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## A Message from the City of Kawartha Lakes Detachment Commander

As I step into the position of Detachment Commander for City of Kawartha Lakes, for the next six months, I am pleased to provide a report on the Detachment Business Plan for 2010.

The staff at City of Kawartha Lakes Detachment is committed to providing an excellent service to the communities in our Detachment area. We will continue work towards the key issues identified in community consultations; high visibility patrols, prevention of street level crime, highway safety and a presence on the waterways and trails. Through this work our employees provide a policing service that speaks to our community priorities.

In 2009 we committed to supporting the “Enhanced Visibility Program” throughout the entire year. This program has resulted in an increase in traffic enforcement of 20% and our overall enforcement by 11%. Thanks to the ongoing support of City of Kawartha Lakes Council we will continue this valuable program through 2010.

The 2010 Business Plan represents the overall direction of the OPP and this Detachment. In this way we continue to be accountable, responsive and open to the communities we serve.

Thanks for your continued support.

A/Inspector Gail Webster  
Detachment Commander, City of Kawartha Lakes Detachment  
Ontario Provincial Police



## City of Kawartha Lakes Environmental Scan

### **Introduction:**

The City of Kawartha Lakes Detachment of the Ontario Provincial Police is situated approximately one hour northeast of the Greater Toronto Area in the heart of the Kawartha Lakes Region.

In 2001, the City of Kawartha Lakes was created after the amalgamation of the former municipalities and townships of Victoria County. The Kawartha Lakes area has a long history and many events focus on the legacy of the Trent-Severn Waterway. The waterway connects the greater part of Central Ontario, which includes several communities. The city combines the best of cottage and country living with all amenities close by in urban centres. From recreation to industry opportunities, the City of Kawartha Lakes is focusing on a community-based vision for a progressive future.

### **Community:**

The Detachment provides community based policing to the City of Kawartha Lakes excluding the former municipalities of Ops and Lindsay. The detachment area includes an administrative building located in Lindsay, a detachment in Coboconk and four extended service offices dispersed throughout the city. The extended service offices create a positive community focus to add to our zone-policing concept.

The major access points are Provincial Highways 7 and 35, Kawartha Lakes Road 48, the Trent Severn Waterway and the Lindsay Airport. The area is comprised of rural, urban and vacation property totalling 3,067 square kilometres.

The detachment encompasses four Provincial Parks, Emily and Balsam Lake, which are connected to the Trent Severn. In total more than 250 lakes are in the area.

### **Service Patterns:**

The OPP polices approximately 85% of the City's geography with an estimated population base of approximately 53,000 permanent and 30,000 seasonal residents. Bobcaygeon, Coboconk, Fenelon Falls, Kirkfield, Omeme and Woodville are some of the more urban areas that are patrolled by the OPP.

In the past 5 years the detachment has received an average of 15,434 calls for service per year. This includes an average of 994 motor vehicle collisions, 276 break & enters, 995 other property crimes and 436 violent crimes each year. Current trends indicate a continuous increase in overall calls for service however we are experiencing a reduction in property crime but an increase in crimes against persons.

There has been renewed focus on traffic issues since 2006 due to increased traffic volumes and collision rates, in particular the fatality rates on area highways. The population increase in City of Kawartha Lakes is above the Provincial average according to the 2006 census data. This population growth combined with an aging population and an above average fatality rate, means the focus must remain on road safety. Over the same period however we have made great strides. Fatal motor vehicle collisions in the detachment area dropped 57% from 2008 to 2009 and the overall collision rate dropped 12% in the same period.

**Police Accountability:**

The Detachment Commander is accountable to Municipal Council and the City of Kawartha Lakes Community Policing Advisory Committee (CPAC), in accordance with Section 5.1 of the Police Services Act of Ontario.

Within these relationships, the Detachment Commander reports on detachment activities on a regular basis, receiving continuous feedback and direction as required.

Furthermore the Ontario Provincial Police has developed a business planning process that is based on a continuous cycle. The business planning strategy begins with consultation with our community partners. Operational and corporate goals and objectives are aligned with community and front-line policing needs.

OPP Business Plans are future oriented and focused on service delivery. Plans are fiscally responsible with measurable outcomes that are performance oriented and accountable.

## Community Consultations

The OPP is committed to working in partnership with the communities we serve. We strive to provide effective and efficient services that address local needs. During the development of this business plan, efforts were made to engage in discussions with our local community representatives to jointly determine key issues and priorities.

These consultations included formal discussions with City of Kawartha Lakes Community Policing Advisory Committee (CPAC), Mayor, Community Policing Committees and detachment personnel. In late 2009, an OPP Policing for Result Survey was conducted in the City of Kawartha Lakes to obtain input from the community.

Our consultation with additional community representatives and detachment personnel in 2009 identified the following Key issues:

1. Continued High Visibility Patrols to detect and prevent street level crimes
2. Continued Presence on Our Waterways and Trails
3. Highway Safety

## Business Plan Goals – Summary

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## 2008-2010 Business Plan (Year 3)

### Goal #1 – Safer highways, waterways and trails.

Situational Assessment: In the City of Kawartha Lakes areas patrolled by the City of Kawartha Lakes OPP Detachment a total of 22 people have lost their lives in 17 motor vehicle collisions from January 1<sup>st</sup>, 2007 to 31 December 2009. Of those persons killed 8 were not properly restrained by seatbelts, in 5 of the fatal collisions alcohol was a factor and in 3 of these fatal collisions speed was a contributing factor. All of these factors are preventable.

The OPP including Central Region and City of Kawartha Lakes Detachment are committed to supporting Road Safety Vision 2010 to reduce the number of roadway fatalities and number of fatalities due to aggressive driving, seatbelt non-compliance and fatalities where alcohol is a factor. In 2009 City of Kawartha Lakes Detachment committed staffing to reducing death and injury on our major routes. In 2010, our Detachment Traffic Unit will maintain highway safety in partnership with the OPP Regional Traffic Unit incorporating both land and air traffic enforcement.

Detachment Goal	Results To Be Achieved by 2010	Activities	Lead	Linkages
P1 Safer highways, waterways and trails.	Remain focused on the Road Safety Vision 2010 Reduce fatalities on highways, waterways and recreational trails.	1. Continue to focus on alcohol, occupant restraint, safety equipment and aggressive driving.	Detachment Manager	Highway Safety Division
		2. Remain on the alert while “looking beyond the license plate” for additional concerns.	Detachment Manager	Investigations and Organized Crime Command
		3. Develop and implement patrol and visibility strategies including maintaining the Detachment Traffic Unit, targeting high risk driving behaviours in high collisions areas.	Detachment Manager	Central Region Traffic Manager

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	Enforcement results for three (3) high-risk behaviour (seatbelt, impaired driving and aggressive driving) equal to or better than the OPP Provincial average.	4. Dedicated officers to Traffic Management and directed patrols to address high risk driving behaviours	Detachment Manager	Central Region Traffic Manager
		5. Continue public education by utilizing CKL OPP Impaired Driving Simulator, radar speed sign, public service announcements and Drive wise 55 driver education program for senior drivers	Community Services Officer	Regional Community Services Officer

**Goal #2 – Enhance public safety and confidence through crime prevention and investigative excellence.**

Situational Assessment: City of Kawartha Lakes Detachment is committed to investigative excellence and working in partnership with our OPP Auxiliary Unit, local stakeholders and community groups to reduce both victimization and property crimes through education and enforcement. Over a 5 year period (2005 to 2009) the detachment averaged 995 property related crimes and 436 violent crimes annually.

In 2010, the City of Kawartha Lakes Detachment will continue to focus on crime prevention and assistance to victims of crime through our local partnerships and working cooperatively with other police agencies and justice partners to reduce/eliminate overall victimization.

Detachment Goal	Results To Be Achieved by 2010	Activities	Lead	Linkages
<p><b>P2</b> Enhance public safety and confidence through crime prevention and investigative excellence.</p>	<p>Address the areas of concern to the public to ensure a consistent feeling of safety throughout the Province.</p>	<p>1. Consult/liaise with Regional Abuse Issues Coordinator to assist with and address issues pertaining to victims of crime, both proactively and reactively.</p>	<p>Detachment Abuse Coordinator</p>	<p>Region</p>
		<p>2. Protect our communities by supporting provincial and OPP crime prevention initiatives and programs (e.g. Crime Stoppers, Neighbourhood Watch, VCARS, etc.).</p>	<p>Community Services Officers</p>	<p>Crime Prevention Section</p>
		<p>3. Provide crime prevention through actively participating in the Crime Abatement Program to ensure high risk and repeat offenders are compliant with their conditions.</p>	<p>Detachment Manager</p>	<p>Region</p>

**Goal #3 – Deliver professional frontline services, one contact at a time.**

Situational Assessment: The City Of Kawartha Lakes OPP polices an area where there are large numbers of transient motorists and recreational visitors in addition to its 83,000 permanent and seasonal residents. Members of the City of Kawartha Lakes OPP have and will continue to treat all public contacts with the respect and sensitivity that each situation demands. This includes the interactions of our Auxiliary Unit.

Detachment Goal	Results To Be Achieved by 2010	Activities	Lead	Linkages
<p><b>P3</b> Deliver professional frontline services, one contact at a time.</p>	<p>Provide the best possible service to every member of our community while building trust during each contact.</p>	<p>1. Maintain auxiliary volunteer hours.</p>	<p>Detachment Manager/Liaison Designate</p>	<p>Field Support Bureau</p>
		<p>2. Identify and implement appropriate resolution strategies to effectively address all internal and public complaints in a timely manner.</p>	<p>Detachment Commander</p>	<p>Professional Standards Bureau</p>
		<p>3. Continue and ensure ongoing dialogue between supervisors and managers with frontline personnel with relation to OPP values and respectful workplace principles.</p>	<p>Detachment Commander</p>	<p>Regional Superintendent</p>
		<p>4. Continue to support civilian data entry at the detachment.</p>	<p>Detachment Manager</p>	

**Goal #4 – Enhance OPP Emergency Preparedness**

Situational Assessment: The City of Kawartha Lakes OPP works to ensure the safety of all residents in our community through our emergency preparedness as well as those we serve.

Detachment Goal	Results To Be Achieved by 2010	Activities	Lead	Linkages
<p>P4 Enhance OPP emergency preparedness</p>	<p>Ensure a high level of emergency planning and preparedness and ensure our detachment is well positioned to respond to critical incidents.</p>	<p>1. Support the enhanced Regional POU commitment.</p>	<p>Detachment Manager</p>	<p>Field Support Bureau</p>
		<p>2. Work with local schools to ensure lockdown emergency plans are in place and up-to-date.</p>	<p>Community Services Officer</p>	<p>Regional Community Services Officer</p>
		<p>3. Work with local school boards on risk assessment plans and protocols for at risk youth within our community.</p>		

**Goal #5 – Deliver responsive programs and services that address the needs of the varied communities we serve.**

Situational Assessment: Central Region including City of Kawartha Lakes Detachment has a variety of people who are impacted by patterns of direct and/or systemic disadvantage in society resulting in diminished access to power in mainstream, social, economic or political relationships. We will work closely with people who fall under this category with the intention of providing our services to assist them as required.

Detachment Goal	Results To Be Achieved by 2010	Activities	Lead	Linkages
R1 Deliver responsive programs and services that address the needs of the varied communities we serve.	Ensure that the communities that we serve are well represented as we develop and enhance our specific programs.	1. Continue and enhance community-based communication and provide a solution-focussed approach to identify and address local issues.	Detachment Commander	Regional Superintendent
		2. Continue to support and deliver programs specific to the detachment demographic profile. (e.g. Senior Busters, Phone Busters).	Community Services Officer	Regional Community Services Officer
		3. Continue to support our children with continued participation in youth programs.	Detachment Commander	Crime prevention Section
		4. Participation in the Haliburton Kawartha Pine Ridge (HKPR) Human Services and Justice Coordinating Committee (HSJCC) that looks at those with disabilities in conflict with the law.	Detachment Manager	
	City of Kawartha Lakes to be designated a “Safe Community”	5. Participate with Public Health, Kawartha Lakes Police Service, Fire, Educational Institutions, Health and Safety Organizations, Business/Industry/Labour, Youth and Senior, media and other identified stakeholders to reduce injury and promote community and public safety as part of “Safe Communities” Project	Detachment Commander	City of Kawartha Lakes Safe Communities executive

**Goal #6 – Develop harmonious, trusting and mutually respectful relationships with Aboriginal communities.**

Situational Assessment: Recent census data indicates although there is increased numbers of persons self identifying as First Nations persons there is less than 1% of citizens within that group living in City of Kawartha Lakes. This information combined with there being no established First Nation Territories within City of Kawartha Lakes makes the role of our detachment one of support to the larger organization through training of our members and respectful dealings with Aboriginal persons on an individual basis as encountered in our daily work.

Detachment Goal	Results To Be Achieved by 2010	Activities	Lead	Linkages
R2 Develop harmonious, trusting and mutually respectful relationships with Aboriginal communities.	Ensure that the communities that we serve are well represented as we develop and enhance our specific programs.	1. Maintain awareness of Aboriginal issues through OPP Aboriginal Policing Bureau and neighbouring First Nation communities	Detachment Commander	Aboriginal Policing Bureau and OPP Academy
		2. Provide Aboriginal Awareness training for detachment staff as available	Detachment Commander	Regional Manager Staff Development & Training
		3. Support membership and initiatives of the Regional Diversity Council.	Detachment Commander	Regional Manager, Business and Finance

**Goal #7- Enhance our Relationship with Police and Justice Partners**

Situational Assessment: The City of Kawartha Lakes Detachment will continue to build strong relationships with our Police and Justice Sector partners through effective communication and shared resources. This partnership will enhance the detachment ability to provide cost effective policing to the communities we serve.

Detachment Goal	Results To Be Achieved by 2010	Activities	Lead	Linkages
<p>R4 Continue to enhance our cooperative relationships with policing and justice partners, governing authorities and bargaining agents</p>	<p>Increased effectiveness and efficiencies through our police and Justice Partnerships with City of Kawartha Lakes Police Services and Justice Officials</p>	<p>1. Continued partnership with Kawartha Lakes Police Service, sharing resources where appropriate.</p> <ul style="list-style-type: none"> <li>• Marine</li> <li>• All Terrain Vehicles</li> <li>• Motorized Snow Machines</li> <li>• R.I.D.E</li> <li>• Court Services</li> <li>• Drug Enforcement</li> <li>• Crime Stoppers</li> </ul>	<p>Detachment Commander</p>	<p>Regional Superintendent</p>
		<p>2. Liaison and work cooperatively with:</p> <ul style="list-style-type: none"> <li>• Crown Attorney</li> <li>• Judiciary &amp; Court Staff</li> <li>• Local Courts Management Advisory Committee</li> <li>• Probation and Parole</li> <li>• Human Services &amp; Justice Coordinating Committee</li> <li>• Mental Health Court Diversion Program</li> <li>• Kawartha Lakes Youth Criminal Justice Committee</li> </ul>	<p>Detachment Commander</p>	<p>Regional Superintendent</p>

**Goal #8– Create a culture in which every employee is a leader and all contributions are valued.**

Situational Assessment: City of Kawartha Lakes OPP is a detachment with a wide variety of experienced officers and civilian employees. Each employee brings different skills to the tables that are a positive reflection on the detachment and organization. We need to reinforce those positive contributions in order to deliver the best possible service.

Detachment Goal	Results To Be Achieved by 2010	Activities	Lead	Linkages
W4 Create a culture in which every employee is a leader and all contributions are valued.	Allow each employee to feel valued and respected as a leader in their own areas of influence.	1. Ensure 100% compliance with semi-annual interviews between supervisors and members to review performance evaluations.	Detachment Commander	Regional manager Staff Development & Training
		2. Communicate and model OPP leadership principles.	Detachment Commander	Regional Superintendent

**Goal #9– Support workforce excellence through learning and development opportunities.**

Situational Assessment: City of Kawartha Lakes Detachment has a varied group of employees ranging from new recruits to staff members approaching thirty (30) years. This group possesses wide range of skills and development needs. It will be a challenge to balance organizational needs for daily service delivery with request for training/development.

Detachment Goal	Results To Be Achieved by 2010	Activities	Lead	Linkages
W5 Support workforce excellence through learning and development opportunities.	Provide opportunities for employees to enhance their skills while supporting the direction of the Command.	1. Where appropriate based on fiscal climate and resource availability, identify and implement methods supportive of continuous learning and development opportunities that would contribute to workforce excellence.	Detachment Commander	Regional Manager Staff Development & Training

**Goal #10– Measure performance and hold ourselves accountable through ongoing evaluation, including RDP and Performance Management.**

Situational Assessment: Performance management is a significant task with a staffing level of over seventy (70) full and part time employees. Recent technology acquisitions, such as ICON through Business Intelligence, will assist with that task. Monthly Results Driven Policing (RDP) sessions will cause us to continually examine our direction in relation to service delivery at the front line.

Detachment Goal	Results To Be Achieved by 2010	Activities	Lead	Linkages
<p><b>E1</b> Measure performance and hold ourselves accountable through ongoing evaluation, including RDP and Performance Management.</p>	<p>Continuously provide support to the RDP process and Performance Management System.</p>	<p>1. Support and contribute to tools that support performance measurement and accountability.</p>	<p>Detachment Commander</p>	<p>OPSPB</p>
	<p>Hold ourselves accountable to the organization we support and the communities that we serve.</p>	<p>2. Conduct internal quality assurance audits of high-risk areas on a quarterly basis. Ensure the property tracking register is reflective of audit, disposal and status of property.</p>	<p>Detachment Commander</p>	<p>OPSPB</p>
		<p>3. Conduct the quarterly M.I.P. processes at the detachment.</p>	<p>Detachment Commander</p>	<p>OPSPB</p>

**Goal #11 – Ensure effective fiscal management.**

Situational Assessment: In support of the issue relating to fiscal challenges, the City of Kawartha Lakes Detachment with the support of Central Region Headquarters will continue to deliver front line services within allocated budget.

In addition, a number of costs for goods and services related to our business, continues to rise and the ability to influence them is often not under our control. Every area of the organization must contribute to helping manage our expenditures by controlling costs and pursuing new and innovative ways to support our business.

Detachment Goal	Results To Be Achieved by 2010	Activities	Lead	Linkages
E2 Ensure effective fiscal management.	Support the organization by evaluating and reinforcing a culture of valuable spending.	1. Continue to audit and review overtime and other direct operating expenditures.	Detachment Commander	BFSB
		2. Actively participate in detachment financial planning by providing input to Regional Directors of Support concerning, where applicable, detachment budget planning, procurement, staffing and ODOE issues.	Detachment Manager	Regional Manager of Business and Finance