



# City of Kawartha Lakes Police Service

Business Plan  
2016-2018

*Leading our community towards a safer tomorrow*

## Message from the 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.

During the Board's consultations we became aware of a new emerging model of policing. Communities are concerned about the cost and effectiveness of reactive policing. Police services have been exploring new ways to effectively address developing community problems "before" they become policing problems.

Traditionally police have focused preventative policing efforts on targeted crime prevention programs. The Hub Model is an evidence-based collaborative problem solving approach that draws on the combined expertise of relevant community agencies to address complex human and social problems before they become policing problems. Over the next 3 years we will continue to 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,

Don Thomas  
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'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.

Recently the Police Services Board conducted a survey that was supported by a media campaign. In total 835 people responded. The Board's Committee conducted five focus groups, 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 understanding of the policing concerns shared by all involved.

### Survey indicators

**High:** Impaired Driving, Drug-Related Crime, Domestic Violence, Theft from Business, Theft from Vehicles, Vandalism/Property Damage and Youth Crime all had a high rating in the majority of the public's perception.

**Medium:** Violent Crime, Traffic and Road Safety, Child Abuse, Fraud and Bullying all had a medium rating in the majority of the public's perception.

**Low:** Robbery/Hold-ups, Hate-motivated Crime, Noise Complaints, Illegal firearms and Cyber Crimes all had 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.

These indicators 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 statistics have been dropping steadily. We will continue to have a high priority in response to youth crime, with a strong focus on restorative justice principles.

## **Focus Group – General Observations**

- Service levels need to be enhanced or at least maintained while being cognizant 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 keep 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.

One of the main themes that developed during this consultation was an interesting and willingness to work in a more collaborative way, leading us to a Community Mobilization model that will have a significant impact on our Business Plan.

## Community Mobilization – A New Direction

Our Community Mobilization efforts have assisted with the creation of a Situation Table that enables a dialogue between multiple agencies. The purpose of these meetings is to discuss situations where there is an acutely elevated risk to an individual, family or to members of the community and to mobilize existing resources with the expectation that early and targeted intervention can help those in question with the intent of reducing the possibility of the situation worsening to the point where more significant problems may emerge.

### **The Bottom Line – Q/A**

#### **What investment is required by a police service to develop and participate in a hub model (i.e. time, personnel, etc.)?**

The hub itself operates entirely within existing staff resources of all participating agencies. All agencies report a positive return on the investment they make in staff time, with typically one or two sector specialists attending for 90 minutes, once or twice per week.

#### **What are the benefits for police services working with other community service agencies in this model?**

From both sides of this equation, agencies report significant improvements in collaboration in general, more efficient information flows, and more cooperative working relationships. Every agency reports gaining important new insights into the realities and challenges facing their counterparts, and new opportunities for shared effectiveness and efficiency.

#### **What makes the hub model “different” from other police based crime prevention and response strategies or programs?**

Most police involvement in crime prevention skews to the extremes: either through involvement in generalized ‘primary prevention’ programs with community partners, or through targeted suppression activities aimed at identified offenders. The Hub situates police, together with others, at the critical point of intervention – before a crime is committed, but after accumulating risk factors have been identified for a specific individual, family or location.

# 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 2016-2018 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](#)

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.

There has been a significant decrease in youth being charged with criminal offences, possibly as a result of 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.

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.

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

Objectives	Performance Indicators
<p>1.1 Supporting youth in correcting problem behaviour</p> <ul style="list-style-type: none"> <li>a) supporting preventative programs</li> <li>b) Participating in restorative justice programs by encouraging rehabilitation and reconciliation</li> </ul>	<p>1.1 Strategies and initiatives undertaken</p> <ul style="list-style-type: none"> <li>a) partnering with organized preventative programs</li> <li>b) participation with the Youth Criminal Justice Circle</li> </ul>
<p>1.2 Controlling negative influences on youth</p> <ul style="list-style-type: none"> <li>a) drug abuse and resistance education</li> <li>b) alcohol abuse and resistance education</li> <li>c) anti-bullying information and education</li> <li>d) driving safety education/enforcement practices</li> </ul>	<p>1.2 Monitor enforcement, and programmed interventions</p> <ul style="list-style-type: none"> <li>a) numbers of programmed interventions</li> <li>b) numbers of youth reached</li> <li>c) reactions of youth to programmed interventions</li> <li>d) monitoring trends in related occurrences</li> </ul>
<p>1.3 Continue to foster co-operative and mutually supportive relationships between patrol officers and front-line workers of partnering community groups and organizations</p>	<p>1.3 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</p>
<p>1.4 When appropriate charging youth for criminal offenses</p>	<p>1.4 Charges laid, clearance rates and extra-judicial measures applied</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> Maintain seniors' awareness of safety and security issues, precautions and supports</p> <ul style="list-style-type: none"> <li>a) Support for community seniors' organizations</li> <li>b) Support workshops with seniors on safety, security and address seniors' concerns</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 participated in, issues raised and solved</li> </ul>
<p><b>2.2</b> Support training opportunities for police investigators on Elder Abuse</p>	<p><b>2.2</b> The number of police officers exposed to advanced training on Elder Abuse.</p>
<p><b>2.3</b> Conducting quality investigations that are sensitive to the specific needs of seniors</p>	<p><b>2.3</b> Develop an Elder Abuse Coordinator role similar to our Domestic Violence Coordinator, responsible for monitoring, following up on investigations, tracking issues/trends and soliciting feedback on services provided.</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
<p><b>3.1</b> Quality domestic violence investigations</p> <p><b>3.2</b> Maintain police capacities to identify DV issues and work with families involved</p> <p><b>3.3</b> Outreach and collaboration with community groups and organizations that work on domestic violence and other family support issues, including:</p> <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 more efficient/effective strategies</li> </ul> <p><b>3.4</b> Support victims of domestic violence:</p> <ul style="list-style-type: none"> <li>a) Maintain the system for tracking victim follow-ups</li> <li>b) Review victim liaison management and reporting</li> <li>c) Continue to liaise with community partners that offer victim supports</li> </ul> <p><b>3.5</b> Implement an Offender referral program.</p>	<p><b>3.1</b> Numbers of investigations, charges laid, clearance rates, support for victims of domestic violence</p> <p><b>3.2</b> Numbers of officers trained in domestic violence investigation techniques</p> <p><b>3.3</b> Strategies and initiatives undertaken</p> <ul style="list-style-type: none"> <li>a) numbers of programs, forums/workshops given, youth and parents attending</li> <li>b) numbers of agencies involved, participants, issues raised and strategies developed</li> </ul> <p><b>3.4</b> Numbers of victims served, range of police provided supports, numbers of community partners and range of services they offer.</p> <p><b>3.5</b> Numbers of offenders referred and recidivism rates</p>

## Increasing Road Safety

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.

### 4.0 Goal - To increase road safety

Objectives	Performance Indicators
4.1 Conduct targeted enforcement initiatives  4.2 Collaborating with the Community in developing strategies to improve traffic safety	4.1 Targeted enforcement initiatives: a) number of Seatbelt, Distracted Driving and RIDE programs conducted/results b) Track occurrences, charges, trends  4.2 Number of developed strategies and implemented programs

## Targeting Enforcement on Specific Types of Crime

The following list of priorities has been developed from our Community Consultation.

**High:** Impaired Driving, Drug-Related Crime, Domestic Violence, Theft from Business, Theft from Vehicles, Vandalism/Property Damage and Youth Crime all had a high rating in the majority of the public's perception.

**Medium:** Violent Crime, Traffic and Road Safety, Child Abuse, Fraud and Bullying all had a medium rating in the majority of the public's perception.

**Low:** Robbery/Hold-ups, Hate-motivated Crime, Noise Complaints, Illegal firearms and Cyber Crimes.

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

Objectives	Performance Indicators
5.1 Apply intelligence-led policing to these areas of crime	5.1 Crime analyses conducted; targeted enforcement strategies designed and implemented
5.2 Apply targeted enforcement strategies (i.e. Offender Management) where they will be the most effective	5.2 Number of enforcement activities, charges laid, clearance rates. Monitor trends in incidence over the three year period
5.3 Support victims of crime a) Link tracking victim follow-ups to our Records Management System b) Continue to liaise with community partners that offer victim supports	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
5.4 Continue to collaborate with community partners in dealing with problems of drug-related crime	5.4 Continue to liaise with 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
5.5 Active participation with a Community Situation Table (Community Mobilization)	5.5 Evaluate the effectiveness of our participation in the program i.e. reduced repeat incidents with referred clients.

## Provide Policing Services Efficiently and Effectively

The Kawartha Lakes Police Service values 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 and abilities 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.

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

Objectives	Performance Indicators
<p><b>6.1</b> Continue to provide enhanced training to criminal investigators</p> <p><b>6.2</b> Maintain an ongoing inventory of members’ investigative skills</p> <p><b>6.3</b> Continue to rotate Sergeants, Patrol, CIB and CECC officers to ensure members receive enhanced investigative experience.</p> <p><b>6.4</b> Mentor personnel to assist in developing skills</p>	<p><b>6.1</b> The number of officers receiving enhanced training</p> <p><b>6.2</b> Inventory highlights enhanced areas of training</p> <p><b>6.3</b> Monitor and evaluate rotations</p> <p>a) The number of officers moving between Sergeant, Patrol, CIB and CECC</p> <p>b) Evaluate the effect that current tenure has on effective operations in investigative departments</p> <p><b>6.4</b> Fostering an environment of mentoring officers</p> <p>a) Number of opportunities to employ mentoring relationship</p> <p>b) Evaluate benefit of mentoring experiences</p>

## 7.0 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
7.1 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	7.1 Participation in Emergency Management Preparation Committee a) City wide Emergency Control Group Exercises b) Code Red exercises/Immediate Rapid Deployment (IRD) with schools c) Crisis negotiators training (refresher) d) Incident commanders training (refresher)

## 8.0 Goal - Embrace useful technology to enhance public safety.

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
8.1 Actively investigate potential technological enhancements that may improve community and officer safety and/or improve operational and management efficiencies	8.1 Annual reporting on enhanced public safety and efficiency a) Member participation in Equipment Committee b) Internal working groups

## Human Resource Planning

### 9.0 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
<b>9.1</b> Engagement with Lindsay Police Association on proposed changes to hiring and selection processes	<b>9.1</b> Joint committee to examine and recommend changes to rules and regulations pertaining to hires, transfers and promotions

### 10.0 Goal - To promote a healthy, respectful, inclusive, balanced, and harassment-free workplace.

The City of Kawartha Lakes Police Service recognizes the right of its employees to be treated with respect and dignity regardless of race, sex, colour, ancestry, place of origin, ethnic origin, marital status, same sex partner status, sexual orientation, age, disability, citizenship, family status or religion. We will strive to create a harmonious workplace that is free of discrimination and harassment and workplace violence, as required by the *Canadian Charter of Rights and Freedoms*, the *Ontario Human Rights Code*, and the *Occupation Health and Safety Act (Bill 168- Violence and Harassment in the Workplace)*.

Objectives	Performance Indicators
<b>10.1</b> Support workplace practices (Equal Opportunity, Discrimination and Workplace Violence and Harassment procedure) which reinforce that people are our most important resource and our organization depends on their health and well-being	<b>10.1</b> Human resource procedures and policies are reviewed and updated. Our Health & Wellness committee continues to improve the health and well-being of the workplace
<b>10.2</b> Review our facilities to ensure they meet the Adequacy Standards	<b>10.2</b> Annual facility review completed

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

It is very important that we are aware of how the people of the City of Kawartha Lakes feel about issues in our community, and the quality of policing that they receive. We will review this draft Business Plan with our community early in 2016 and conduct another community survey in 2018.

<b>Objectives</b>		<b>Performance Indicators</b>	
11.1	Conduct ongoing community consultations	11.1	Community consultation initiatives
11.2	Respond to community concerns through community problem solving	11.2	Community Mobilization HUB – review our City of Kawartha Lakes Situation Table referrals and targeted enforcement activities
11.3	Monitor and review public complaints	11.3	Public complaints statistics and annual reporting to the Police Services Board
11.4	Monitor and review public compliments	11.4	Monitor compliments via Social Media and our Web Page (create a compliment section)
11.5	Conduct a Community satisfaction survey	11.5	Survey completed



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

We last conducted an internal survey in 2012. 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.

<b>Objectives</b>	<b>Performance Indicators</b>
<b>12.1</b> In conjunction with the Police Association develop and conduct an internal survey	<b>12.1</b> Internal survey completed

**CONCLUSION**

We have dedicated 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 measurables 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.