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**KENORA POLICE SERVICES BOARD**

# 2023-2027 STRATEGIC PLAN











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# LAND ACKNOWLEDGMENT

In the spirit of reconciliation, the Kenora Services Police Board acknowledges that we are on the traditional territory of the Anishinaabe and Metis of Treaty #3.

Kenora was originally the land base of one collective First Nation community, which was separated into three communities now known as Wauzhushk Onigum, Niisaachewan, and Washagamis Bay First Nations. Kenora now sustains many others, all of whom have been welcomed to peacefully share and care for these ancestral Lands and Waters. To support stewardship of the land, the Kenora Services Police Board recognizes the importance of a strong relationship with our Treaty #3 partners.

The Kenora Services Police Board acknowledges that our economy greatly benefits from the Anishinaabe and Metis that live in and around the City.

# MESSAGE FROM CHAIR OF THE BOARD

The Kenora Police Service Board is excited to release our four-year Strategic plan that focuses on advancing policing by prioritizing the following:

- ▶ Protection and crime prevention.
- ▶ Engagement and community.
- ▶ Development of community partnerships.

We know that policing is becoming increasingly complex and dynamic and these trends we see within our community are non-criminal issues that draw on police resources which demands for more proactive policing efforts to address local problems. Therefore, the commitment of the board is to development strategies to implement our priorities and to develop metrics for these to ensure accountability and transparency to the citizens of our city.

The board has a strong desire for change from all parties and the Board will continue to listen, bring forward community concerns, and help to drive strategies that will allow the citizens of Kenora to feel served and protected by our police service.

Our police services will continue to focus on delivering strategies, programs, and services to improve the safety and security of those who visit, work and live in our beautiful city.

Sincerely,  
Sara Dias  
Chief Executive Officer

# MESSAGE FROM THE DETACHMENT COMMANDER

As the Detachment Commander of the Ontario Provincial Police Kenora Detachment I am pleased to release this 4 year strategic plan for the Kenora Police Service Board. The Priorities identified by the board through public consultation fit well with the OPP's Vision of a safe community and a secure Ontario, Our Mission to serve our Province by protecting its citizens, upholding the law and preserving public safety and our values of Serving with Pride, Professionalism and honour, interacting with respect compassion and fairness and leading with integrity, honesty and courage. We will make the three areas identified in this strategic plan our priority going forward by protecting the public and ensuring crime prevention, Engagement in the community and developing strong community partnerships.

Sincerely,  
Jeffrey P. Duggan  
Ontario Provincial Police  
Kenora Detachment Commander

# INTRODUCTION

The Kenora Police Services Board (KPSB) has developed the 2023 – 2027 Strategic Plan to establish priorities and objectives for police services and community safety in Kenora for the next four years. The plan was developed through extensive consultation with the Kenora OPP Detachment Commander, key stakeholders, and the broader community.

The Ontario Police Services Act requires police services boards to complete a Strategic Plan every four years. The KPSB is preparing this Strategic Plan to meet provincial legislative requirements and provide clear strategic direction for the Kenora OPP Detachment when providing police services in Kenora over the next 4 years.



The **2023 – 2027 Strategic Plan** establishes a vision and mandate for the KPSB and identifies community priorities, objectives, and strategies for enhancing protective services, community safety and other police matters. The strategic plan will guide the KPSB's ongoing commitment to community safety and policing excellence on a day-to-day and longer-term basis.




# POLICING MODEL

*The City of Kenora is governed by Section 10 of the Police Services Act. The relationship between the KPSB and the Municipal Council is important. Council enters into the written contract with the Ontario Provincial Police (OPP) and is responsible for the financial commitment of policing costs.*


## KENORA POLICE SERVICES BOARD

The Kenora Police Services Board (KPSB) is a civilian board that is responsible for determining Kenora's policing priorities and objectives. The KPSB consists of five members that include municipal officials, provincial appointees and one member of the public appointed by Council. The main responsibilities of OPP Service Boards, such as the KPSB, is different from Municipal Police Services boards, shown below.



### OPP Service Boards (Kenora)

- ▶ Determining objectives and priorities for police services, in consultation with the OPP detachment commander
- ▶ Advising OPP detachment commander on police services and supports required in the area
- ▶ Establishing local policies on police services
- ▶ Participating in the selection of the detachment commander
- ▶ Receiving regular reports from the detachment commander
- ▶ Monitoring the performance of the detachment commander



### Municipal Police Service Boards

- ▶ Determining police objectives and priorities
- ▶ Establishing policies for effective management of police force
- ▶ Appointing members of the police force
- ▶ Preparing a business plan at least once every three years
- ▶ Recruiting/appointing the chief of police and deputy chief
- ▶ Monitoring the performance of the chief of police
- ▶ Supporting collective bargaining/work agreement processes

## KENORA OPP POLICE SERVICE

The Ontario Provincial Police (OPP) is the provincial police service of the Province of Ontario. The OPP has 158 detachment locations across Ontario, including the Kenora OPP detachment. The Kenora detachment is responsible for providing policing services to the City of Kenora and the Township of Sioux Narrows/Nester Falls. The detachment also polices the unorganized areas from the Manitoba Border to the west to just outside of Vermillion Bay to the east.

# PLANNING PROCESS

The KPSB's 2023– 2027 Strategic Plan was developed through a comprehensive process that included a background ~review of data, reports and information related to community safety and policing as well as an extensive series of stakeholder and community engagement activities. The following steps were included in this process:



## COMMUNITY AND STAKEHOLDER ENGAGEMENT

Community and stakeholder engagement was a key component of developing the 2023 – 2027 Strategic Plan. A total of 336 people completed an online KPSB Strategic Plan survey in February 2022. The survey included questions related to participants' general perceptions of Kenora's safety, community safety issues and priorities, and participants' personal experiences with police services in Kenora. The survey results consistent with past community safety and policing surveys in Kenora, including the 2020 OPP Police Survey and the 2022 Kenora Strategic Plan Community Survey.

Various community stakeholder also participated in a series of planning workshops. These stakeholders included members of the police board, community agencies and groups, representatives from the education, healthcare and business community, as well as neighbouring Indigenous communities and local Indigenous organizations. Feedback from the community survey and the stakeholder workshops was integrated into the development of this plan.



## Survey Results

700

responses to the 2022 Ontario  
Provincial Police Survey

1000

responses to the 2022 Kenora  
Strategic Plan  
Community Survey

336

responses to the 2022 KPSB  
Strategic Plan Survey



## Stakeholders Engaged

### Community Organizations

- ▶ Kenora Seniors Coalition
- ▶ Harbourtown Biz
- ▶ Kenora Association for Community Living
- ▶ Keewatin Patricia District School Board
- ▶ All Nations Health Partnership
- ▶ Kenora Hospitality Alliance
- ▶ Kenora Youth Wellness Hub
- ▶ Kenora Seniors Coalition

### Indigenous Stakeholders

- ▶ NeChee Friendship Centre
- ▶ Kenora Metis Council
- ▶ Wauzhushk Onigum Nation
- ▶ Northwest Angle 33 First Nation
- ▶ Wabaseemoong Independent Nations
- ▶ Kenora Chiefs Advisory

The KPSB will continue to seek input and feedback on community safety and policing priorities by engaging key stakeholders and the broader community.

# WHAT WE HEARD



## COMMUNITY INPUT

Community members who completed the survey expressed a number of concerns about safety and policing in Kenora, summarized throughout this section.

### *Compared to three years ago, respondents felt Kenora was:*

- 1% A lot more safe
- 3% Somewhat more safe
- 18% Stayed the same
- 26% Somewhat less safe
- 52% A lot less safe**

### *Respondents rated the quality of police service in Kenora as:*

- 22% Very satisfied
- 48% Somewhat satisfied**
- 18% Somewhat unsatisfied
- 12% Very unsatisfied

### *Places where respondents do not feel safe:*

#### **66% Downtown and mall area**

- 55% Harbourfront/Waterfront
- 33% City Parks and Recreation Areas
- 17% Driving in and around Kenora
- 14% In their neighbourhood
- 7% In their residence

### *The top safety concerns for survey respondents were:*

1. Drug use
2. Presence of drugs/dealers
3. Vandalism/Mischief
4. Violence against women
5. Assault
6. Break and enters
7. Sexual assault
8. Human trafficking or sexual exploitation
9. Youth crime
10. Thefts from motor vehicles

### *The top strategic priorities for the Kenora OPP should include:*

1. Reducing organized crime
2. Reducing public intoxication
3. Enhancing police visibility and presence
4. Enhancing services to vulnerable members of the community
5. Crime prevention strategies and education
6. Expanding police community outreach & partnerships
7. Responding promptly to calls
8. Engaging and outreach to youth
9. Crime statistics analysis & evidence-based policing strategies
10. Improving equity, diversity and inclusivity of police services



## STAKEHOLDER INPUT



### Top Concerns

- ▶ Increased crime and visible substance abuse in the downtown area.
- ▶ Crime affecting public perception of Kenora.
- ▶ Lack of clarity for who to call for help (police or social supports).
- ▶ Homelessness, lack of options for those from outside Kenora.
- ▶ Seeing an increase of youth in vulnerable communities and crime.



### Suggested Priorities for the Board

- ▶ Create actionable strategies that are regularly reviewed.
- ▶ Address root causes and systemic challenges with local communities.
- ▶ Increase partnerships with local organizations and agencies with clearly defined roles.
- ▶ Support the development of a safe injection site.
- ▶ Increase public transparency on police discipline proceedings and police retention.
- ▶ Develop a communication and outreach strategy.
- ▶ Equity, Diversity, Inclusion training and Decolonization/ Reconciliation of police practices.
- ▶ Add Indigenous and Treaty 3 representation to the Board.
- ▶ Increasing and support for schools and youth.
- ▶ Continuing education for police (cultural training, social services, mental health and addiction, homelessness, changing demographics, organized crime.)
- ▶ Increase social services and housing including outside of downtown.



## INDIGENOUS COMMUNITY INPUT



### Top Concerns

- ▶ Profiling and racism with community members and police.
- ▶ Lack of trust between Indigenous communities and Police, fear/hesitancy to call for support.



### Suggested Priorities for the Board

- ▶ Increase cultural competency, sensitivity, history training and education.
- ▶ Send alternative support systems for events not requiring police intervention
- ▶ Participate in community events and share meals.
- ▶ Continue to build relationships and trust through foot patrol, youth crisis response teams, Warming Centre.
- ▶ Increase plain clothed officers supported by mental health experts.
- ▶ Regular, open engagement with Indigenous Communities.
- ▶ Indigenous-led systems of policing for Indigenous community support.
- ▶ Continue relationship with CMHA, Makwa, Mobile Crisis unit.

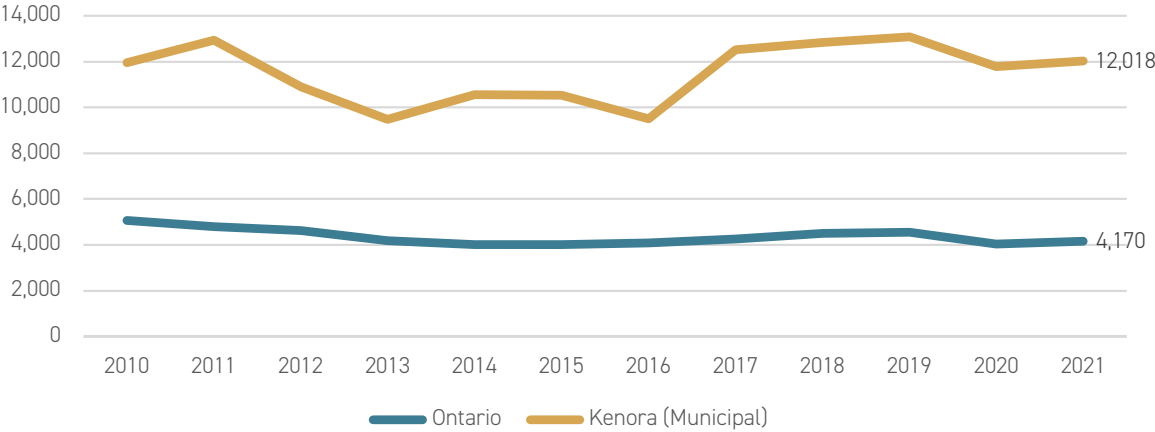


# POLICING CONTEXT

## CRIME RATES

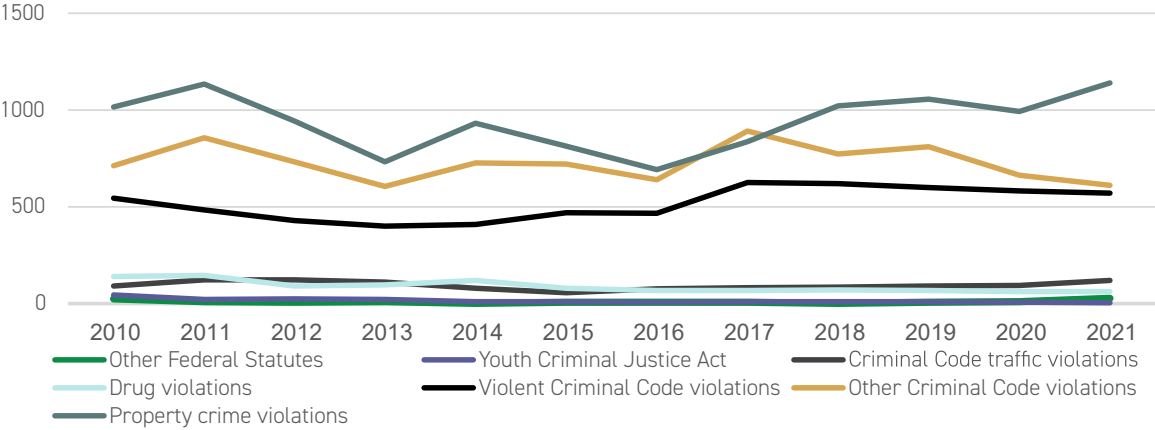
The relative number of incidents in Kenora is significantly higher than the province as a whole. The first figure highlights the total number of actual incidents per 100,000 people in the City of Kenora and the Province of Ontario as a whole. The second figure includes the number of incidents by violation type in the region policed by the Kenora OPP. Property crimes, violent crimes, and other Criminal Code violations are the most common types of violations in Kenora.

**Incidents per 100,000 people, 2010 - 2021**



\*Figure does not include data from the Township of Sioux Narrows-Nestor Falls or the unorganized areas around Kenora.  
**Source:** Statistics Canada. Table 35-10-0180-01 Incident-based crime statistics, by detailed violations, police services in Ontario

**Incidents by Violation, 2010 - 2021**



\*Figure includes data from the City of Kenora, the Township of Sioux Narrows-Nestor Falls, and the unorganized areas around Kenora.  
**Source:** Statistics Canada. Table 35-10-0180-01 Incident-based crime statistics, by detailed violations, police services in Ontario

## FINANCIAL OVERVIEW

The following figure highlights the annual policing costs for the Kenora OPP detachment. The annual costs have remained roughly the same over the last 10 years, with some annual fluctuations.

➤ ➤ ➤ **As of 2021, the annual policing costs were \$6,368,136.**



**Source:** Kenora Detachment. May 2022. Report to the Police Services Board. Presented at the June 30, 2022 Police Services Board Meeting.

## OPP ACTION PLAN

Every OPP detachment across the province has an Action Plan to guide detachment operations and ensure community safety. The Kenora OPP Detachment's 2020 - 2022 Action Plan included the following commitments:



### Crime:

- ▶ To address and take proactive measures to reduce and prevent violent crimes against persons in our communities
- ▶ To address and prevent property crime in our communities.
- ▶ Disrupt the supply of illegal drugs flowing into our communities through targeted enforcement, along with a focus on education and prevention strategies
- ▶ Reduce victimization from cyber and technology related crime.



### Roadways, Waterways, and Trails:

- ▶ To sustain a continuous and year-round focus on the causal factors of motorized vehicle collisions
- ▶ To sustain a continuous and year around enforcement focus on impaired driving on our roadways, waterways and trails throughout the Detachment area.



### Other Operational Commitments:

- ▶ To identify co-response solutions for non-police related demands for service that impact police resourcing
- ▶ To develop transfer of care protocols with relevant healthcare facilities
- ▶ To streamline collision reporting
- ▶ Collaborate with Municipalities, stakeholders, and service providers to analyze various data sources and through consultation and planning, develop a framework to improve upon the Community Safety and Well-Being Plan already in place.

# VISION, MISSION, AND VALUES

The Kenora Police Services Board's 2023 – 2027 Strategic Plan is guided by the following vision, mission, and core values.



## VISION:

Through collaborative and progressive policing, Kenora strives to be a community where residents, visitors and stakeholders feel safe and secure.



## MISSION:

To work with community, stakeholders, and the Kenora OPP detachment in identifying and addressing community safety priorities.



## CORE VALUES:

- ▶ Trust
- ▶ Transparency
- ▶ Collaboration
- ▶ Inclusivity
- ▶ Results-Oriented





# STRATEGIC PLAN

»»»»»»»»»» **STRATEGIC FOCUS AREAS**



# STRATEGIES



## PROTECTION AND CRIME PREVENTION

Taking progressive protective and preventative measures to improve community safety

### Objectives

### Actions

#### Enhance Community Safety

- ▶ Improve road safety through education and enforcement
- ▶ Enhance emergency preparedness planning
- ▶ Implement crime prevention and crime reduction techniques

#### Increase Police Presence

- ▶ Allocate additional resources to high-risk areas based on data
- ▶ Enhance sense of safety in Harbourtown and Harbourfront
- ▶ Increase physical presence of officers in plain clothes and uniforms through foot patrols and bike patrols

#### Modernize Police Service

- ▶ Improve crime reporting options for community
- ▶ Increase the use of analytics to determine areas of concern and deploy resources
- ▶ Develop an information technology (IT) innovation strategy that outlines resources and tools required to modernize police force





## ENGAGEMENT AND COMMUNICATION

Improving awareness and information sharing through modernized communications.



### Objectives

#### Promote Safety and Crime Prevention

#### Improve Awareness of Policing

### Actions

- ▶ Develop creative content to promote safety and crime prevention (e.g. Tips Videos)
- ▶ Regularly engage with the community on safety/policing needs and issue
- ▶ Develop communications materials that highlight who residents should call to report specific types of incidents (e.g. mental health crisis, loitering, homelessness)
- ▶ Hire dedicated communications staff (e.g. Media Officers)
- ▶ Expand social media use as a platform for communication
- ▶ Show positive developments and success stories
- ▶ Develop a communications strategy to improve transparency regarding police discipline proceedings and police retention
- ▶ Develop a communications strategy that highlights the role of the KPSB
- ▶ Produce 'Discover Policing' content for website and social media



## COMMUNITY PARTNERSHIPS

Building and leveraging partnerships to address complex and multi-faceted safety and safety and policing challenges



### Objectives

### Actions

#### Indigenous Communities

- ▶ Continue to grow relationships with Indigenous communities, organization, and people
- ▶ Participate in community events with Indigenous people
- ▶ Increase cultural competency and Indigenous history and education training
- ▶ Complete equity, diversity, inclusion, and decolonization (EDID) training with police officers
- ▶ Include Indigenous representation on the KPSB

#### Municipal Partners

- ▶ Collaborate with City of Kenora and Township of Sioux Narrows-Nestor Falls on safety programs (e.g. downtown ambassadors)
- ▶ Build partnerships with other regional communities

#### Community Organizations and Schools

- ▶ Expand partnerships with community organizations and groups to develop coordinated solutions
- ▶ Showcase existing partnerships and positive impact
- ▶ Develop partnerships with local schools to deliver preventative programs for youth

#### Public Health

- ▶ Work with public health professionals to address mental health and addictions challenges
- ▶ Support the growth of the “Detox First” program and similar response programs
- ▶ Explore the development of a safe injection site with community partnerships
- ▶ Review opportunities to share information to improve community safety and wellbeing outcomes

