

**REPORT OF THE POLICE SERVICE
TO
THE CHATHAM-KENT POLICE SERVICES BOARD**

Board Report Number: 4.1 (Regular)

Date of Report: December 10, 2024

Date of Board Meeting: December 18, 2024

Reference: Reclassification, Elevation, Retirements,
Promotions, Resignations and Special
Constable Appointments.

Recommendation: Receive and approve the report

Reclassifications

It is recommended that Second-Class Constable Nathan Pratt be elevated to First-Class Constable effective December 15, 2024. He has successfully passed the First-Class Constable exam and his immediate supervisor supports this elevation.

It is recommended that Third-Class Constables Jake Reed, Hannah Roesch, Nick Walls, Hilary Pomajba, Alex Mungar, and Craig Marentette be elevated to Second Class Constables effective December 21, 2024. Their immediate supervisors support these elevations.

It is recommended that Fourth-Class Constables Marko Sapateiro, Jack Thompson, Trent Fox, and Thomas Michaud be elevated to Third Class Constable effective December 14, 2024. Their immediate supervisors support this elevation.

Elevations

It is recommended that Crime Analytics and PowerCase Coordinator, Danya Lunn, be elevated from Grade 7 Level 4 to Grade 8 Level 4, effective September 16, 2024.

It is recommended that Crime Stoppers Program Coordinator and Major Crime Administrative Support, Erica McIntosh, be elevated from Grade 6 Level 4 to Grade 7 Level 4, effective September 16, 2024.

It is recommended that Project Manager, Sarah VandenBrand, be elevated from Grade 8 Level 4 to Grade 9 Level 4, effective July 3, 2024.

**REPORT OF THE POLICE SERVICE
TO
THE CHATHAM-KENT POLICE SERVICES BOARD**

Board Report Number: 4.2 (Regular)

Date of Report: December 9, 2024

Date of Board Meeting: December 18, 2024

Reference: Chatham-Kent Police Service 2025-2028 Strategic Plan.

Recommendations: Receive and approve the report.

Every four years the police service board in consultation with the Chief and with input from the community and its membership, shall prepare and adopt a strategic plan for the provision of policing. This plan shall address several matters such as adequate and effective policing, objectives, priorities and core functions of the police service.

I am happy to present to the Board the proposed 2025-2028 Strategic Plan, rooted in our four cornerstones of success: Our Society, Our People, Our Work and Our Organization. (see attached)

It is my recommendation that the board accept and approve the 2025-2028 Strategic Plan.

Prepared/Recommended by:


Chief Kirk Earley



CHATHAM-KENT POLICE

2025-2028 STRATEGIC PLAN



MESSAGE FROM BOARD CHAIR PAT WEAVER

On behalf of the Chatham-Kent Police Services Board and the Chatham-Kent Police Service members, we are pleased to present the Strategic Plan for policing in Chatham-Kent for 2025-2028. The strategic plan is a blueprint for the evolution of our police service in providing adequate and effective policing, through actions that reflect the needs, expectations, and values of our community. This plan is a product of extensive collaboration, reflecting input from community members, police personnel, and other stakeholders. Our mission remains steadfast: Together with our community, we are committed to making Chatham-Kent a healthier and safer place for all.

Guided by this mission are the four cornerstones for our continued success: **Our Society, Our People, Our Work** and **Our Organization**.

This strategic plan is our pledge to serve the community with honour, integrity, and courage, grounded in the principles of public safety, respect, compassion, and collaboration. Together, we can maintain a safe and inclusive community for all.

Pat Weaver,
Board Chair



From left to right: Douglas Sulman,
Councillor Marjorie Crew,
Board Chair Pat Weaver,
Vice-Chair Darlene Viera,
Mayor Darrin Canniff

INTRODUCTION

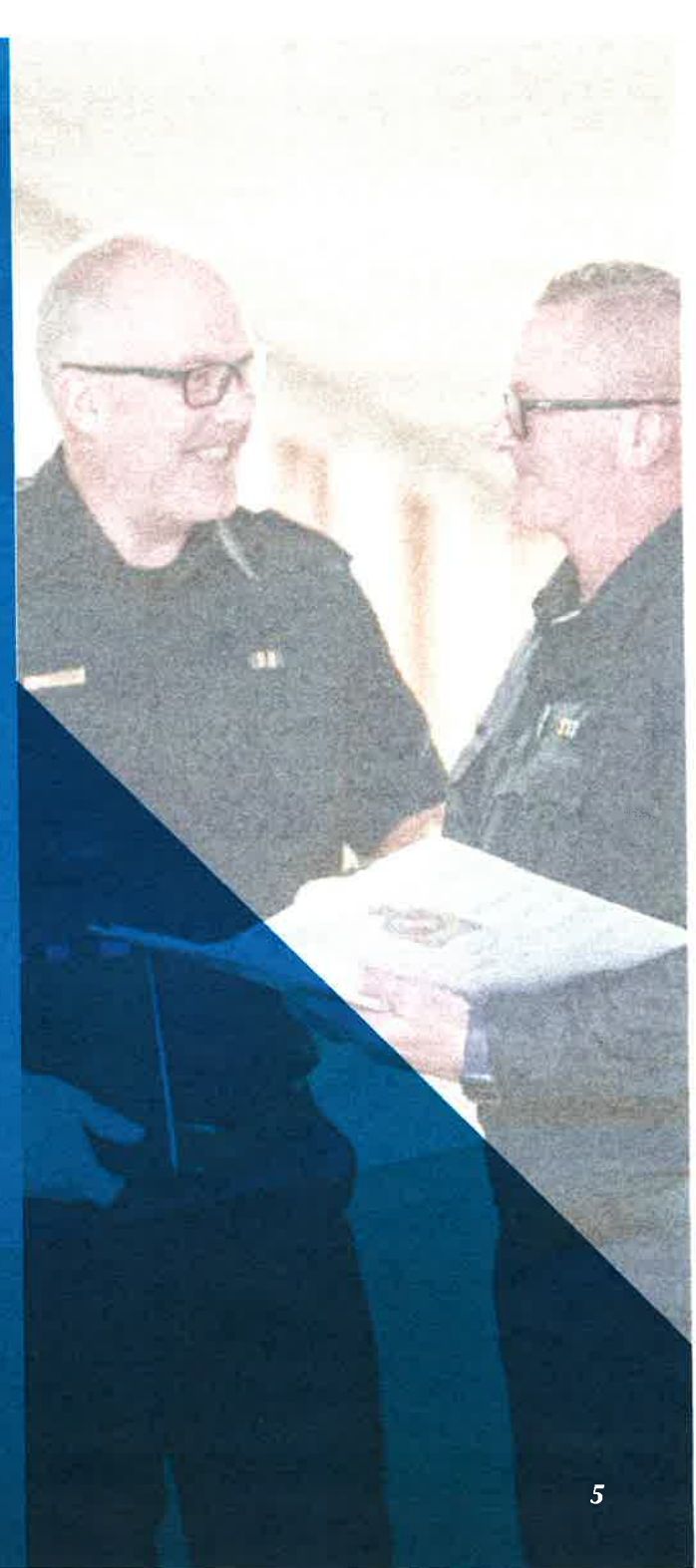
With a compliment of 195 sworn officers, 70 civilian staff, and 25 special constables, and an operating budget in 2024 of approximately \$36.3 million dollars, we are the seventeenth-largest police service in Ontario. We serve approximately 111,000 citizens and 23 communities over 2,400 square kilometers, comprising the fifth-largest municipal geographic area in the province.

Our members speak 14 different languages representing various cultures. We have a total over 70 assets in our fleet including a state-of-the-art outdoor firearms range, training facility, a general headquarters in Chatham, and 5 substations spread out around the Municipality. Namely in Wallaceburg, Tilbury, Ridgetown, Blenheim, and our traffic facility located in Chatham.

CKPS is a primary Public Safety Answering Point (PSAP) which receives all 911 and non-emergency calls for our community. We accept approximately 200,000 phone calls each year, which is increasing at an average rate of 5% per year.

CKPS is funded by the Municipality of Chatham-Kent and governed by our Police Services board, whose role is to ensure adequate and effective policing is provided for the community of Chatham-Kent. The Police Services board is tasked with preparing and adopting a strategic plan for the provision of policing that addresses various subjects, objectives, priorities, and core functions of CKPS.

Chatham-Kent is an increasingly diverse community offering an inclusive, equitable space where people from varied backgrounds, perspectives and experiences can feel welcome and valued. With a growing population, speaking approximately 70 different languages and growing diversity, Chatham-Kent is becoming enriched with culture and a broad range of ideas fostering a more vibrant environment.





MISSION

Together with our community, we are committed to making Chatham-Kent a healthier and safer place for all.

VISION

Where the community and police service work together to foster a culture of safety, trust, and wellbeing, while adapting to the changing needs of Chatham-Kent.

VALUES

Our VALUES are our core ethical principles and commitments that guide our actions and decisions. We will treat our citizens with respect and free from bias based on any difference including race, gender, ethnicity, religion, or socioeconomic status:



COMMUNICATION:

We engage with our community with optimism that when we work together, we will all be more resilient, and inclusive than before.



TRANSPARENCY

We maintain honesty and professionalism in all interactions, building trust through accountability.



INCLUSIVENESS:

We respect and celebrate the diversity of Chatham-Kent, ensuring that all individuals are treated fairly and equitably.



INNOVATION:

We embrace creative solutions and emerging technologies to better serve our community.



COMPASSION:

We approach every interaction with understanding and empathy, recognizing the unique experiences of all.



PROFESSIONALISM:

We strive for excellence in service delivery, continually seeking improvement in our practices and outcomes.



INTEGRITY:

We conduct ourselves with honesty and fairness, upholding ethical standards, and ensuring that our actions reflect the trust placed in us by the community.



COLLABORATION:

We believe in developing and maintaining strong relationships with our residents, businesses, and community partners, creating a more integrated Chatham-Kent.

THE FOUR CORNERSTONES

CKPS has created foundational principles that guide effective, fair, and responsive policing. The four cornerstones of focus are: Our Society, Our People, Our Work and Our Organization. Together, the four cornerstones are designed to create a balanced and community-centered approach to policing that not only focuses on immediate public safety concerns, but also aims to enhance public trust, reduce crime, and look at innovative ways to strengthen the overall well-being of our community.

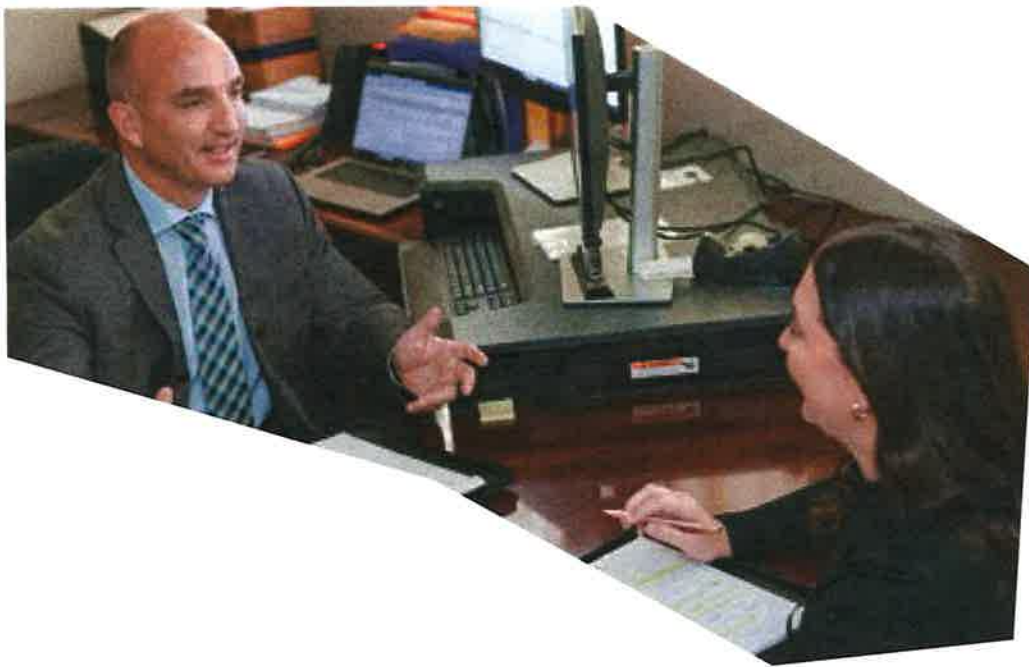
Our Society - We will collaborate with our citizens and partners to continue to transform the relationship between our service and the public into a partnership that emphasizes mutual respect, shared goals, and collective action. This collaborative approach will help to create safer neighborhoods, reduce crime rates, and develop resilient communities that feel empowered and protected.

Our People - To achieve the envisioned success, we must maintain a healthy workforce to deliver one of the most vital services in Chatham-Kent. The policing role is extremely challenging, and all our members face demanding situations daily. The physical, mental, and emotional well-being of our members directly impacts their effectiveness, decision-making, and overall job performance. This high-stress profession with frequent exposure to traumatic situations, physical dangers, and intense scrutiny, make wellness programs essential for both our members and the communities they serve.

Our Work - Effective crime prevention and strong community collaboration are foundational to creating safe, cohesive, and resilient societies. These principles ensure not only the reduction of crime but also the enhancement of trust and cooperation between CKPS and the communities we serve.

Our Organization – We will create a dynamic ecosystem in which we operate, encompassing social, technological, political, legal, and economic factors. Understanding our organizational focus and needs is crucial for adapting to evolving challenges, maintaining public trust, and effectively upholding the rule of law.





ACTION 2: VICTIM SUPPORT

We will engage in open dialogue to help understand community concerns, needs, and diverse cultural backgrounds, to provide the most reasoned and consistent responses with support to all. We will help individuals who have experienced trauma, crime, and other distressing events, to make them feel safe, heard, and supported.

WE WILL:

- Develop creative and modern communication strategies to better understand the needs of our diverse community
- Increase support awareness, education, and advocacy for all impacted by crime and social disorder
- Take a strategic approach to successfully implement and evaluate crime prevention initiatives



ACTION 3: EDUCATION

CKPS will take a proactive approach to crime deterrence by educating our citizens on how to prevent crime before it happens. By providing harm reduction measures including delivering innovative ways to report suspicious activity, we will empower our community members to protect themselves, reduce crime, and contribute to an overall safer environment.

WE WILL:

- Enhance integrated partnerships for projects and support
- Drive initiatives to support our partners surrounding underlying social issues
- Increase our social media presence within and outreach towards our diverse demographics



ACTION 2: PROFESSIONAL DEVELOPMENT

We will deliver high quality, evidence-based training that is contemporary, relevant, and real-world. We will prepare our officers to manage a wide variety of situations, protect public safety, and exercise critical judgment necessary to respond effectively, fairly, and safely.

WE WILL:

- Support continued professional growth for all employees by providing the necessary resources for personal and professional development, leadership, and educational opportunities
- Increase investment in training and education as per legislative compliance but also to achieve the highest standards
- Dedicate resources to ensure timely identification of potential leaders for proper succession planning



ACTION 3: RECOGNITION AND COLLABORATION

CKPS will facilitate effective two-way communication, and always encourage, track, and incorporate input from members. We will remove barriers to creativity and change, and will invest in our people with the intentions of improved performance, reduced turnover and long-term leave, and better community relations. Member surveys will be designed in-depth to review all considerations of the individual, departments, and overall service needs.

WE WILL:

- Effectively communicate and implement service standards and expectations
- Develop, enhance, and implement a robust employee recognition and awards program
- Achieve consistent engagement of our members to receive timely feedback and input to drive service priorities

ACTION 2: EVIDENCE BASED POLICING

We will responsibly adopt modern technology to understand how to better place our workforce for increased visibility and efficiencies. We will use research and data to inform policing practices and policies. We will implement these tools to enhance the effectiveness of our service by implementing strategies that are supported by scientific research and proven outcomes.

WE WILL:

- Continuously review of our level of service and seek forward-thinking ways to enhance and optimize our organizational efficiencies
- Identify innovative technologies with expert guidance to find better ways to deliver our service
- Adopt sustainable practices that promote the best possible service delivery footprint

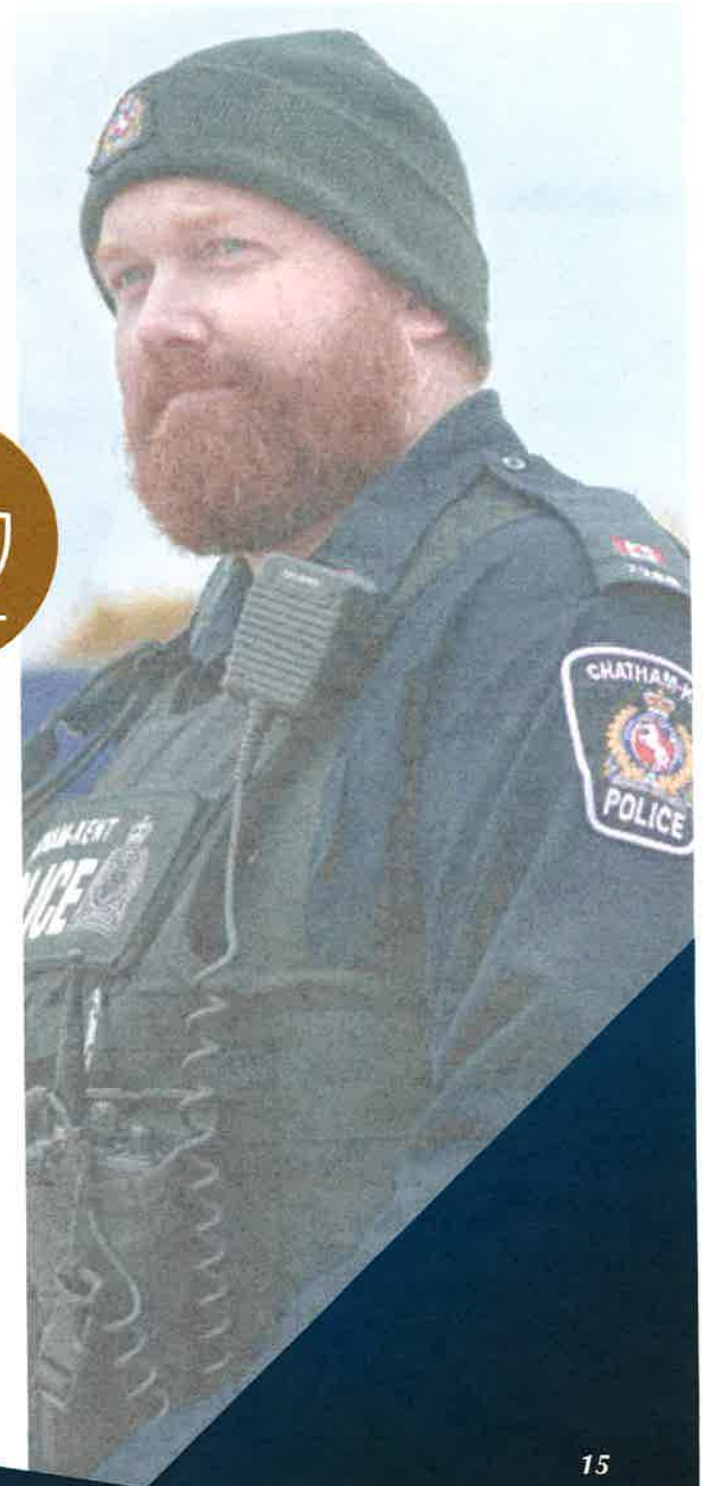


ACTION 3: ENHANCED RESOURCE ALLOCATION

Evidence-based policing helps law enforcement agencies allocate resources more efficiently by identifying high-crime areas, trends, and effective strategies. This targeted approach ensures that limited resources are used in ways that maximize impact, leading to more efficient policing.

WE WILL:

- Utilize evidence-based data to ensure efficient deployment of resources
- Explore opportunities with key community partners to enhance public safety and limit redundancies
- Expand communication strategies surrounding preemptive law enforcement initiatives and intelligence led policing





ACTION 2: ORGANIZATIONAL FRAMEWORK

CKPS will build foundational systems, physical assets, and resources, to aid in our ability to effectively serve and protect our communities. By recognizing and addressing today's challenges, we will develop compelling strategies surrounding asset and resource allocation, human resources, technology, and community engagement tools, to improve public safety, foster community trust, and enhance the overall quality of life for all our citizens.

WE WILL:

- Prepare the organization to adapt to emerging crime trends, underlying social disorders, and future challenges
- Conduct a needs assessment of organizational assets necessary to maintain the current level of service as well as anticipating the future needs of our community and members
- Review our staffing, training, technology, and property needs to operate effectively

ACTION 3: SUSTAINABILITY

Sustainability in policing services assists in long-term operational effectiveness, community engagement and trust, and resource efficiency. Our goal is to effectively allocate resources required today, while assessing sustainable practices and frameworks to meet the needs of our members and the community for the future.

WE WILL:

- Identify and engage in sustainable policing practices through data driven analytics
- Streamline internal processes, policies, and procedures
- Promote continuous improvement and innovation



THE FOUR CORNERSTONES IN ACTION: Our Society, Our Work, Our People, and Our Organization



We will leverage service and technological advancements to stay ahead of challenges while building trust, enhancing public and officer safety, and delivering effective, ethical, and community-centered services.

Closed Circuit Television (CCTV)

Our new monitoring solution plays a significant role in modern policing and enhances public safety efforts. Implemented in several downtown core areas, this tool is used for crime deterrence, evidence collection, and investigative support. We have successfully used the technology many times to identify offenders as well as locate vulnerable missing persons.

Next Generation 9-1-1

Soon we will move to a new digital 911 network, replacing the current Canada wide analogue platform that is outdated, and limited in capabilities. The new service leverages modern technology to improve efficiency, response times, and accessibility when compared to traditional 911 services.

Body Worn Camera

This advanced solution is becoming widely adopted by many police agencies and is designed to improve transparency, accountability, officer safety, and interactions between the police and the community.

Asset Real-Time Tracking

Attaching RFID tags to police equipment such as firearms, body armor, radios, and vehicles, allows us to track the location and status of equipment in real-time, reducing the risk of theft, misplacement, or unauthorized use.

New Taser models

Modern Tasers offer extended range capabilities (up to 25 feet or more), giving officers greater distance between themselves and a suspect during a potentially dangerous encounter.

We will continue to reassess the capabilities of our new tools, assets, and services, committing to continuous improvement over the next three years.





COMMUNITY

By prioritizing community involvement, policing will continue to evolve from being reactive to initiative-taking, with law enforcement and communities working together to create an environment of mutual support. We endeavour to create safer, more harmonious neighborhoods, by incorporating and enhancing a variety of initiatives including:

RESTORATIVE JUSTICE PROGRAMS:

We will bring together victims, offenders, and community members to address harm and find resolutions.

YOUTH INITIATIVES:

Youth initiatives in policing aim to build trust and positive relationships amongst police and our young individuals. These initiatives focus on reducing crime, improving safety, and properly empowering the youth in our communities. We will engage with our youth to help recognize harmful life patterns, negative relationships, and addictions through education and related programming.

CRISIS INTERVENTION AND SUPPORT:

By collaborating with our partners, we will provide integrated teams trained to work with mental health professionals in responding to individuals in crisis.

COMMUNITY WATCH PROGRAMS:

Residents collaborate with law enforcement to monitor and report suspicious activities in their area, for both our residential and business communities.

CULTURAL AND DIVERSITY TRAINING:

We will undergo training to better understand and engage with diverse cultural and social groups, as well as collaborate with faith-based organizations, cultural associations, and advocacy groups.

**REPORT OF THE POLICE SERVICE
TO
THE CHATHAM-KENT POLICE SERVICES BOARD**

Board Report Number: 5.1 (Regular)

Date of Report: December 10, 2024

Date of Board Meeting: December 18, 2024

Reference: Job Evaluation Committee (JEC) Report

Recommendations: Receive and Approve the Report.

The Chatham-Kent Police Services Board and the Chatham-Kent Police Association are committed to establishing a meaningful value for jobs relative to other jobs in the civilian bargaining unit to provide the basis for internally equitable pay practices and legislated pay equity requirements. Article 56 in the Collective Agreement outlines the creation of a Joint Job Evaluation Committee (JEC) and contains procedures for evaluation of civilian jobs and pay equity plan maintenance.

The Job Evaluation Committee (JEC) does not represent individual departments. Their role is to act in the best interest of the organization and its employees. The committee is comprised of representatives from the office of the Chief, senior officer association, junior association, and civilian representation.

Civilian employees may submit a job fact sheet to the committee, indicating significant changes to their job description. Further, anytime there is a new position, or a position is altered/blended, a job fact sheet must be completed after six months. The committee reviews and assesses the job fact sheet based on; Skill, Responsibility, Effort and Working Conditions.

On December 6 and 10, 2024, the JEC Committee met to conduct a review of the two (2) job fact submissions as well as four (4) new positions and two (2) altered/blended positions. After a full and robust evaluation, the committee determined the following:

Job Fact Submissions

Project Manager

In July of this year, a job fact sheet was submitted for the position of Project Manager. The position had changed significantly which resulted in a pay grade **elevation from pay grade level 8 to pay grade level 9.**