



# City of Kawartha Lakes Police Service

Strategic Plan  
2022-2025

*Leading our community towards a safer tomorrow*

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## Vision

*Leading our community towards a safer tomorrow*

## Mission

**To provide professional policing in a manner that is fair and just to all, in partnership with our community.**

## 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.*

## Introduction

Under the [\*Adequacy and Effectiveness of Police Services Regulation\*](#), the Police Services Board is responsible for preparing a business plan for the Kawartha Lakes Police Service every three years. The business plan shall address objectives for the core functions of the Service and ensure an adequate level of policing for the community.

It is our pleasure to present the Kawartha Lakes Police Service plan for 2022 – 2025. A planning team, with representatives from across the organization, participated in the plan development process and formulated our new mission statement – *“To provide professional policing in a manner that is fair and just to all, in partnership with our community”*. As referenced in the following pages, the planning team drew from a wide variety of information resources in setting our strategic priorities for the next three years.

Keeping a community safe cannot be achieved by the police alone. We work closely with our community partners and the public to respond to criminal activity and to address some of the underlying social conditions that lead to crime. We are incredibly grateful for the support of Kawartha Lakes residents and we will strive to continuously build on the professional service that we provide to our community.

Don Thomas  
Chair – Kawartha Lakes Police Services Board

Mark Mitchell  
Chief of Police

## Information and Statistical Review

### Public Consultation Summary

In the first quarter of 2021, the Kawartha Lakes Police Services Board partnered with Forum Research to conduct a public survey as well as focus group sessions with community partners. 532 individuals, from a variety of social and economic backgrounds, completed the quantitative survey and 20 community partner organizations participated in the focus group discussions.

A strong majority of respondents (80%) felt that their community was safe and were satisfied with the service provided by the Kawartha Lakes Police Service (72%). Some of the key findings in the report include:

- Support for increased police presence generally and proactive police presence in particular
- Impaired driving and drug related crime continue to be among the highest areas of concern for residents
- A desire to find efficiencies and alternative ways to deliver policing without reducing services
- Increased investment in officer training
- Strong support for KLPS's media and social media presence that can be leveraged to provide more community education (e.g. fraud prevention).

The full report on the community consultation project can be found at the following link:

<https://kawarthalakespolice.com/documents/>

### Operational Review Summary

In 2020, +VG Architects and MCG Consulting Solutions completed a *Facility Space Analysis* and a *Staffing Study*. This joint initiative examined the present service demands from both a staffing and facility perspective and also made recommendations on future needs based on population growth projections. Some of the key findings from those studies include:

- The Kawartha Lakes Police Service will need to increase both in staffing and infrastructure to meet future demands for service
- Calls for service follow a consistent daily pattern with peak call volumes occurring between late morning and early evening hours
- Uniform officers are limited in their ability to carry out proactive or self-initiated activities during peak call volume times

### Community Safety and Well-Being Plan

The Kawartha Lakes *Community Safety and Well-Being Plan* (CSWBP) is a multi-sectoral effort to address the root causes of crime and social disorder by investing in social development and prevention initiatives. An Advisory Committee was established in March 2021 and spent several months analyzing information from local data sources, stakeholder consultations and public feedback. The CSWBP identified four priority areas for Kawartha Lakes:

- Mental Health and Addictions
- Housing
- Poverty
- Youth

The CSWBP focuses on a collaborative and strategic approach, across multiple agencies, in order to effectively address these complex issues. View the full CSWBP for Kawartha Lakes at this [link](#).

### Public Information Session

On October 14, 2021, the Kawartha Lakes Police Service hosted a public information session at the Victoria Park Armoury. The event was planned in response to neighborhood concerns about crime and public safety and involved representatives from criminal justice, local politicians, housing and social services. The information session generated tremendous interest and discussion, with the following identified themes:

- Many residents expressed safety concerns in their neighborhood
- Concerns over persistent property crimes
- The ability of the police, courts, mental health and housing services to deal with the complex underlying issues related to these problems

### Statistical Reports

The national *Crime Severity Index* (CSI) is an indicator used to measure changes in the level of severity of crime. The CSI is compiled and reported on by Statistics Canada. For the KLPS service area, the index results for violent crime were consistent with the average for Ontario and lower than the national average. The index scores for property crime were higher than both provincial and national averages. To view the CSI scores for Kawartha Lakes, use this [link](#).

Local data analysis reveals a trending increase in overall calls for service year over year. Calls related to mental health and addiction related issues also increased significantly. For further information on locally collected data, you can view current and previous KLPS Annual Reports at this [link](#).

## Plan Objectives and Performance Indicators

### Information, Technology and Infrastructure

	<b>Objective</b>	<b>Performance Indicators</b>
<b>1.1</b>	Integration of Next Generation 911 (NG911)	<p>Successfully transition to NG911 technology</p> <ul style="list-style-type: none"> <li>• Budget and finances secured</li> <li>• Training plan for Communications staff</li> <li>• Data management plan</li> <li>• Offsite redundancy</li> </ul>
<b>1.2</b>	Police facility changes to meet current and future needs	<ul style="list-style-type: none"> <li>• Property room renovation</li> <li>• Future renovations to include AODA</li> <li>• Storage of archive records</li> <li>• Expansion plan for 4 Victoria Av.</li> <li>• Communications capacity</li> <li>• Adequate workspace (IT, CRU, Parade)</li> </ul>
<b>1.3</b>	Officer equipment	<p>Create joint equipment committee</p> <ul style="list-style-type: none"> <li>• Review of equipment and officer kit</li> <li>• Examine available information on BWC's and submit recommendations</li> </ul>
<b>1.4</b>	Information Technology Infrastructure	<ul style="list-style-type: none"> <li>• System redundancy</li> <li>• Robust cyber security for all systems</li> <li>• Adequate capacity for future expansion</li> <li>• ICON</li> </ul>
<b>1.5</b>	Establish change management strategy	<ul style="list-style-type: none"> <li>• Process to prioritize capacity to implement change</li> <li>• Review online reporting roll out (internal and external)</li> </ul>
<b>1.6</b>	New branding for Police Service	<ul style="list-style-type: none"> <li>• Review Police Service crest and logo and look at aligning with new municipal branding</li> <li>• Establish budget to transition KLPS to new brand</li> </ul>
<b>1.7</b>	Effective crime analysis tool	<ul style="list-style-type: none"> <li>• Review of existing and available crime analysis options</li> <li>• Feasibility of modified tool available to public</li> </ul>

## Police Operations

	<b>Objective</b>	<b>Performance Indicators</b>
<b>2.1</b>	Improved road safety - HTA	Traffic management plan <ul style="list-style-type: none"> <li>• Increase training in specialized areas (CVOR, ATV, mechanical)</li> <li>• Coordination of traffic enforcement initiatives</li> <li>• Implementation of e-ticketing</li> </ul>
<b>2.1</b>	Improved road safety – Impaired Driving	<ul style="list-style-type: none"> <li>• Increase RIDE initiatives</li> <li>• Increase SFST, DRE and Intoxilyzer capacity</li> </ul>
<b>2.2</b>	Strategic Use of Patrol Resources	<ul style="list-style-type: none"> <li>• Effective crime analysis tool</li> <li>• Increased officer availability for proactive efforts during peak volume periods</li> <li>• Coordinated response to community concerns</li> </ul>
<b>2.3</b>	Improved Criminal Investigative Capacity	<ul style="list-style-type: none"> <li>• Quality control measures for investigations and reports</li> <li>• Benchmarking system for transition of files from Uniform to CIB</li> <li>• # of staff trained in MCM and specialized functions</li> <li>• Examine MERT support for Major Case investigations</li> </ul>
<b>2.4</b>	Drug Enforcement Strategy	<ul style="list-style-type: none"> <li>• Intelligence led selection of targets and projects</li> <li>• Number of straight possession charges</li> <li>• Percentage of charges diverted from criminal justice to alternative resources</li> </ul>
<b>2.5</b>	Integration of Expanded CRU Resources	<ul style="list-style-type: none"> <li>• Number of formal / informal community partnerships</li> <li>• Public communications and crime prevention strategy</li> <li>• Increased percentage of mental health related calls where CRU is primary response</li> </ul>



## Police Personnel

	<b>Objective</b>	<b>Performance Indicators</b>
<b>3.1</b>	Establish CRU roles and responsibilities	Staff deployment committee recommendations: <ul style="list-style-type: none"> <li>• Job descriptions</li> <li>• Work schedules</li> </ul>
<b>3.2</b>	Staff morale and wellness	<ul style="list-style-type: none"> <li>• Development of staff wellness program</li> <li>• Conduct internal member survey</li> </ul>
<b>3.3</b>	Equity, Diversity and Inclusion	<ul style="list-style-type: none"> <li>• Review OHRC guidance</li> <li>• Develop EDI policy</li> <li>• Review recruiting strategies and hiring practices</li> </ul>
<b>3.4</b>	Training	<ul style="list-style-type: none"> <li>• Establish in-service protocols for Uniform, Communications, Courts</li> <li>• Training protocol for new staff</li> <li>• Complete audit of training courses / accreditation</li> <li>• Establish radio testing protocol (10-33)</li> </ul>
<b>3.5</b>	Court Security Staffing Plan	<ul style="list-style-type: none"> <li>• Evaluation of security screening pilot project</li> <li>• Examine future service needs for bail court and virtual appearance</li> <li>• Review new provincial funding model</li> <li>• Succession plan for court liaison</li> </ul>
<b>3.6</b>	Efficient Records operations	<ul style="list-style-type: none"> <li>• Review of current FOI practices</li> <li>• Implementation of part-time coverage for vacation</li> <li>• Ensure adaptability of personnel to different Records functions</li> <li>• Review DIS span of control</li> </ul>
<b>3.7</b>	Proper Communications staffing	<ul style="list-style-type: none"> <li>• Integrate part-time coverage during identified peak volume periods</li> <li>• Examine future supervisory needs</li> </ul>

## Conclusion

The 2022 – 2025 business plan will guide the Kawartha Lakes Police Service as we evolve to meet the needs of our growing community. The public has high expectations of their Police Service and its members. Our Uniform and Civilian staff are proud to serve the residents of Kawartha Lakes and you can expect us to behave with professionalism, integrity and compassion. As always, we will be guided by our Vision of *Leading our Community Towards a Safer Tomorrow*.