



# City of Kawartha Lakes Police Service

Strategic Plan  
2019-2021

*Leading our community towards a safer tomorrow*

## Message from the Police Services Board

The Kawartha Lakes Police Service Board is responsible by law to provide adequate and effective police service to the municipality. This service does not happen without a solid Vision, Mission Statement and Values along with a comprehensive Strategic Plan. The Board, The Chief, his management team and members of the Police Service collaborated in the fall of 2018 to develop the 2019-2021 Strategic Plan.

In the constant changing world of the police environment different initiatives must be explored in order to provide modern, effective, efficient and financially responsible solutions to the countless issues police are required to respond to.

Your Kawartha Lakes Police Services Board is very pleased to provide civilian governance and direction to a Police Service that has served this community for 161 years. We will endeavor to maintain and enhance our relationship with our community partners over the next three years in order that the Kawartha Lakes Police Service will continue to, *“lead our community in increasing its collective capacity to share responsibility for everyone’s safety, security and wellbeing.”*

Don Thomas  
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.*

## **Strategic Planning Guidance**

*Our intent is to provide modern and effective police services to the communities of Kawartha Lakes within our jurisdiction (Lindsay and OPS). We will use a range of enforcement, prevention and education initiatives to deter, suppress and investigate criminal activity. We will leverage partnerships with key strategic partners to address the social issues that contribute to the root causes of crime. Our objective is the safety of our community and increased support from our citizens*

## Background and Methodology

In September 2018, a team consisting of selected members from all areas of the City of Kawartha Lakes Police Service, including members of the Police Services Board, were assembled to establish the strategic direction for the Police Service for the period 2019 – 2021. To achieve this goal, a modified version of the *Operational Planning Process* was utilized and members were led through that process by Fox 3 Strategic Advisors.

Under Ontario Regulation 3/99 on the *Adequacy and Effectiveness of Police Services*, the Board of every Police Service is responsible for the preparation of a *Business Plan* at least once every three years. Additionally, under the new *Police Services Act, 2018* which is scheduled to come into effect on January 1, 2020, the Board is responsible for the creation of a *Strategic Plan*. And finally, each municipal council will be responsible for the preparation of a *Community Safety and Well-Being Plan* which will also require input from the Board. The 2019 -2021 Strategic Plan for the City of Kawartha Lakes Police Service meets the requirements of a *Business Plan* in the current legislation and of a *Strategic Plan* in the pending *Police Services Act, 2018*. The plan will also assist the Board and the Police Service in assisting with the creation of the aforementioned *Community Safety and Well-Being Plan*.

During the analysis portion of the planning sessions, effort was divided into three primary areas, known as *Courses of Action (COA)*:

- Our own people
- The environment in which we operate
- Police operations

The team looked at the critical requirements (i.e. things we must do), critical capabilities (what we need to be successful) and critical vulnerabilities (the obstacles we might face) in each of the three lines of operation. An overall scan of the strengths and weaknesses of the Police Service was also an important part of the planning session.

The Strategic Plan is intended to be flexible and responsive to the needs of the community. Should new priorities arise, or existing services require a different approach, they will be incorporated into the Strategic Plan.

The strategic planning team also developed our *Center of Gravity*, in order to focus our efforts on our objectives. Our *Center of Gravity* is earning the respect and support of our community. This *Center of Gravity* will be the driving force behind everything that we do.

On each course of action, there are specific goals leading toward the achievement of a broader objective. To track progress on each milestone, a series of tasking orders have been created to further define the task and identify the required resources.

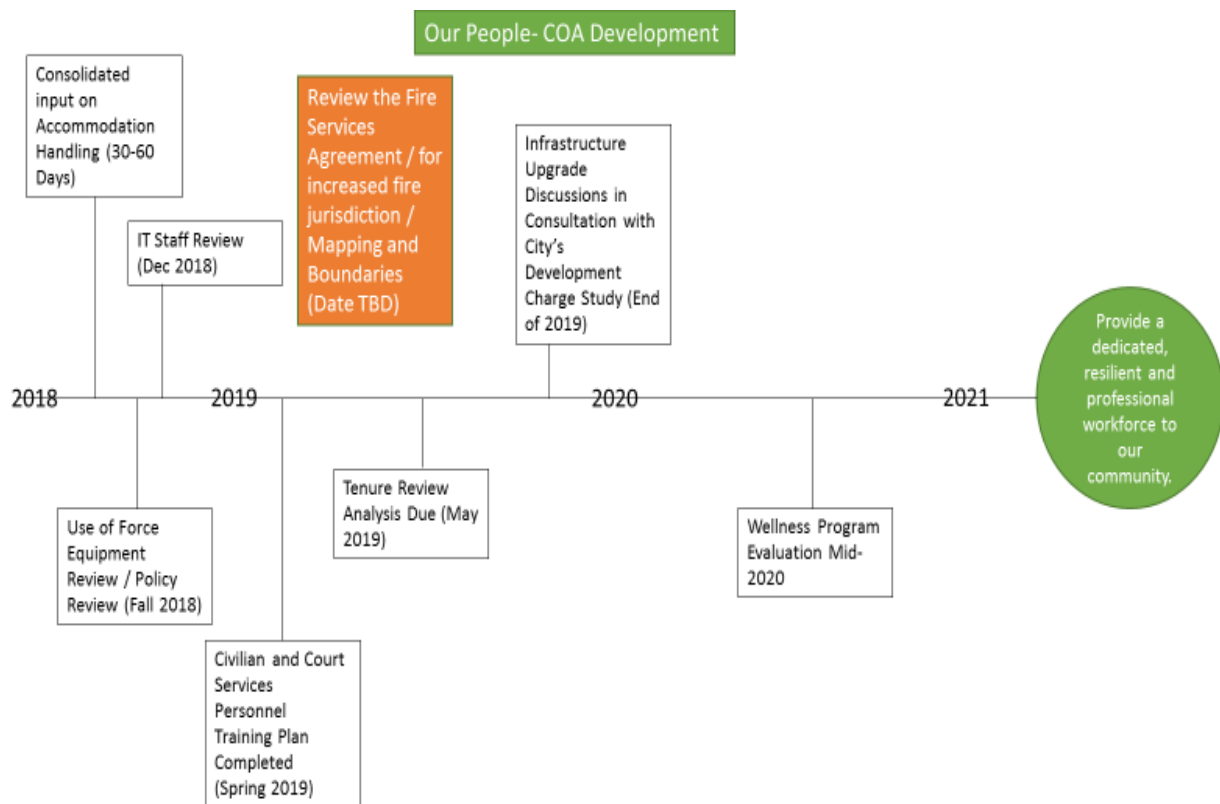
## Course of Action #1 – Our People

The men and women of the City of Kawartha Lakes Police Service are the most critical part in our overall objective of providing modern and effective policing to the residents of Kawartha Lakes.

**Objective:** Provide a dedicated, resilient and professional workforce to our community.

In order to reach our overall objective, the following goals have been identified:

Goal	Due Date	Tasking Order
Review of management of accommodated members	Dec 2018	PERS-01
Use of Force Equipment Review	Dec 2018	PERS-02
IT Staff Review	Dec 2018	PERS-03
Civilian and Court Services Training Plan	Spring 2019	PERS-04
Tenure Review and Analysis	May 2019	PERS-05
Development Charge study	Dec 2019	PERS-06
Wellness program evaluation	June 2020	PERS-07
Review Fire Services Agreement / Dispatch Manual	TBD	PERS-08

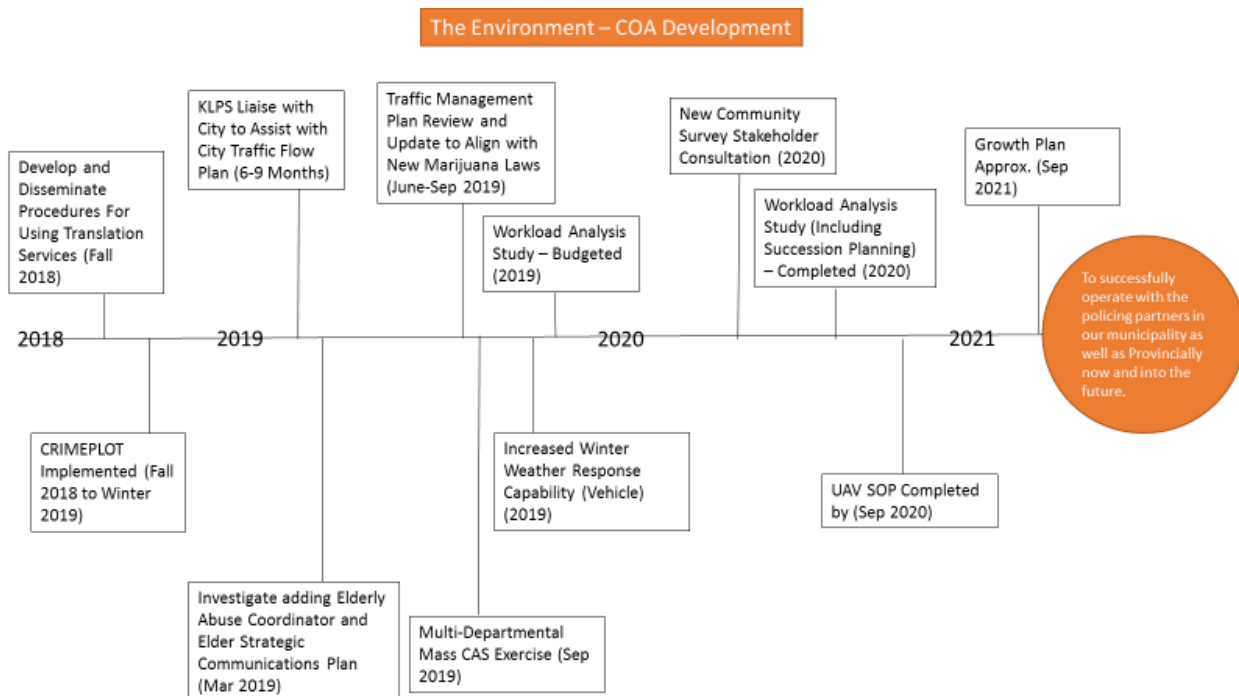


## Course of Action #2 – The Policing Environment

The City of Kawartha Lakes is a community that is growing and becoming more diverse. Similarly, the policing environment is also in a state of constant change and evolution. Effectively managing all aspects of the environment in which the Police Service functions will be critical to our success.

**Objective:** To successfully operate with the policing partners in our municipality as well as Provincially now and into the future.

Goal	Due Date	Tasking Order
Develop Procedures for Translation Services	Dec 2018	ENV-01
Crimeplot Analysis Tool	Feb 2019	ENV-02
Elder Abuse Coordinator and EA Communication Plan	Mar 2019	ENV-03
Liaise with City on Traffic Flow Plan	May 2019	ENV-04
Add all Weather Response to KLPS Fleet	May 2019	ENV-05
Budget for Workload Analysis Systemic Review	July 2019	ENV-06
Review Traffic Management Plan and Cannabis Laws	Sep 2019	ENV-07
Multi Department Mass Casualty Exercise	Sep 2019	ENV-08
New Community Stakeholder Survey	2020	ENV-09
Workload Analysis Study	2020	ENV-10
UAV Review and Policy Implementation	Sep 2020	ENV-11
KLPS Growth Plan	Sep 2021	ENV-12

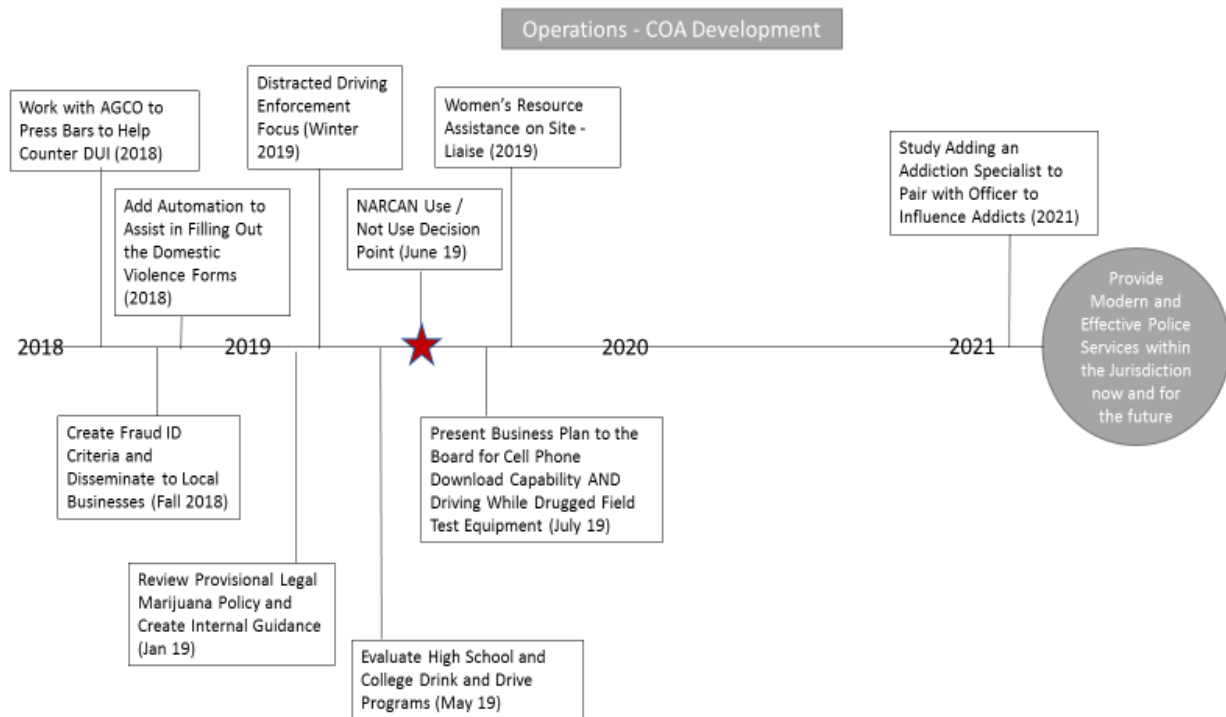


## Course of Action #3 – Police Operations

The scope of police operations includes all of our core responsibilities; Law Enforcement, Crime Prevention, Assistance to Victims of Crime, Public Order Maintenance and Emergency Response.

**Objective:** Provide modern and effective police services to the community now and for the future

Goal	Due Date	Tasking Order
Liaise with AGCO to counter DUI from licensed premise	Dec 2018	OPS-01
Create Fraud ID and Disseminate to Local Businesses	Dec 2018	OPS-02
Add Automation to DVC forms	Dec 2018	OPS-03
Review Provisional Marihuana Guidance	Jan 2019	OPS-04
Distracted Driving Enforcement Initiative	Feb 2019	OPS-05
Evaluate High School, College Drink and Drive Program	Jun 2019	OPS-06
Review Narcan Deployment	Jun 2019	OPS-07
Business Case for Collection, Electronic Evidence ADSE	July 2019	OPS-08
Examine Women’s Resource Liaison Position	Sep 2019	OPS-09
Study Feasibility of Adding Addictions Resource to CRU	2021	OPS-10





## Conclusion

The 2019 – 2021 plan provides us with strategic level guidance towards the objective of a modern and effective police service for the residents of the City of Kawartha Lakes. Earning and maintaining the trust of our residents will be our primary focus. Policing is an essential part of a community's wellbeing, but the police cannot achieve this on their own. Together, we will make Kawartha Lakes a safe and enjoyable community for everyone. The men and women of the City of Kawartha Lakes Police Service are continually dedicated to fulfilling our vision of *Leading our Community Towards a Safer Tomorrow*.