b>120</b>	<b>73</b>	64	43	50	2.26	699
5 Assistance to victims of crime	36	97	104	<b>130</b>	<b>155</b>	<b>177</b>	4.15	699
6 Road safety	61	104	<b>139</b>	116	<b>127</b>	<b>153</b>	3.86	700
<b>Answered Question</b>								<b>700</b>
<b>Skipped Question</b>								<b>135</b>

<b>Analysis</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
Top 3 Totals	415	414	426	542	462	419
Top Total	165	143	157	349	177	153

### Top 3 Scores



### Top Single Score



<b>Ranking Order (Note: No difference found in either scale)</b>
Emergency Calls
Assistance to victims of crime
Community Based Crime prevention
Criminal Investigations Services
Community Patrol
Road Safety

## **Q 5 – General Observations**

Looking over the statistics generated by this question it is readily apparent that there is no real trend in the thinking of the respondents as to where existing resources should be used. The numbers would seem to say that resources should be used in a broad based fashion so that all areas of concern are covered.

An interesting observation: road safety received the lowest total response despite the fact that in question three 23% of respondents indicated that they had some level of dissatisfaction with the quality of service when it came to enforcing traffic laws.

## **Question # 6** (Comments re Question 5)

There were a total of 162 comments made by respondents to this question and many of these comments touched on more than one of the items listed in question #5. It is interesting to note that all six of the topics in #5 received a comparable number of responses: Emergency Calls – 38, Assistance to Victims – 49, Community-Based Crime Prevention – 55, Criminal Investigations – 47, Community Patrol – 56, Road Safety – 40.

Despite the significant difference in the numbers of respondents in question #5 (700 responses) and question #6 (162 responses) the results remained the same – no clear cut front runner but a balanced broad-based approach to the use of resources.

What follows is a sampling of the comments made to this section in this question:

	<b>Emergency Calls for Service</b>
1	18 - If the Police Department is going to give a service then we must all work together for the benefit of everyone. All six of these are important and the community must realize that Police cannot do all these things alone. The community must find more ways to assist and help Police serve the public. Volunteers should be allowed to play a large part in the Police Service e.g. Community Care and the Hospital.
2	21 - priorities 1 to 3 really carry equal weight and should only be carried out by trained officers; community programs like neighbourhood watch, crime stoppers, VCARS, block parents, etc. can be of assistance for priorities 4 to 6.
3	47 - Very hard to prioritize as I consider all these services so valuable and important to the health of our community.
4	58 - I am not really happy with this question or its "when did you stop beating your wife" premise. The real answer is that they are all important, and if money to pay for them is the issue, we have to come up with more effective ways of doing all 6 of these, but there is no question that criminal investigation is what the police was founded for and it is appropriate that you should be at the corner of Peel Street.

<b>Assistance to Victims of Crime</b>	
1	2 - Assistance to victims of crime is already provided through VWAP for the most part i.e. when charges are laid.
2	6 - As a victim I received the help of Victim Services and was truly thankful they were there
3	54 - services should be notified to victims
4	84 - criminal investigation services should be considered the same as victims of crime..more community patrol possibly helps a reduction in community...I believe one is as important as the other..with reports the police have today on the computers, they are the best to judge where the money should be used as some areas require more communication..
<b>Community-Based Crime Prevention</b>	
1	70 - I believe crime prevention is the number 1 challenge, but that requires extensive collaboration across a number of agencies. However, innovation and success on this front will yield returns in all other areas
2	79 - there is no prevention. There should be night patrols. the Police are well aware of who is causing the problems in my area, and they do nothing to deal with the problems.
3	92 - Each response to above has a priority - responding to emergencies and getting the community to be part of that solution are the most important - resources of a Police Service cannot do it all without the assistance of the community. The remainder can be flipped depending on where the Police Service wishes to place their resources. Criminal investigations are an "after the fact" most times and we can spend quality time solving that incident. We also cannot forget our victims -no matter who they are - they form an integral part of our community and when required need to be assisted.
<b>Criminal Investigation Services</b>	
1	1 - Criminal investigation is only worth the expense if you eradicate corruption, cease to tolerate it, cease to encourage it, prosecute it including any politicians and Crown agents involved; it's no good if you just investigate, prosecute and intimidate victims of crime with a view to silencing the victims of crime and/or those citizens who complain about organized crime and corruption.
2	147 - hard to prioritize, I think resources go primarily into responding to emergencies, and then investigating crimes and assisting victims. we need enough road safety patrols to deter people from breaking the rules, and remaining resources to prevention.
3	153 - Don't need a full time criminal investigations services branch, need more officers on the road.
<b>Community Patrol</b>	
1	5 - Should be foot patrols in downtown Lindsay.
2	20 - I like the presence of the officers walking and driving downtown I feel safer knowing that they are visible

3	34 - Although all items listed are of great importance, almost equal, community patrol will assist each one significantly.
4	100 - there should be undercover police patrolling areas where the bars are to stop the fighting, noise and urinating in doorways at night. although I did see some male urinating in a door way around noon hour one time. there is no need to urinate in doorways why don't they go in a restaurant. the male species seem to be returning to the Neanderthal stage.
	<b>Road Safety</b>
1	7 - There are too many drivers not being penalized for running red lights, not stopping at stop signs, and speeding. We still see drivers talking/texting on cell phones. There are people not wearing seat belts. No police officers are in sight when these things are happening, but they are parked - two cruisers side by side- in the parking area west of St. Joseph Rd. south of Colborne St.
2	61 - It is difficult to comment when I don't have the knowledge. I don't know what you do in these areas now or the outcome. I do know more people are going to be killed on bikes as they zigzag down our main streets with no helmets or regard to the traffic act.
3	138 - Road Safety - Enforcing and preventing use of mobile devices while driving.



## Question # 7

<p><b>The rising cost of policing is a national concern. The City of Kawartha Lakes Police is not unique in that approximately 90% of the budget costs are in wages and benefits. The Police Services Act severely limits the ability of the Board to reduce the number of officers. If you were faced with cutting cost what of the remaining 10% of the discretionary budget would you be willing to cut? Rank in order, first to cut (1) to last to cut (4) or do not cut.</b></p>							
<b>Answer Options</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>Don't cut</b>	<b>Rating Average</b>	<b>Response Count</b>
Administration (Human Resources, Finance, Training)	331	143	78	26	103	1.65	681
Community Services (School programs, Crime Stoppers, Kids & Kops program and Seniors Safety Programs)	103	173	152	47	205	2.30	680
Community Outreach (Media Relations, Foot Patrol, Bike Patrol)	138	178	153	54	159	2.24	682
Operational Support (Drug Enforcement, Police K-9, Domestic Violence Investigators)	35	61	87	205	293	3.19	681
<b>Answered Question</b>							<b>683</b>
<b>Skipped Question</b>							<b>152</b>

## **Observations Summary**

### **# 1 - Administration**

Although the stats would tell us that those who responded have indicated if they were faced with cutting costs it would be **(1st) admin, 15%** (115 of 681) are requesting that the services **NOT** be cut at all.

### **# 2 - Community Outreach**

Although the stats would tell us that those who responded have indicated if they were faced with cutting costs it would be **(2nd)Community Outreach, 23%** (159 of 682) are requesting that the services **NOT** be cut at all.

### **# 3 - Community Services**

Although the stats would tell us that those who responded have indicated if they were faced with cutting costs it would be **(3<sup>rd</sup>)Community Services, 30%** (205 of 680) are requesting that the services **NOT** be cut at all.

### **# 4 - Operational Support**

Although the stats would tell us that those who responded have indicated if they were faced with cutting costs it would be **(4th)Operational Support, 43%** (293 of 681) are requesting that the services **NOT** be cut at all.

## **Question # 8** – (comments on Question 7)

**295** people commented on this question. Breakdown; Administration- 31, Community Outreach- 24, Community Services- 13, Operational Support- 8. (total of 76 comments) What is interesting to note however, is that the majority of comments fell around other thinking such as; 50 people commented on "Don't Cut", 143 had comments or suggestions to make improvements and 41 commented on Police Services in either a "duplication" of efforts or "amalgamation of services".

The comments have a far greater scope and diversity than allowed by the limiting nature of the question which resulted in a range of comments that was virtually impossible to quantify or to prioritize in any meaningful way. They did, however, provide the Committee with considerable base material for the general recommendations which are a part of this report.

There does seem, however, to be inherent in a number of the comments the need for specialty units, such as: canine, drugs, domestic violence investigation. Also inherent is the need for more effective public education programs to overcome the fact that many people do not really know what services the Board and the Officers are actually providing in each of these options.

What follows is a sampling of the comments made in response to this question:

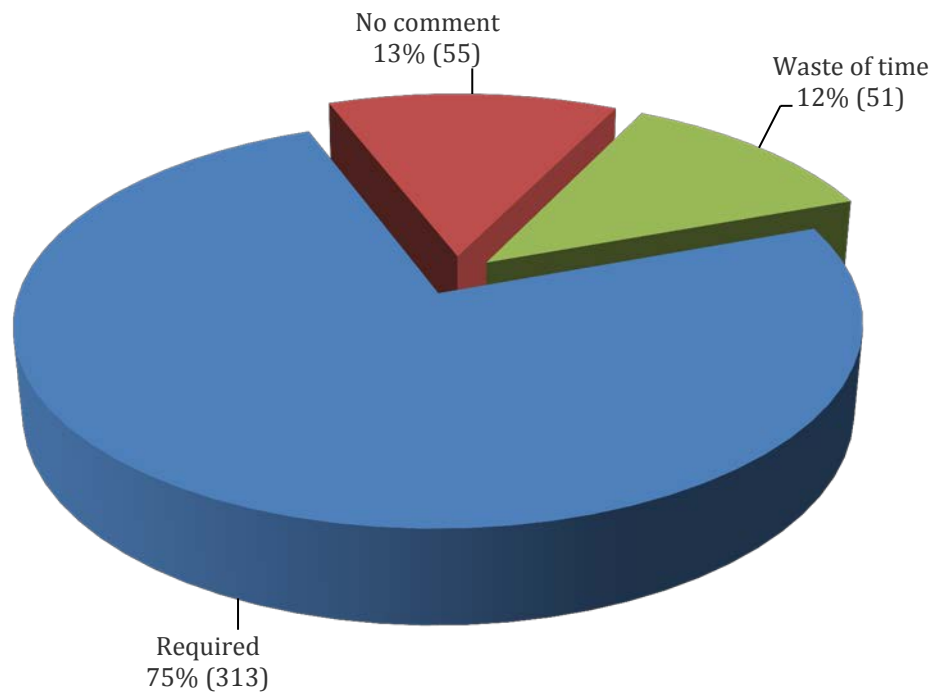
	<b>Administration</b>
1	83 - Administration could be handled by external agency or CKL Human Resources. The community-based programs could be conducted by volunteers on their own time with minimal cost to budget - similar to Fire Dept. volunteer programs. Foot patrols, bike patrols should reduce costs as veh. and fuel costs are not being used and are community based and highly visible. ** The question is misleading- if 90% of the budget goes towards wages and benefits, how is it that foot patrols, bike patrol, operational investigations', H.R., community services officer are part of the 10% as discretionary. These people all get normal wages and benefits arising from the 90%.
2	98 - why is training grouped with administration? officers will need training the service doesn't need as much administration.
3	208 - unfortunately, I feel the community services, would be wonderful thing as well as the admin to keep from cuts, but observing the 3 years I have been here, you are fighting a losing battle, as long as the low mentality, jobless, and the services pay them a monthly check not much will improve, just carry on to the next generation!
	<b>Community Outreach</b>
1	11 - Go back to foot and bike patrol in town- can also fine cars for careless driving in town.
2	84 - Are there ways of providing these services more efficiently and cost-effectively? Would a strong volunteer effort to assist in administration, outreach and community services help?
3	158 - community outreach, more than one person could be trained to talk to the media and other areas checked for times of high volume problems...also this should be the police departments area of expertise as to when and who...
4	219 - Cut media relations in priority 3 above but not foot or bike patrols.
	<b>Community Services</b>
1	84 - Are there ways of providing these services more efficiently and cost-effectively? Would a strong volunteer effort to assist in administration, outreach and community services help?
2	232 - I think our governments have it all wrong. If you reach the youth at a young age and put money into after school programs and keeping them happy and in school, it eliminates the criminals of tomorrow. So no cuts to anything that helps the young people in our community.
3	261 - Fight to keep our programs and services.

	<b>Operational Support</b>
1	63 - I believe Community Services and Operational Support are two things that cannot afford to be cut.
2	273 - These are all VERY important programs. I don't think that any of them should be cut. Officers need constant training to keep up with the new technologies etc., and School programs and community outreach are important in that they keep the police at the forefront in the community and schools and maintain excellent relations with the community. The K-9 unit is an extremely valuable tool as are the domestic violence investigators and drug enforcement. Unfortunately, budgets notwithstanding, these are sad facts of life, which need to be addressed and investigated on a constant basis
3	276 - Surely some officers' positions could be 'cut.' The fact that salaries make up 90 percent of the budget IS the issue, and yet that was not even an option. It is the other areas, especially community outreach and operational support where we are lacking.
	<b>Don't Cut</b>
1	4 - Police lay their life on the line every day. They earn every cent. All of the above services are required. Without training, drug enforcement, K-9, community outreach it wouldn't be an effective force. Cutting community services would be detrimental to crime prevention. Perhaps training a volunteer to assist with senior's safety programs could be beneficial. Schools require the Police presence to enforce their role as a safety net. Students need to see both sides of police.
2	140 - This type of service should NEVER be cut. The resulting crime increase would obviate any "savings". One only has to look at what is happening in the U.S.A. to see the result of "saving" money by cutting police services.
3	145 - I think all emergency services (police, ems, and fire) should never face a budget reduction. Perhaps a 1% or 2% wage increase (or freeze) for a few years would help the budget. Overall, we are very lucky to live here, raise taxes to pay for emergency services. I have no problem with a tax increase to prevent budget cuts.

## Question # 9

The computer age is now playing a major role in policing. The use of social media (facebook, twitter), websites on the world wide web, and photos and videos from digital devices can assist the police community in many ways. In your words how best should the police utilize this resource. Police Service Facebook <https://www.facebook.com/#!/kawarthalakespolice> Chief Hagarty on Twitter @jhagarty Sergeant Cox on Twitter @tcox36

Answer Options	Response Count
	419
<i>Answered Question</i>	<b>419</b>
<i>Skipped Question</i>	<b>416</b>



835 respondents to the survey

419 respondents to this question

13% - had no comment, or a comment irrelevant to the question

12% - felt it was a waste of time or a comment to reflect this

75% - felt that the use of a social media is required

## **Q 9 - General Observations**

Respondents indicated strong support for the Police Service use of social media – 75% felt that its use was really required to be an effective police service in today's world. Many comments were complimentary of Sgt. Cox's and the Chief's efforts to get involved in this new aspect of policing.

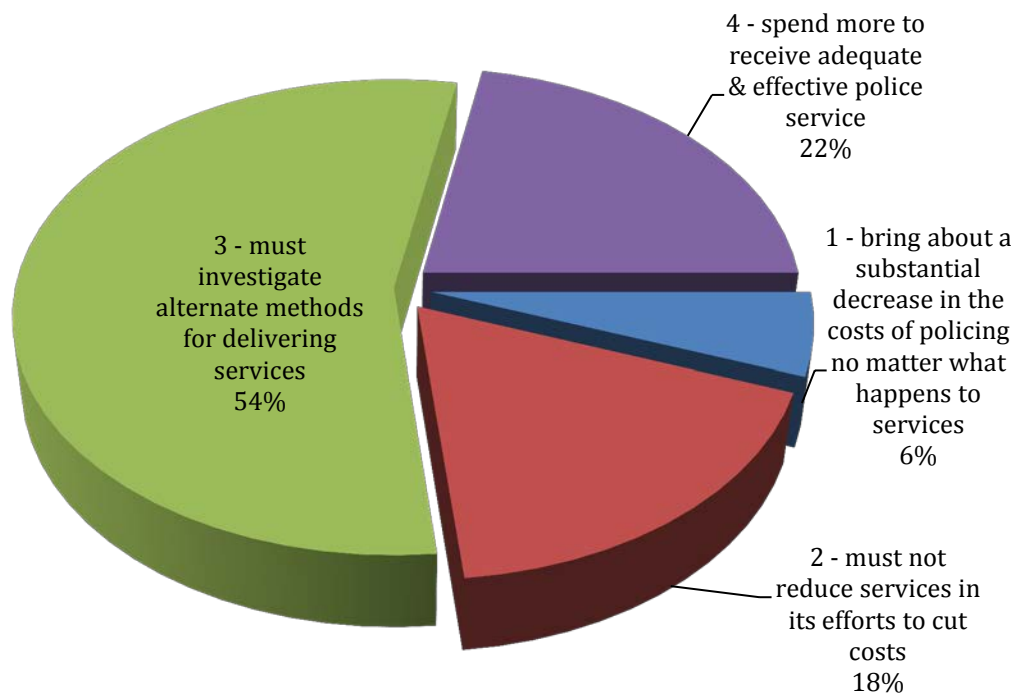
Many respondents, however, indicated that extreme care should be taken in using social media in order to avoid the entanglements, both legal and personal, that are out there.

There were several suggestions for expanding the use of social media in policing and these suggestions need to be reviewed by the Board and the Service to determine their practicality and legality before they are considered for implementation.

An interesting observation: there were a number of responses that stated that the respondent didn't personally know much about using social media but they were aware that it was the wave of the future and supported its use by the CKLPSB.

## Question # 10

Police Services across Canada are struggling with the increased cost of maintaining the current level of service they offer. Which of the following best indicates your attitude towards the costs of policing:		
Answer Options	Response Percent	Response Count
1 - The Police Services Board must bring about a substantial decrease in the costs of policing no matter what happens to services	5.6%	37
2 - The Police Services Board must not reduce services in its efforts to cut costs	17.8%	118
3 - The Police Services Board must investigate alternate methods for delivering services in order to reduce costs while maintaining those services	54.6%	362
4 - I would be willing to spend more money in order to receive adequate and effective police service	22.0%	146
Comments		225
<b>Answered Question</b>		<b>663</b>
<b>Skipped Question</b>		<b>172</b>



## **Q 10 – General Observations**

A staggering majority of respondents – 94.6% - do not want to see services cut and, in fact, more than one in five stated that they would be willing to pay more for effective policing. Since a substantial majority of respondents indicated that they would like to see the Police Services Board investigate alternate methods for delivering services in order to reduce costs while maintaining those services, the Committee will be recommending that the Board make this investigation a priority. A corollary to this investigation will be that the Board investigate alternate sources of funding to reduce the demand on the tax-payers of the municipality.

The responses to this question seem to indicate that the respondents feel that they are getting value for their policing dollar. They would like us, however, to continue to seek ways of getting better, perhaps do more for less. There is in these responses a recognition of the fact that policing costs money and that citizens get what they pay for. The respondents are, however, telling the Board that it is our job to continue to look for savings, to demonstrate that we are doing the best we can to keep costs down and to be innovative in our approach to doing so.

As the question states: Police Services all across the country are struggling to come to grips with the costs of policing and the various umbrella groups such as the Ontario Association of Police Services Boards (OAPSB) have established work groups to investigate different funding/delivery of service models and/or sources of revenue. The Committee has asked Mr. Polito, the Vice-Chair of the CKLPS Board and of Zone 3 of the OAPSB – and he agreed - to monitor these efforts so that we know what directions are being taken so we can get in on the ground floor of the change process. The Committee is of the opinion that the work that has been done in this public consultation process – both the survey and focus group components - will enable us to influence decisions in the process to find alternate methods of funding and service delivery.

While these large scale activities are undoubtedly going to take time to work through the process the Committee will be recommending that the Board look for ways to reduce the costs of policing here sooner rather than later. This is obviously a task that must be undertaken in cooperation with the Police Service itself.



## **Question # 11**

<b>What suggestions do you have to improve our Police Service?</b>	
<b>Answer Options</b>	<b>Response Count</b>
	316
<i>Answered Question</i>	<b>316</b>
<i>Skipped Question</i>	<b>519</b>

### **Q 11 - General Observations**

The Committee was disappointed that of the 835 participants in the survey only 316 took the opportunity to provide suggestions for the improvement of our Police Service. A review and categorization of all the comments indicated that there were really five main headings under which to gather them:

- Build partnerships with the community
- Work at raising the positive profile of the Service
- Encourage more proactive community involvement/interaction and crime prevention
- Make use of an auxiliary force and/or volunteers
- Investigate the one force/regional force options for the City of Kawartha Lakes

Several respondents decided to comment on the Police Service rather than suggest ways to improve it: 15 of those comments were derogatory while 35 of them were complimentary. In addition, there were several stand-alone suggestions and some comments didn't fit into any of the categories mentioned above at all.

The Committee reviewed all of the comments/suggestions which then became part of the background material used in the preparation of the recommendations of this report.

## **FOCUS GROUPS**

Part two of the consultation process consisted of a series of five focus groups with various groups within the community: the business, social housing, education, health services, and police services groups. The sessions were held over three weeks in January and the Committee was pleased with the response from each of the groups – not only in the number of individuals who attended but in the level of participation that was evident throughout. All groups were committed to what the public consultation process was trying to accomplish and the discussions were open, frank, and relevant at the same time as they were free-wheeling.

The material below is a distillation of the main ideas that came from each focus group session.

### **Focus Group 1 – Business**

- The Police Service should consider efforts to raise its profile on the street;
- While businesses especially would benefit from increased crime prevention education the community as a whole should also be involved; and,
- The Police Services Board could reduce costs by working closely with non-police agency partners such as the BIA and the Chamber of Commerce.

### **Focus Group 2 – Social Housing**

This group recommended a proactive rather than a reactive approach to policing in this area of concern. Their recommendations included:

- Developing crime prevention programs;
- Assigning a social worker to deal with crisis intervention situations to relieve the pressure on the officers who often do not have the level of training that is likely required to deal with the situation most effectively; and,
- Increase specialization in training for officers in the various issues that arise in the social housing community.

### **Focus Group 3 – Education**

This group saw the need for:

- increased officer-training in crisis intervention/mental health/addiction issues;
- Raising the police profile -use a proactive approach to educating the public as to what is happening and to crime prevention;
- Building solid positive relationships with young people; and,
- Developing a greater police presence in the schools both on a regular basis and through faster response times when requested to attend

### **Focus Group 4 – Health Services**

- Develop transfer of care processes to the various responsible agencies to reduce officer commitment in the hospital, etc., and,
- Involve community partners in the development of protocols for the “rules of engagement” as responsibilities and costs are transferred to cooperating agencies

### **Focus Group 5 - Police Services**

Many of the suggestions from this group were operational and need to be referred to the Chief and his Staff for consideration.

Issues for the Board's consideration:

- Partnerships need to be expanded;
- Consideration should be given to a fee for service approach with situations that warrant this approach;
- There is a need for an increased use of technology to enhance the service level; and,
- There should be more training of the officers in specialized areas of enforcement and investigation.

### **Focus Group – General Observations**

The primary outputs from the focus group sessions were the following:

- Service levels need to be enhanced or at least maintained while being cognisant of the fact that there is a need to keep costs under control.
- There is a need for educating the public in general and those who work in the various sectors of the focus groups as to what services are being provided, and how they are provided and paid for.
- Effective policing will depend on maintaining existing partnerships and developing new ones. Looking to these partners for assistance in funding cooperative efforts could very well help the CKLPS Board's efforts to bring costs under control.
- All focus groups felt the need for the Board and the Service to raise its profile and to make both more visible in the Community in positive and proactive ways.
- The community policing concept developed by the CKLPS Board was given a boost from the fact that there were several offers of assistance from the focus groups – assistance that would help the Board and the Service in its efforts to maintain and/or enhance services while reducing costs.

Note: all groups felt that the consultation process was a positive one and that some arrangements should be made for the groups or representatives of the groups to meet regularly – perhaps every two years - to see how the process is evolving and to provide some extra community input as required by the Board.

## **BROAD STROKE OBSERVATIONS**

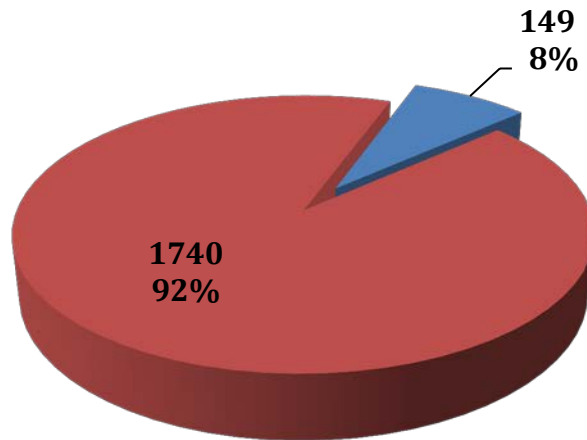
A careful read of the survey comments and analyses combined with a review of the contributions from the various focus groups has led the Committee to a number of observations that appear over and over again. These observations appear in different formats with different verbiage but they are essentially common and the same.

- There is a strong feeling throughout the public that there should be no reduction in the service provided by the CKL Police Service.
- Many of those involved in the consultation process feel that there is a need to intensify the service provision offered in certain areas of the operation.
- While many people feel that they would pay more for better service most would like to see cost reductions in the delivery of the current services provided – cost saving measures are important to the public.
- Existing partnership arrangements with community agencies are extremely important to both the community and the Police Service. The general consensus throughout the public consultation process was that these partnerships should be continued and expanded where needed. In fact, there were many calls for new partnerships to be developed in order to allow for agencies to become more involved in community policing - an involvement that would allow for an increase in or a change in the nature of the services offered by the Officers and, hopefully, open up sources of additional funding to help pay for these services.
- There is a definite need to raise the profile of the Police Service and the Police Services Board. Part of the problem lies in the fact that the public is generally unaware of what the Service and the Board actually do and the only way to overcome this is to make a conscientious effort to “educate” the public. Another part of the problem lies in the fact that the nature of policing leads to a “we vs. them” mentality which is difficult, but certainly not impossible, to adjust to a community policing concept involving many.
- The one force/regional force issue is an obvious consequence of the need for public education and in the following section of this report the Committee has attempted to provide some of the facts behind this issue.

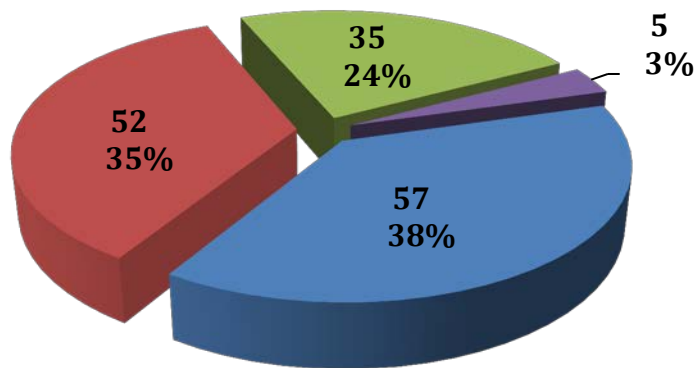
## REGIONAL OR ONE FORCE OPTIONS

It is evident from the graphs below that there were many references in the comment sections of the survey that raised the concept of a regional or one-service option for the City of Kawartha Lakes. Since 149 of the 1740 comments made throughout the survey reference this issue the committee felt the need to devote some space in its report to recognizing the concerns expressed by the respondents.

### Total Comments



### Breakdown of Comments



Comments re amalgamation of police services – 57

Comments re a costing from the OPP – 52

Comments re the OPP as single force for CKL – 35

Comments re the CKLPS as a single force for the CKL - 5

## **Observations Summary/Commentary**

The comments on contracting out to the OPP were both positive and negative with no real consensus of opinion as to whether this was an option that would be beneficial to the Lindsay-Ops service area. Some respondents mentioned the possibility of the CKLPS expanding its jurisdiction to take in the entire City of Kawartha Lakes. There was also mention of creating a regional police service combining elements of the CKLPS and other Services such as the OPP and Durham Region.

There were many suggestions about contracting out for special services provided by the OPP. Respondents, generally, seemed to be unaware of the fact that the OPP must make their specialized services available to all jurisdictions in Ontario at no cost and that the CKLPS already avails itself of this provision or of the fact that the CKLPS and the OPP already share services on a mutual basis to the benefit of all the residents in the City.

The Police Services Board has traditionally not involved itself in the politics of the issue of “who provides the service”. It lies within the jurisdiction of the Municipality to determine the “who” and the municipal politicians are the decision-makers in this issue. It is the mandate of the Police Services Board to monitor and shape the direction of that service no matter who delivers it. When the City was created it was the decision of the politicians – both provincial and municipal - to adopt the hybrid approach to policing. Lindsay and Ops were to remain with the Lindsay/Ops Service - which became the City of Kawartha Lakes Police Service, and the costs were to be area-rated to Lindsay and Ops taxpayers, one rate for Lindsay and a lower one for Ops. The rest of the City would continue to have their police services delivered by the OPP and these costs would be area-rated to this particular group of taxpayers.

The issue of asking for a costing from the OPP for the whole service has come up from time to time throughout the history of the City and as recently as September of 2011 when, following the presentation of the State of Policing Task Force Report, the following motion was put before Council:

Resolved that Council request the Ontario Provincial Police to present a full costing to service the entire municipality under Section 10 (contract); and  
That Council also request the Ontario Provincial Police to provide a separate costing under Section 10 (contract) for the area currently serviced by the Kawartha Lakes Police Service and the remainder of the municipality under section 5.1 (non-contract).

The motion was defeated and it is interesting to note that all four Councillors representing the Lindsay/Ops area serviced by the CKLPS voted against the motion. It is also interesting to note that the Focus Groups did not get involved in the issue of who delivers the service – their only interest was the service that is currently being provided and how it could be enhanced and paid for.

This report will, therefore, be making no recommendations on this issue which lies outside the Board’s mandate.

## **RECOMMENDATIONS**

#1 – That the CKLPSB approve the Chief and his staff to complete a review of the survey data and Focus group outputs to determine where improvements can be made in the following areas:

- Partnerships
- Education of the public
- Improve overall ratings in “Quality of Service” by 10 to 15%
- Improve visibility
- Crime Prevention
- Training
- Social Media
- Alternative methods of reporting crime

#2 – That the CKLPSB further investigates, supports and makes improvements in the following areas:

- Develop a governance or policy, procedures with expectations to assist the Chief and his staff to use (if deemed necessary) the use of Social Media
- Work with the Chief, his staff and Community partners in developing and becoming leaders in partnerships within our Community
- Work with and develop a connection/Link to the province to look for alternative funding
- Work with our local Community Partners for alternative ways of funding
- Work further with representatives within the 5 focus groups to develop educational components, address the needs and to form solid partnerships
- Develop a “Terms of Reference” for the Chief and his team which will include the Objectives and Timeframe for completion back to the Board

## **THANK YOU**

The Public Consultation Committee would like to say “Thank You” to:

- The 834 people who took the time to complete the survey – either on-line or using a paper copy. The number of respondents is quite high for a survey of this type and indicates that people really do appreciate being asked for their opinions on matters that impact them on a day-to-day basis in their municipality.
- All those individuals who took time from busy schedules to attend one of the focus groups. Not only were you eager to share your observations and comments but the suggestions you provided gave the Committee considerable material to work with. One of the most heartening aspects of the focus groups was the feeling that the Police Services Board was on the right track by consulting with the community and that this is a process that should continue into the future.
- The staffs in the various businesses and public service agencies that made the paper copies of the survey available to the public. This cooperation meant that those individuals who were not comfortable with responding electronically could work through the questions at their leisure.
- Our volunteer facilitator, David Page, CMF (Certified Master Facilitator) of David M. Page & Associates Inc., who spent many hours utilizing his experience and his organizational skills helping the Committee work through the process. His insightful analysis of the statistics was a great help in assisting us in determining just what all the input meant. He made each focus group session productive and managed to involve everyone in the room in the discussions.
- Chief Hagarty for working with the Committee in the development of the process, Leah Rea who was always there when we needed some help, and Chris Moses who managed to capture the ideas that were being expressed at each focus group session.
- Kawartha This Week, The Lindsay Post, and BOB F.M. for working with the Committee to generate its marketing campaign for the survey.
- All those whose names do not appear above but who had a hand in making this community process work.