



# The City of Kawartha Lakes Police Service

Business Plan  
2011-2013

*Leading our community towards a safer tomorrow*

## Contents

Message from the Chief and Police Services Board.....	3
Vision, Mission and Values .....	4
Our Community.....	5
Our Policing Mandate.....	7
Supporting Our Seniors and Keeping Them Safe.....	10
Supporting Our Families and Reducing Domestic Violence .....	11
Increasing Road Safety and Controlling Traffic .....	13
Targeting Enforcement on Specific Types of Crime .....	14
Strengthening the Capacity of All Community Partners in Sharing Responsibility for Everyone’s Safety, Security and Wellbeing...	17
Increasing Our Capacity to Provide Policing Services Efficiently and Effectively.....	19
Conclusion.....	26
Acknowledgements .....	27

## Message from the Chief and Police Services Board

The Police Services Act and Regulations requires our Police Services Board to prepare, at least once every three years, a business plan that addresses the core business functions of the police service, including how we will provide adequate and effective police services. Our Board, in partnership with the Chief of Police, must prepare a detailed strategy for the development of the Business Plan, consistent with requirements of the regulations.

In this business plan, we have embraced two main objectives, those being to implement Ontario's New Community Policing Model and embracing what we have called Community Safety Partners.

This plan really puts *community* back into the community policing equation. In the past 10-15 years, police services have focused on the front-end of Sir Robert Peel's famous expression "*The police are the community...*" however, in this plan, we are emphasizing the tail end of Sir Robert's wisdom, when he said "*...and the community are the police.*"

Over the next 3 years we will participate in a wide variety of meetings with community members, organizations, businesses, groups, clubs, and individual citizens who share with us not only roles, responsibilities, and concerns about particular kinds of crime and social disorder in the City of Kawartha Lakes, but also the core vision and values for the safety, security and wellbeing of our community.

Sincerely,

John Hagarty  
Chief of Police

Gord James  
Police Services Board Chair



## Vision

*Leading our community towards a safer tomorrow*

## Mission

*We'll lead our community in increasing its collective capacity to share responsibility for everyone's safety, security and wellbeing.*

## Values

We will:

- *Protect human life as our highest priority;*
- *Be diligent in the pursuit of offenders to prevent, detect and suppress crime in our community;*
- *Be sensitive to the needs of victims of crime;*
- *Enhance quality of life through community empowerment;*
- *Earn our community's trust through our demonstrated integrity;*
- *Guide our members through improvement, innovation and continuous learning.*



## Our Community



The City of Kawartha Lakes came into being in 2001 as the result of municipal amalgamation. The City has a proud history as the County of Victoria and its constituent municipalities. The City is served through a hybrid-policing model that utilizes both the City of Kawartha Lakes Police Service (Lindsay Ops) and the Ontario Provincial Police (OPP), City of Kawartha Lakes Detachment (all other areas), to police a geographic area that covers over 3,000 square kilometers.

The community recognizes that there are significant social, economic, cultural and environmental opportunities and challenges that the City must address. Anticipated growth is a key factor. The population of the City policed by the Kawartha Lakes Police Service is close to 25,000 with the overall City population reaching close to 75,000. This permanent total population grows

by more than 30,000 each summer with the return of seasonal residents. The overall area is poised to experience unprecedented growth - adding 33,000 residents to its permanent population by 2028.

The City of Kawartha Lakes is defined, in large part, by its navigable lakes and waterways, with a significant portion of the Trent-Severn Waterway (TSW) located in the area. Therefore, CKL's main attractors are dominated by outdoor activities, which are primarily seasonal (May to September) and include:

- Navigable waterways as well as lakes and rivers linked to the TSW system;
- Long standing agricultural fairs;
- Seasonal recreational properties/urban escapes such as private cottages, seasonal campsites and provincial parks to access outdoor pursuits and nature;
- A series of four season trail systems for hiking, cycling, ATVing, snowmobiling etc. including the Victoria Rail Trail and portions of the Trans-Canada Trail;



- **Our Community's Policing Priorities**

As a fundamental principle of policing, co-operation between our Police Service and Community is vital to delivering effective service. As stated in Sir Robert Peel's nine principles: The ability of the police to perform their duties is dependent upon public approval of police actions. Gauging your approval of the services we provide, and soliciting input in establishing shared priorities, goals and objectives is vital to our planning process. In our online surveys, our community approval rating is satisfied to very satisfied with the service that we provide, we are grateful for that feedback and will continue to strive to provide you the best service possible.

You have told us that Drug related crime is the most serious problem in our community followed by Impaired Driving, and Youth crime. We would like to tell you how we are responding in those areas.

**Drug related crime**

Based on your feedback we commenced increased targeted drug enforcement initiatives. We also believe in being reactive with enforcement and proactive with programs in our schools.

**Impaired driving**

We will continue to try to prevent impaired driving by prevention, education, and enforcement.

**Youth crime**

While we understand the perception of 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.

You have told us that you would like us to spend more time on community patrol. We will continue to focus on making sure we have the resources to be able to maintain high visibility in our communities.

## Our Policing Mandate

### The Legislative/Regulatory Context

The *Police Services Act*, is the legislative authority for provision of five core-policing services in the Province of Ontario, and is a guide for how these services are to be delivered. They include crime prevention, law enforcement, assistance to victims of crime, public order maintenance and emergency response.

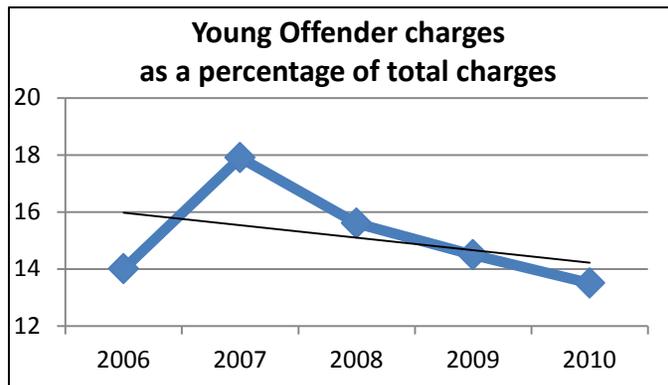
### The Community Context

Our Business Plan for 2011-2013 covers all of these core functions in the context of specific problems that our community has identified in surveys and direct consultation with us. They include:

- Supporting our youth and keeping them safe
- Supporting our seniors and keeping them safe
- Supporting our families and reducing domestic violence
- Increasing road safety and controlling traffic
- Targeted enforcement on specific types of crime (violent crime, drug-related crime and property crime)
- Strengthening the capacity of all community partners in sharing responsibility for everyone's safety, security and wellbeing
- Increasing our capacity to provide policing services efficiently and effectively
  - criminal investigation services
  - emergency calls for service
  - information technology
  - human resource planning

## Supporting Our Youth and Keeping Them Safe

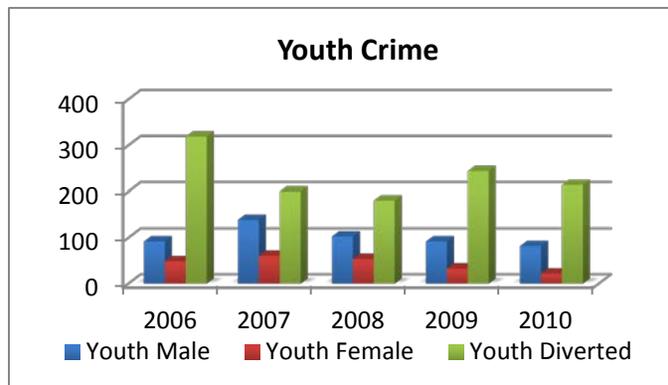
Youth Crime is another element of the Law Enforcement core function. Prevention, education, and enforcement have long been considered the complete approach to dealing with crime issues.



Changes in legislation at the Federal level with the Youth Criminal Justice Act has created change in police and community responses to youth crime. The distribution of criminal charges over the past several years indicates that an average of 8.4% of the criminal caseload is attributed to youth.

One of our community partners is the Boys and Girls Club who we work closely with in the diversion program. Our police service is a member of the Youth Justice Committee - they are a collection of agencies that provide services to youth particularly the at risk group.

There has been a significant decrease since 2007 possibly as a result of new legislation emphasizing the use of diversion programs, warnings, cautions and prosecution only where other means have not proven effective in dealing with the criminal behaviour.



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.

2011-2013 will see a renewed effort to support youth, their parents, and the groups and organizations who nurture and work with youth, to help them make good decisions and reject negative influences they may encounter along the way.

**1.0 Goal - To support our youth and keep them safe**

Objectives	Performance Indicators
<p><b>1.1</b> Supporting youth in correcting problem behaviour</p> <ul style="list-style-type: none"> <li>a) supporting treatment programs</li> <li>b) offering restorative justice programs</li> <li>c) encouraging rehabilitation and reconciliation</li> </ul> <p><b>1.2</b> Controlling negative influences on youth</p> <ul style="list-style-type: none"> <li>a) enforcement when/where appropriate</li> <li>b) drug abuse and resistance education</li> <li>c) alcohol abuse and resistance education</li> <li>d) anti-bullying information and education</li> <li>e) driving safety education/enforcement practices</li> </ul> <p><b>1.3</b> Influencing youth values and decision-making</p> <ul style="list-style-type: none"> <li>a) role-modeling adult behaviour in a civil society</li> <li>b) supporting youth organizations/informal groups</li> <li>c) early-identification of youth needing special support</li> </ul> <p><b>1.4</b> Foster co-operative and mutually supportive relationships between patrol officers and front-line workers of partnering community groups and organizations</p> <p><b>1.5</b> Charging youth for criminal offenses</p>	<p><b>1.1</b> Strategies and initiatives undertaken</p> <ul style="list-style-type: none"> <li>a) partnering with organized treatment programs</li> <li>b) sourcing training/application of this measure</li> <li>c) follow-up and disposition of cases</li> </ul> <p><b>1.2</b> Monitor enforcement, and programmed interventions</p> <ul style="list-style-type: none"> <li>a) charges laid, extra-judicial measures applied</li> <li>b) numbers of programmed interventions</li> <li>c) numbers of youth reached</li> <li>d) reactions of youth to programmed interventions</li> <li>e) monitoring trends in related occurrences</li> </ul> <p><b>1.3</b> Collaborating with wide variety of community stakeholders</p> <ul style="list-style-type: none"> <li>a) selecting, coaching and supervising patrol officers for rapport, maturity and good judgment</li> <li>b) numbers of youth reached and supported</li> </ul> <p><b>1.4</b> Participation in Youth Justice Committee and Criminal Youth Justice Committee. Convening and hosting front-line workers from community, youth agencies and organizations, with patrol officers, to talk about youth issues, and co-ordination of community supports</p> <p><b>1.5</b> Charges laid and clearance rates</p>

## Supporting Our Seniors and Keeping Them Safe

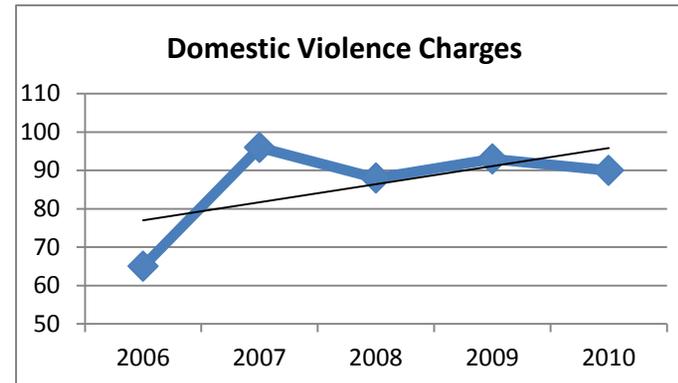
The City of Kawartha Lakes Police Service believes that seniors should be able to live in our community with dignity and in security, safety and comfort and have their physical, psychological, social, spiritual and cultural needs adequately met. Our police service is aware that various public opinion surveys consistently rank seniors’ safety as a community priority. This is not surprising, as 20% of the residents of the City of Kawartha Lakes are over the age of 65. National statistics suggest that seniors are susceptible to a variety of forms of abuse, most commonly, financial abuse. The City of Kawartha Lakes Police Service is committed to keeping this potentially vulnerable sector of our society safe from all forms of abuse.

### 2.0 Goal - To support our seniors and keep them safe

Objectives	Performance Indicators
<p><b>2.1</b> Increase seniors’ awareness of safety and security issues, precautions and supports</p> <ul style="list-style-type: none"> <li>a) Support for community seniors’ organization</li> <li>b) Special workshops with seniors’ on safety and security</li> <li>c) Solicit seniors’ concerns</li> <li>d) Public education campaign on the use of 911 and/or non-emergency telephone number</li> </ul>	<p><b>2.1</b> Increase seniors’ awareness of safety and security issues, precautions and supports</p> <ul style="list-style-type: none"> <li>a) The number of partnerships with organized seniors’ groups</li> <li>b) The number of workshops presented</li> <li>c) Issues raised and solved</li> <li>d) The elimination of the mindset that the police are too busy on 911 emergencies to hear the concerns of seniors on a non-emergency telephone line</li> </ul>
<p><b>2.2</b> Foster co-operative and mutually supportive relationships between police and seniors’ advocacy and support groups</p>	<p><b>2.2</b> The number of partnerships with seniors’ advocacy and support groups</p>
<p><b>2.3</b> Enhanced training opportunities for police investigators</p>	<p><b>2.3</b> The number of police officers exposed to advanced training on seniors’ issues and the impact on criminal investigations</p>
<p><b>2.4</b> Conducting investigations</p>	<p><b>2.4</b> Numbers of investigations, charges laid, clearance rates, support for victims of crime</p>

## Supporting Our Families and Reducing Domestic Violence

The City of Kawartha Lakes Police Service recognizes the enormous impact that incidents of domestic violence have on our families and the community as a whole. Considerable progress has been made in recognizing the risk to victims of domestic violence and responding effectively to meet their needs. There is still much that remains to be done and we know that many instances of domestic violence are not reported for fear of reprisals, embarrassment or a sense of helplessness.



Our Service utilizes a Detective Constable to review all reported incidents of domestic violence and works in partnership with other community stakeholders to coordinate a full range of services for victims. In the next 3 years, we will continue to provide a high quality of service when investigating incidents of domestic violence. We will also increase our investment in initiatives to educate and protect victims and potential victims of domestic violence.

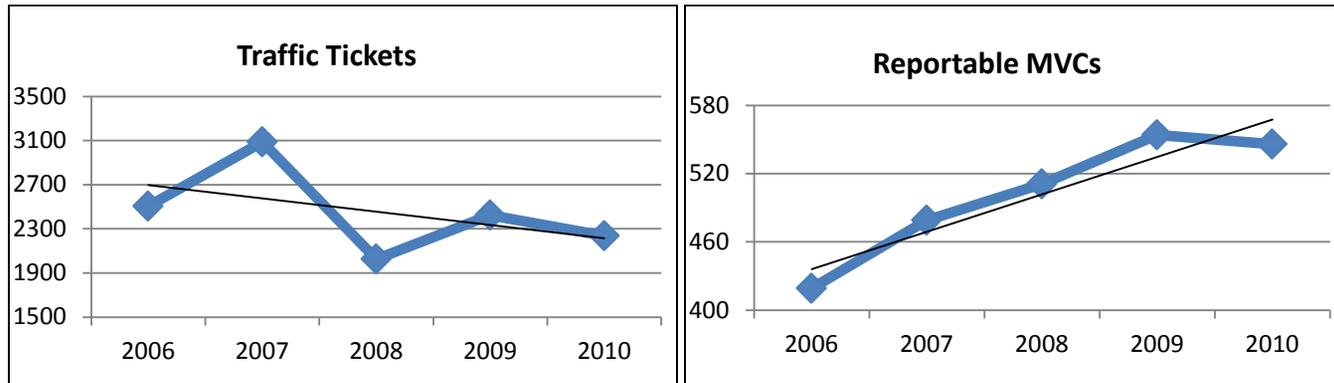
### 3.0 Goal - To support our families and reduce domestic violence

Objectives	Performance Indicators
3.1 Quality of domestic violence investigations	3.1 Numbers of investigations, charges laid, clearance rates, support for victims of domestic violence
3.2 Increase police capacities to identify DV issues and work with families involved	3.2 Numbers of officers trained in domestic violence investigation techniques
3.3 Outreach and collaboration with community groups and organizations that work on domestic violence and other family support issues, including: <ul style="list-style-type: none"> <li>a) programs with teens on date rape; sexual assault; domestic assault; signs of addiction/obsession; sexual and criminal harassment</li> <li>b) strategy discussions with specialized agency partners on</li> </ul>	3.3 Strategies and initiatives undertaken <ul style="list-style-type: none"> <li>a) partnering with organized programs/organizations</li> <li>b) numbers of forums/workshops given; youth and parents attending</li> <li>c) numbers of agencies involved; participants; issues raised; strategies developed</li> </ul>

<p>more efficient/effective</p> <p><b>3.4</b> Support victims of domestic violence:</p> <ul style="list-style-type: none"><li>a) Create a system for tracking victim follow-ups</li><li>b) Review victim liaison management and reporting</li><li>c) Liaise with community partners that offer victim supports</li></ul> <p><b>3.5</b> Prevention of repeat DV offenders</p>	<p><b>3.4</b> Numbers of victims served; range of police provided supports; numbers of community partners and range of services they offer; reactions of victims to the support they get</p> <p><b>3.5</b> Activities to monitor and manage high-risk offenders and victims. Review of repeat offender cases for analysis of earlier intervention opportunities</p>
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### Increasing Road Safety and Controlling Traffic

Road safety is always a concern in any community, it is important for police to be vigilant and responsive to emerging traffic hazards. It is equally as important for the Kawartha Lakes Police Service to collaborate with the community and the municipality to prevent accidents and other threats to road safety. The charts below show 5-year trends in reportable motor vehicle collision and traffic tickets issued.

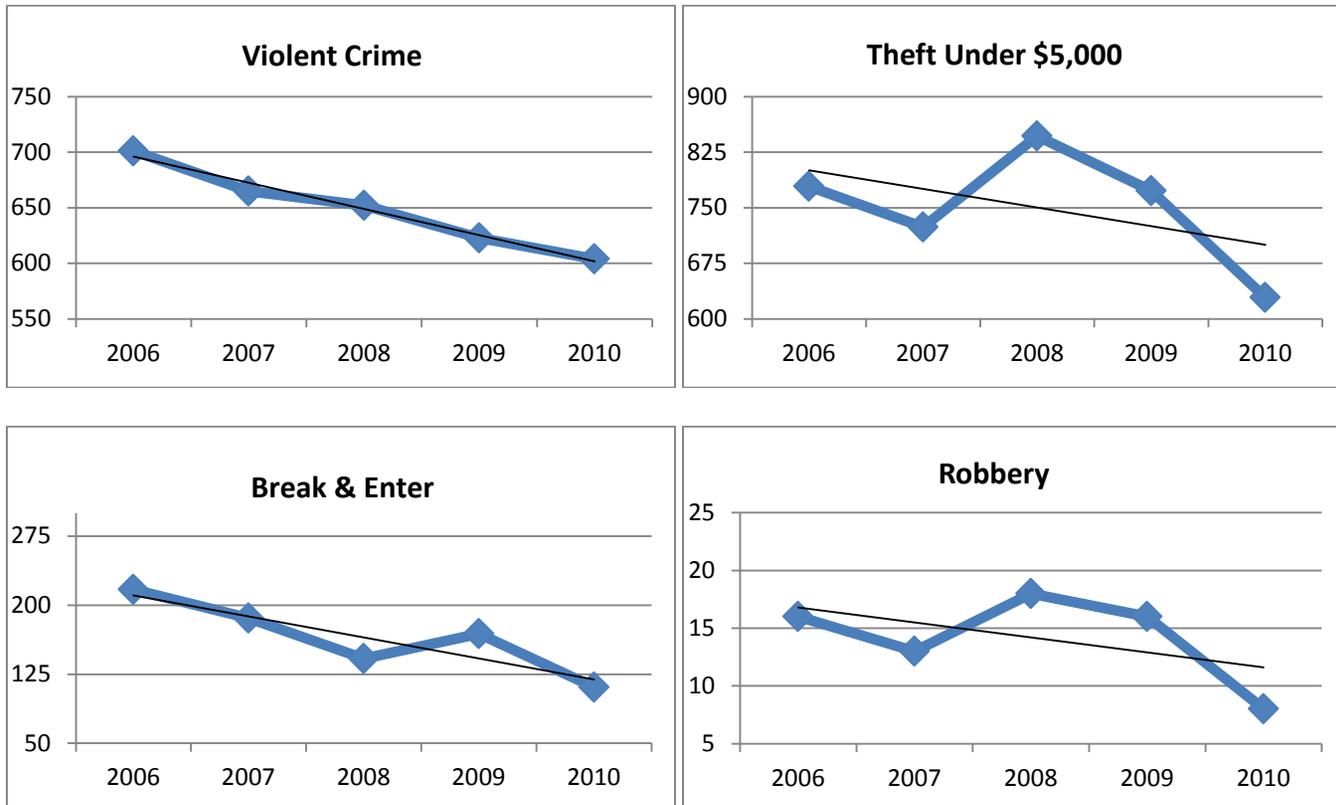


#### 4.0 Goal - To increase road safety and controlling traffic

Objectives	Performance Indicators
<p><b>4.1</b> Conducting investigation initiatives into a variety of violations including seatbelt infractions, distracted and impaired driving</p> <p><b>4.2</b> Partnering with the Engineering Department in developing strategies to improve the flow of traffic in the community</p> <p><b>4.3</b> Outreach and collaboration with community members about the importance of road safety</p>	<p><b>4.1</b> Amount of time engaged in this activity</p> <ul style="list-style-type: none"> <li>a) location/type of road hazards and traffic risks</li> <li>b) number of RIDE programs conducted/results</li> <li>c) occurrences, charges, trends</li> </ul> <p><b>4.2</b> Capture trends data, before/after application</p> <ul style="list-style-type: none"> <li>a) numbers of people involved</li> <li>b) data on incidence</li> </ul> <p><b>4.3</b> Numbers of outreach and collaboration on these issues</p>

### Targeting Enforcement on Specific Types of Crime

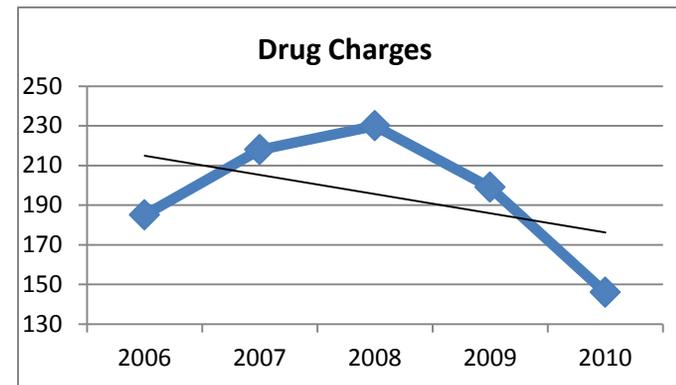
The tables that follow show the levels of violent crime, drug-related crime and property crime our community has experienced in the past five years:



These levels are relatively low compared to other communities of our size and complexity. That is reassuring. On the other hand, any amount of these types of crime is too much. Therefore, we will continue to monitor, investigate and respond to any of these threats.

Drug offences are based on charges laid and as a result generally more enforcement = more charges. In 2005 we significantly increased our targeted enforcement and saw a significant increase in charges, however since 2008 charges dropped yet our enforcement activities have remained constant, we hope that we have had an impact on the amount of illegal drug activity in our community. Illegal drug use in a community goes beyond the damaging impact on the individual and their families. It also impacts on our community with increased break and enters, thefts, robberies, frauds and other drug related crime.

While enforcement is essential – and make no mistake, we will maintain the highest levels of enforcement that are merited by this problem – other measures are needed to fight this problem. They include public information, public education, public surveillance and reporting, alternative interventions and rehabilitation, social development measures and a raft of other approaches that communities, working together, can bring to bear on this problem. We will also take the initiative in pulling together the widest array of community partners in developing broad strategies for reducing and preventing the incidence of drug-related crime.



**5.0 Goal - To increase target enforcement on specific types of crime**

Objectives	Performance Indicators
<p>5.1 Apply intelligence-led policing to these three areas of crime: violent crime, drug-related crime and property crime</p>	<p>5.1 Crime analyses conducted; targeted enforcement strategies designed and implemented</p>
<p>5.2 Apply targeted enforcement strategies where they will be the most effective</p>	<p>5.2 Number of enforcement activities, charges laid, clearance rates. Monitor trends in incidence over the three year period</p>
<p>5.3 Support victims of all three of these types of crime</p> <ul style="list-style-type: none"> <li>a) Create a system for tracking victim follow-ups</li> <li>b) Review victim liaison management and reporting</li> <li>c) Liaise with community partners that offer victim supports</li> </ul>	<p>5.3 Numbers of victims served; range of police provided supports; numbers of community partners and range of services they offer; reactions of victims to the support they get</p>
<p>5.4 Outreach to, and collaboration with, community partners in dealing with problems of drug-related crime</p>	<p>5.4 Identify key community partners for different aspects of the problem (addictions and rehabilitation, supply, target hardening and prevention, public education and information, etc.). Strategies developed by community partners to deal with these crimes</p>

## **Strengthening the Capacity of All Community Partners in Sharing Responsibility for Everyone's Safety, Security and Wellbeing**

Ontario's new *Mobilization & Engagement Model of Community Policing* encourages police, other social service providers, businesses and citizens, alike, to recognize that reducing and preventing crime and social disorder is a challenge that requires the close collaboration, co-ordination and collective action of everyone – not just police. For that reason, we will launch an initiative we choose to call, *Community Safety Partners*.

We will convene and host a wide variety of meetings with community members, organizations, businesses, civic groups, clubs, and individual citizens who share with us not only roles, responsibilities, and concerns about particular kinds of crime and social disorder in Kawartha Lakes, but also the core vision and values for safety, security and wellbeing that we expressed on page four of this plan.

*Community Safety Partners* will operate at two levels.

- a) We will invite managers of municipal offices, government agencies, social service providers, community groups, clubs and other organizations to join us in a strategic network that will convene periodically to ascertain key priorities for reducing and preventing crime and social disorder; collaborate on sharing responsibility for dealing with these issues; and undertake to support each group's front-line workers in collaborating with each other as they work directly on these community challenges.
- b) Each member of the strategic network of *Community Safety Partners* will also encourage and support their front-line workers to get to know each other, collaborate when they're working on the same problem, and generally co-operate to the greatest extent permitted by resources, time and institutional prerogatives.

**6.0 Goal - To inaugurate a Network of *Community Safety Partners***

Objectives	Performance Indicators
<p><b>6.1</b> Develop a Strategic Network of Community Safety Partners, comprised of the leadership of key community stakeholder groups, and citizen-leaders:</p> <ul style="list-style-type: none"> <li>a) share information about resources, programs, and methods of addressing these threats</li> <li>b) identify service and resource gaps, overlaps and inconsistencies between and among the Community Safety Partners</li> <li>c) develop collaborative strategies for identifying and dealing with threats to community safety, security and wellbeing</li> <li>d) agree on principles and strategies to assist front-line workers to collaborate efficiently and effectively with the support of their managers and supervisors</li> </ul>	<p><b>6.1</b> Range of type and number Community Safety Partners. Number of meetings held; numbers of participants; and participants’ reactions to them</p> <ul style="list-style-type: none"> <li>a) Knowledge and information exchanged and participants’ reactions to it</li> <li>b) Identified gaps, overlaps and inconsistencies in resources and services; and group’s strategies for overcoming them</li> <li>c) Identified priorities for reducing and preventing crime and social disorder; roles of each network partner; protocols for sharing responsibilities – e.g. information exchange, joint operations and interventions, etc.</li> <li>d) Reactions of network participants to this level of collaboration and co-operation</li> <li>e) Annual report of the activities of the network</li> </ul>

## Increasing Our Capacity to Provide Policing Services Efficiently and Effectively

The Kawartha Lakes Police Service values state-of-the-art knowledge, skills and abilities in policing. Further, we see ourselves as a “learning organization” – meaning one that seeks opportunities to learn the very latest approaches and techniques for dealing with any community problems. We will therefore continue, in the next three years, to upgrade the knowledge, skills, abilities and technologies that we bring to bear on community safety, security and wellbeing.

In the area of criminal investigations, the Chief of Police has issued a Criminal Investigations Management Plan, which requires that a qualified criminal investigator investigate specific kinds of offences. The Plan also provides procedures for the assignment, management and oversight of criminal investigations. It mandates compliance with the Major Case Management System established by the Ministry of the Solicitor General for specifically identified offences.

### 7.0 Goal - To develop skilled and trained personnel to conduct criminal investigations.

Objectives	Performance Indicators
<p>7.1 Provide skills training to criminal investigators</p> <p>7.2 Develop and maintain an ongoing inventory of members’ investigative skills</p> <p>7.3 Rotate Patrol, CIB and CECC officers to ensure members receive enhanced investigative experience.</p> <p>7.4 Mentor personnel to assist in developing skills</p>	<p>7.1</p> <ul style="list-style-type: none"> <li>a) The number of officers receiving the General Investigative Techniques Course and/or the Major Case Management Course</li> <li>b) The enhancement of our database tracking the training records for all members</li> </ul> <p>7.2 The number of officers in specialty units receiving mandated specialty training</p> <p>7.3</p> <ul style="list-style-type: none"> <li>a) The number of officers moving between Patrol, CIB and CECC</li> <li>b) Evaluate the effect that current tenure has on effective operations in investigative departments</li> </ul>

	<p><b>7.4 Mentoring program in place</b></p> <ul style="list-style-type: none"> <li>a) Number of opportunities to employ mentoring relationship</li> <li>b) Evaluate benefit of mentoring experiences</li> </ul>
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**8.0 Goal - To ensure efficient and safe response to calls that involve emergency response personnel.**

Responding to emergency calls for service is a primary role of this police service. This role requires an efficient call taking and dispatching capability, combined with an efficient use of patrol personnel on the front-line. Recent natural and man-made catastrophic events in the world have underscored the need for emergency responders from all disciplines to be prepared and to work with the community to ensure community-wide preparedness to respond to emergencies. In the immediate future, we will focus on strengthening our community’s capacity to respond efficiently and effectively to any emergency.

Objectives	Performance Indicators
<p><b>8.1</b> Ensure that all emergency response personnel receive the required training and re-qualifications necessary for them to conduct themselves in a professional and safe manner</p>	<p><b>8.1</b> Participation in Emergency Management Preparation Committee</p> <ul style="list-style-type: none"> <li>a) City wide Emergency Control Group Exercises</li> <li>b) Code Red exercises/Immediate Rapid Deployment (IRD) with schools</li> <li>c) Crisis negotiators training (refresher)</li> <li>d) Incident commanders training (refresher)</li> </ul>

**9.0 Goal - Embrace useful technology to enhance public safety and efficiency.**

As the demands, needs, possibilities and efficiencies of information technology increase so do systems complexities. It is extremely important to have a stable infrastructure to build upon.

Objectives	Performance Indicators
<p><b>9.1</b> Actively investigate potential technological enhancements that may improve community and officer safety and/or improve operational and management efficiencies</p> <p><b>9.2</b> Develop a 5 year IT Strategic Plan</p>	<p><b>9.1</b> Annual reporting on enhanced public safety and efficiency</p> <ul style="list-style-type: none"> <li>a) Member participation in Equipment Committee</li> <li>b) Internal working groups (i.e. Radio Performance)</li> </ul> <p><b>9.2</b> IT Strategic Plan</p>

**10.0 Goal - To ensure excellence in our internal and external selection processes.**

The City of Kawartha Lakes Police Service is committed to attracting, selecting, and hiring high quality applicants. We are an organization of learning and a workplace that inspires creativity and innovation, while building leadership capacity. We will ensure all of our members understand their duties and responsibilities under the Ontario Human Rights Code, as well as internal procedures. Enhanced efficiencies in our human resources systems will help to recruit, select, develop and retain highly qualified candidates. Our vision for this community, and strategic direction, will establish our police service as an employer of choice to meet our community’s needs.

Objectives	Performance Indicators
<p><b>10.1</b> Employ selection processes that are fair and unbiased for all applicants</p>	<p><b>10.1</b> Human resources best practices are reviewed regularly</p>
<p><b>10.2</b> Review position postings and prerequisites</p>	<p><b>10.2</b> Knowledge, skills and ability requirements on job postings are kept current. Prerequisites and training competencies for advancement are identified and implemented</p>
<p><b>10.3</b> Engagement with Lindsay Police Association on proposed changes to hiring and selection processes</p>	<p><b>10.3</b> Joint committee to examine and recommend changes to rules and regulations pertaining to promotions and transfers</p>
<p><b>10.4</b> Conduct exit interviews</p>	<p><b>10.4</b> Feedback from members that have moved onto other services/employment</p>

**11.0 Goal - To promote a healthy, respectful, inclusive, balanced, and harassment-free workplace.**

Objectives	Performance Indicators
<p><b>11.1</b> Review current our Equal Opportunity, Discrimination and Workplace Violence and Harassment procedure to ensure it complied with Bill 168</p>	<p><b>11.1</b> Policy and procedure comply with Bill 168                      a) All members receive training on our Equal Opportunity, Discrimination and Workplace Violence and Harassment procedure</p>
<p><b>11.2</b> Enhance all employees awareness of our Equal Opportunity, Discrimination and Workplace Violence and Harassment procedure</p>	<p><b>11.2</b> Human resource procedures and policies are reviewed and updated</p>
<p><b>11.3</b> Support workplace practices which reinforce that people are our most important resource and our organization depends on their health and well-being</p>	<p><b>11.3</b> Our Health &amp; Wellness committee continues to improve the health and well-being of the workplace</p>
<p><b>11.4</b> Review our facilities to ensure they meet the Adequacy Standards</p>	<p><b>11.4</b> Facility review completed</p>

**12.0 Goal - To monitor how members of the community feel about the quality of policing provided to their community.**

As a fundamental principle of policing, co-operation between the City of Kawartha Lakes Police Service and the community is vital to delivering effective service. Community input in establishing priorities, goals and objectives, as well as solving community problems is vital to this process. Finally, it is very important that this discover how the people of the City of Kawartha Lakes feel about issues in their community, and the quality of policing that they receive.

Objectives	Performance Indicators
12.1 Conduct ongoing community consultations	12.1 Community satisfaction evaluation reports
12.2 Respond to community concerns through community problem solving	12.2 Community consultation initiatives
12.3 Obtain the assistance of members of the Community Safety Partners network in periodically surveying community reactions to the conditions of safety and security in the City of Kawartha Lakes, and the quality of policing	12.3 Community problem solving initiatives
12.4 Monitor and review public complaints	12.4 Survey reports

**13.0 Goal - To monitor how members of our police service feel about their overall job satisfaction.**

We last conducted an internal survey in 2005, the purpose was to measure how our members felt about specific issues. We identified our strengths/weaknesses, and established our priorities. It is time to do that again, formally giving our members an opportunity to express their opinions. The overall objective is to continue to provide the best possible workplace and quality of service to the citizens of the City of Kawartha Lakes.

Objectives	Performance Indicators
<p><b>13.1</b> In conjunction with the Police Association develop and conduct an internal survey</p>	<p><b>13.1</b> Internal survey completed</p>

## CONCLUSION

Policing in the City of Kawartha Lakes is of critical importance to our continued success as a thriving community. We have committed ourselves to continually renew our commitment to community-based policing. This is a commitment based on our understanding of the profound trust that Kawartha Lakes places in its Police Service and its partners. We all take this responsibility seriously and look forward to implementing the objectives and measures identified in this document over the next three years. We are convinced that with community support the City of Kawartha Lakes will be recognized as a model for modern policing services.



## Acknowledgements

### Committee Members

Chief Hagarty  
Inspector Herbert  
Inspector Mitchell  
Director of Information Services, Susan Simpson  
Executive Assistant/Financial Manager Leah Rea  
CIB Sergeant Hickey  
Admin Sergeant Robertson  
Uniform Sergeant Bird  
Uniform Sergeant Cox  
Uniform Sergeant Hughes  
Constable & Police Association President Johnston  
Constable Tate  
Constable McIntyre  
Constable Murtha  
Special Constable Supervisor Harris  
Special Constable & Police Association Civilian Rep Leith

### Police Service Board Members

Ms. Katherine Forgaard-Pullen  
Mr. Gord James  
Mr. Pat O'Reilly  
Ms. Edie Somerton  
Mr. Don Thomas  
Mr. Art Truax  
Ms. Chris Moses (secretary)

### Consultants

Professor Stephen Nancoo  
Dr. Hugh C. Russell

### Inaugural Community Vision Partners

Mayor Ric McGee  
Brian Payne, CEO Ross Memorial Hospital  
Lisa Cameron, Crown Attorney (now Provincial Court Justice)  
Alison McCarney, Principal St. Thomas Aquinas Catholic  
Secondary School  
Staff Sergeant Mike Reynolds, Ontario Provincial Police  
Kawartha Lakes Detachment