



KINGSTON POLICE
STRATEGIC PLAN
2023-2026

MESSAGE FROM THE CHAIR



On behalf of my colleagues on the Kingston Police Services Board, I am pleased to present the Kingston Police Strategic Plan 2023-2026.

The Board's mandate is to ensure proper governance of the Kingston Police, and to provide an adequate and effective police service that serves, supports and protects the safety of everyone in the community.

In collaboration with input from a number of community stakeholders and police management, I am extremely proud to share this results-based and community-focused Plan.

This Plan will guide the Kingston Police to obtain specific outcomes as a way of solidifying transparency to be congruent with community needs, values and expectations.

It will be the role of the Kingston Police, under the leadership of Acting Police Chief Scott Fraser and the Executive Leadership Team to ensure that the priorities and action items outlined in the Plan are implemented with an emphasis on the well-being and safety of the community.

I would like to thank my colleagues on the Board, our consultant, Fred Kaustinen at Governedge Inc. and Acting Chief Fraser for their commitment and dedication to the development of this Plan.

A handwritten signature in black ink, appearing to read 'Jarrod Stearns'.

Jarrod Stearns

ACTING CHIEF'S MESSAGE



It is our privilege to present the Kingston Police Strategic Plan. This Plan sets out the strategic direction of the Service for the next four years to ensure that as an organization, we identify every opportunity to increase safety while building trust. This document has been developed by the Kingston Police Services Board through a consultative process with those we serve, and will guide our organization throughout the lifespan of the Plan. Policing is very much a partnership, and we feel incredibly fortunate to serve such a consistently engaged community. The Plan will act as a roadmap for our service to follow in order to attain goals and objectives set by the Board. The Plan also communicates the organization's dedication to systemic and organizational change, to ensure we meet the changing needs of the community and Kingston Police employees.

Moving forward, the Plan will guide the formation of strategies and initiatives to position the Kingston Police well into the future, and ensuring service and operational excellence. On behalf of the Kingston Police Service, we would like to thank our community, policing partners, and members of the public for their assistance in developing the 2023–2026 Strategic Plan.

Scott Fraser

Acting Chief



EXECUTIVE SUMMARY



The Mission

Kingston Police, in partnership with the community, serves, supports, and protects the safety of everyone in the City of Kingston.



The Vision

To establish the Kingston Police as an exemplary organization by inspiring public confidence, professionalism, accountable policing and increased safety demonstrated through trusting relationships with partner agencies and the diverse members of the Kingston community.

EXECUTIVE SUMMARY TABLE

Prioritized Strategic Objective	Action Plans	Community Safety and Statistical Drivers	Key Performance Indicators
<p>1 Reduce the weighted crime rate by 10%, particularly in the downtown core</p>	<ul style="list-style-type: none"> • Increase patrol staffing • Decrease recidivism (i.e. reoffending) rate • Decrease organized crime activity • Decrease crime rate in downtown • Implement Evidence-Based Policing 	<p>Public survey respondents, KSI respondents, respondent school board trustees, the business community, respondent City Councillors, emergent crime trends and 5-year KPS statistical performance all spoke to the need to reduce the weighted crime rate, especially downtown</p>	<p>STATSCAN weighted crime rate relative to the comparator communities, year-over-year</p>
<p>2 The people of Kingston, including marginalized and/or disadvantaged persons, feel safer and are more satisfied with the Kingston Police</p>	<ul style="list-style-type: none"> • Initiate new community engagement programs, with particular emphasis on relationship-building with equity deserving persons • Decrease in complaints regarding officer conduct • Employee recruitment is proportional to better represent our community • Enhance cultural competency, anti-racism and diversity training for all staff • Audit police facilities, and website, and ingoing communications means to ensure AODA and NG9-1-1 compliance 	<p>Public survey respondents, community focus groups, KSI respondents, respondent school board trustees, the business community, respondent City Councillors, the Community Safety & Well-being plan, emergent crime trends and 5-year KPS statistical performance all spoke to the need to feel safer and be more satisfied with Kingston Police</p>	<p>Public survey results regarding community safety feelings and satisfaction with Kingston Police, among self-identified respondents of female/male, income level, BIPOC, 2SLGBTQIA+, faith-based communities</p>

Figure 1 – Executive Summary Table

EXECUTIVE SUMMARY TABLE

Prioritized Strategic Objective

Action Plans

Community Safety and Statistical Drivers

Key Performance Indicators

3 Improve member job satisfaction and engagement

- Members feel more valued and supported by supervisors and senior management alike
- Improve morale and retention of members
- Decrease absenteeism and improve employee wellness
- Kingston is a more desirable location for new employee applicants

A sizable number of members (employees) responded to the need to improve member job satisfaction and engagement

Internal survey results regarding member morale and engagement prior to the end of 2026, among uniform/civilian, female/male, and BIPOC, 2SLGBTQIA+ and faith-based membership groups

4 Improve weighted clearance rate to 45%

- Improve high risk crime clearance rates
- Reduce property crime offences
- Police the right places at the right times

Emergent crime trends and 5-year KPS statistical performance all spoke to the need to improve the weighted clearance rate

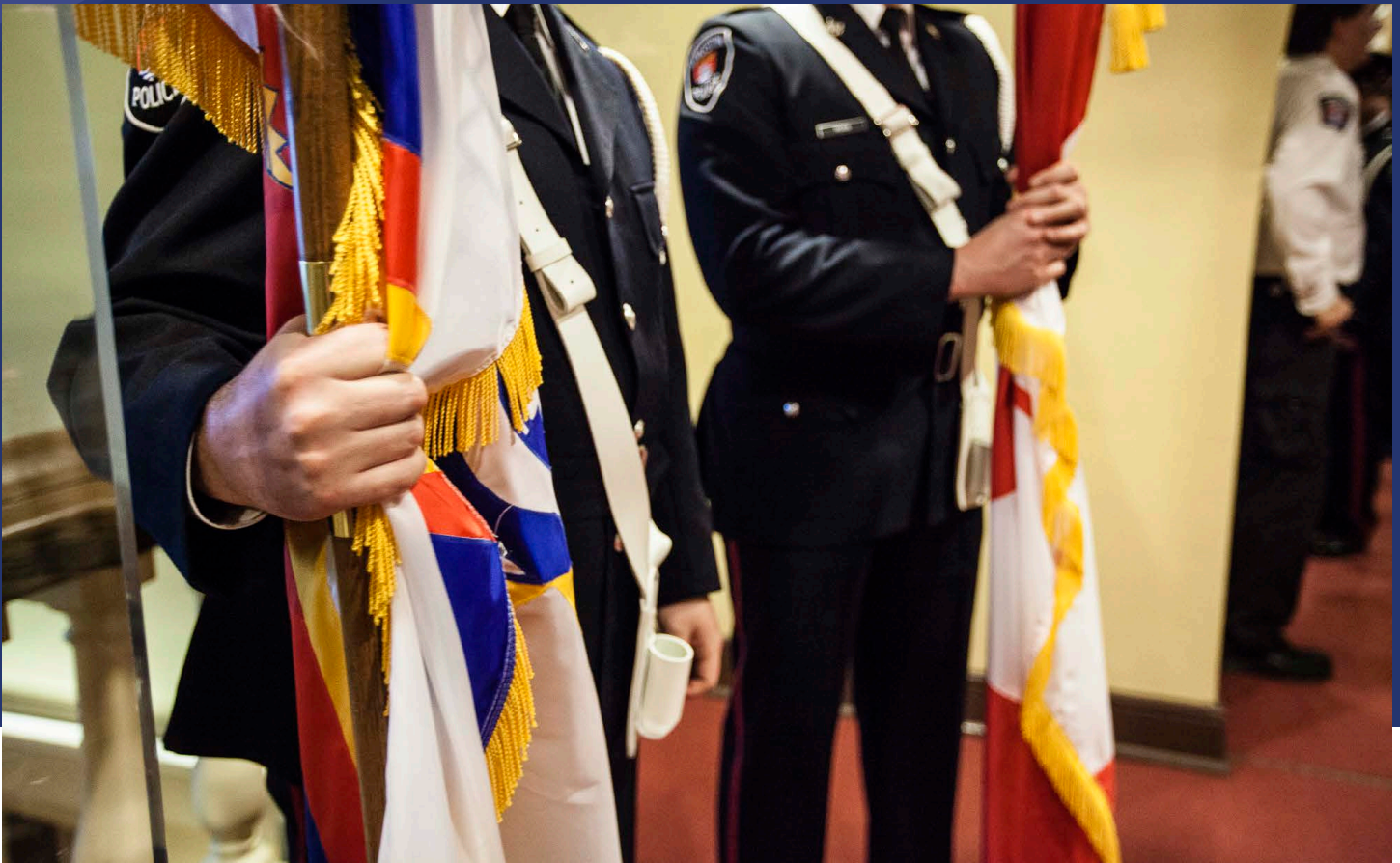
STATSCAN weighted clearance rate relative to the comparator police services, year-over-year

5 Transfers of non-criminal, low-risk cases are faster and more frequent

- Decrease police interaction time in mental health apprehension
- Reduce repeated interactions with at-risk individuals
- Pathways to rehabilitation are established
- Reduce calls for service and increase officer availability

Public survey respondents, community focus groups, KSI respondents, respondent school board trustees, the business community, respondent City Councillors, the Community Safety & Well-being plan, emergent crime trends and 5-year KPS statistical performance all spoke to the need to improve the manner in which non-criminal, low-risk cases are dealt with

The rate and speed of non-criminal, low-risk transfers year-over-year, relative to a baseline to be established in 2023



INTRODUCTION

In Kingston, police are governed by the Kingston Police Services Board. The Board exists to represent the overall short- and long-term safety interests of the entire Kingston Community. The Strategic Plan is one of the primary means by which the Board strategically directs the Kingston Police, in consideration of those overall Community interests. The Board is legislatively required to establish such a plan, and the creation of the plan must consider the input of a number of specified Community stakeholders.

This Strategic Plan has been driven by the Board, with police management input. The Plan is results-based and primarily community-focused, which in itself is evolutionary in policing. This approach is a reflection of the Board's customer-first focus, and strategic emphasis on community safety outcomes rather than simply policing activities. The intent is to provide clarity of strategic policing purpose and priorities, for all the residents of Kingston, all members of the Kingston Police, and all partner agencies.



METHODOLOGY



CONSULTATION

The Community Safety and Policing Act 2019 details which stakeholder groups the Board must consult in the course of preparing its Strategic Plan for policing.

The table below outlines which stakeholder groups were consulted, how they were consulted, and how their input was considered in determining the Prioritized Outcomes for the Kingston Police for 2023-2026.

Consultation Requirements

Community at large

Community organizations:

- Kingston Frontenac Anti-Violence Coordinating Committee
- Human Services Justice Coordinating Committee
- One Roof Youth Advisory Committee
- Kingston Pride

Groups representing diverse and under-represented communities

First Nations band councils - Tyendingaga

School Boards

Business community

Community Safety & Well-being Plan

Municipal Council

Consultation Methodology

Survey

Focus Groups

Kingston Speaks Inclusion interviews

Letters with focus group questions

Letters to trustees with focus group questions

Input solicited by letter
Survey Kingston Downtown Improvement Plan

Community Safety & Well-being Plan, and ongoing Kingston Police involvement

Letters soliciting input

Figure 2 - KPSB Strategic Planning – Consultation Chart

COMMUNITY AT LARGE

A public survey was conducted last summer, and 1,553 responses were received. Two-thirds of respondents to the 2022 Public Survey felt that crime has increased. Less than one quarter of respondents felt safe all of the time, at home or at work.

When asked what were the reasons for not feeling safe, respondents answered as follows:

REASONS FOR NOT FEELING SAFE

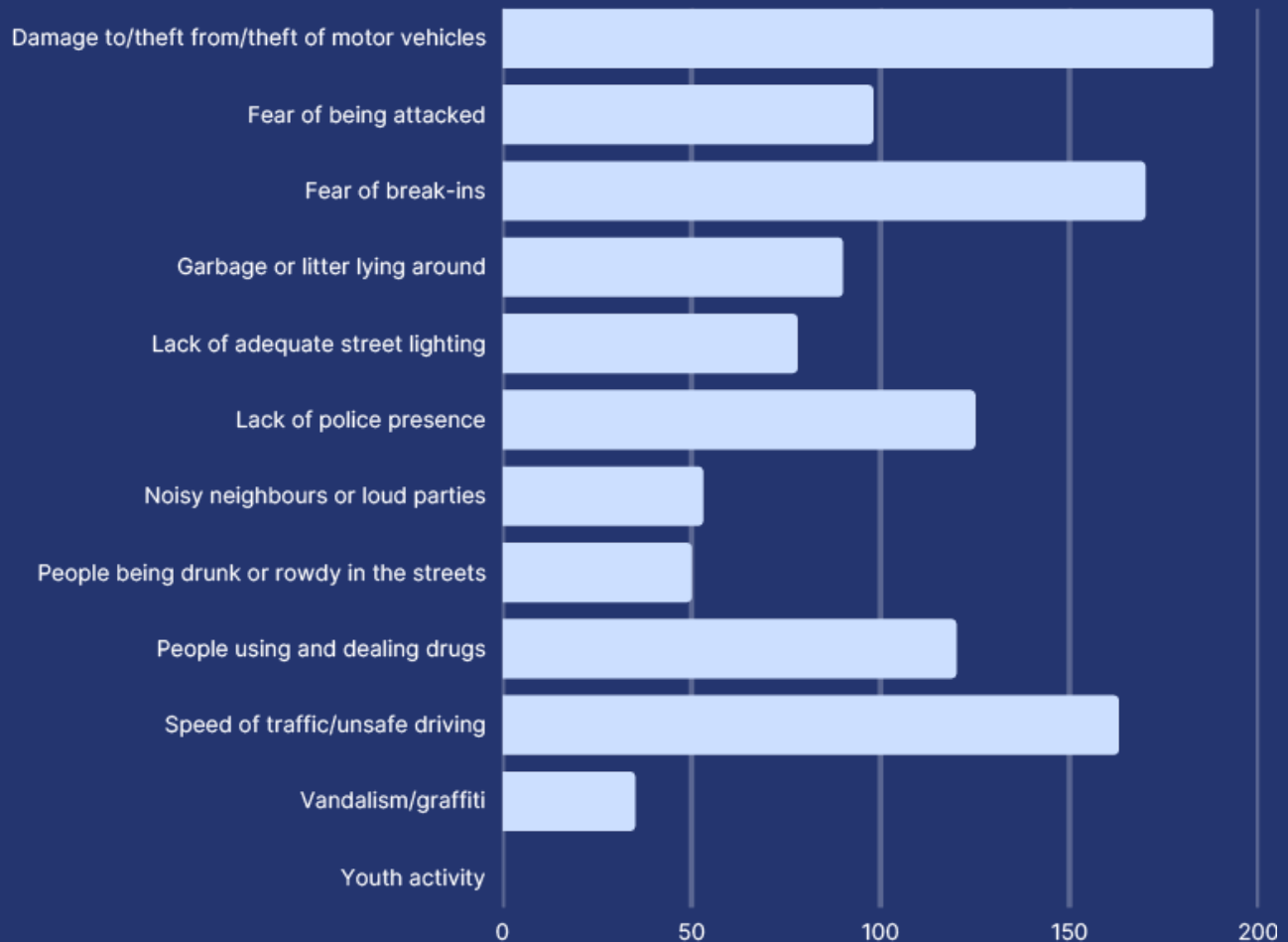


Figure 3 – Reasons for not Feeling Safe

When asked what were the most important and second-most important features of a safer Kingston, respondents answered most commonly as follows (the 'most important' features are weighted as twice as important as the 'second most', for the purpose of aggregation).

MOST IMPORTANT SAFETY FEATURES

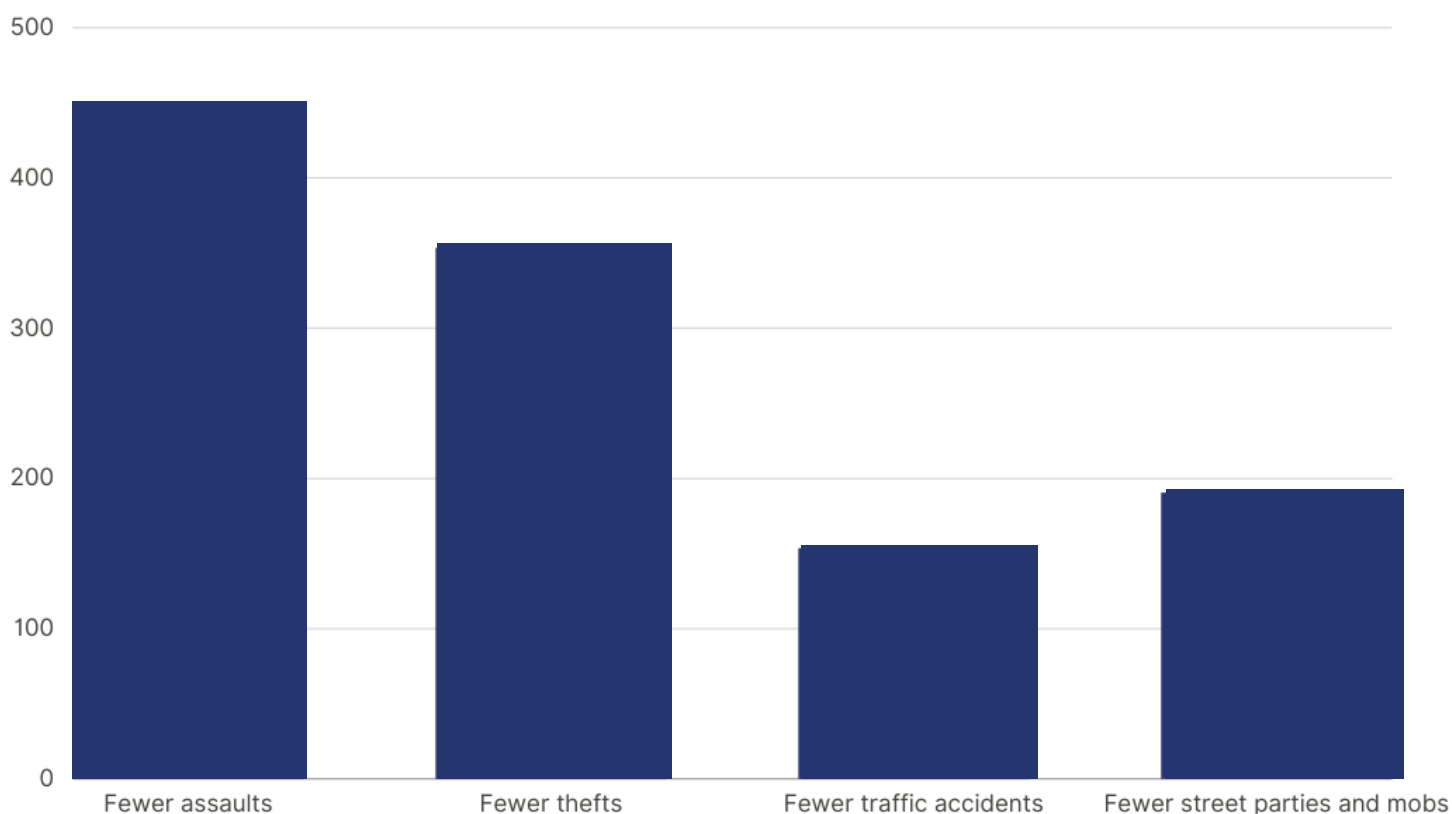


Figure 4 – Most Important Safety Features

The majority of respondents felt that the most important feature of a safer Kingston would be fewer assaults, followed by fewer thefts.

COMMUNITY GROUPS



Five focus group discussions were facilitated by an external, independent facilitator from Queen's University. Those focus groups were:

- Kingston Frontenac Anti-Violence Coordinating Committee (KFACC), whose partners include Interval House, Sexual Assault Crisis Centre, Family and Children Services, Resolve Counselling, and others
- Human Services Justice Coordinating Committee (HSJCC) – representation from Salvation Army, Elizabeth Fry Society, City of Kingston – Housing Program Administrator for Homelessness, John Howard Society, AMHS-KFLA, Ongwanada
- One Roof Youth Advisory Committee
- Kingston Pride



EACH GROUP DISCUSSED THE FOLLOWING QUESTIONS:

1

If you could wave a magic wand, and make Kingston a safer place for everyone to live, what would that look like?

2

What are the most important results that need to be achieved to help create a safer Kingston?

3

Are there any potential unintended consequences of achieving the above?

4

What should be the big priorities of the Chief of Police (that would help focus the organization in the next few years)?

5

Anything else that you would like to share with us about the current state of the police in Kingston?

The emerging themes are illustrated in the following figure.



Figure 5 - Focus Group Themes

THE COMMON THEMES OF THE FOCUS GROUPS WERE THAT POLICE SHOULD:

- Be more focused and effective in community engagement and relationship building
- Prioritize prevention before crisis develops
- Undergo more training and education on emerging and broader community needs
- Be more inclusive in hiring and be more representative of the Kingston community

GROUPS REPRESENTING DIVERSE & UNDER-REPRESENTED COMMUNITIES

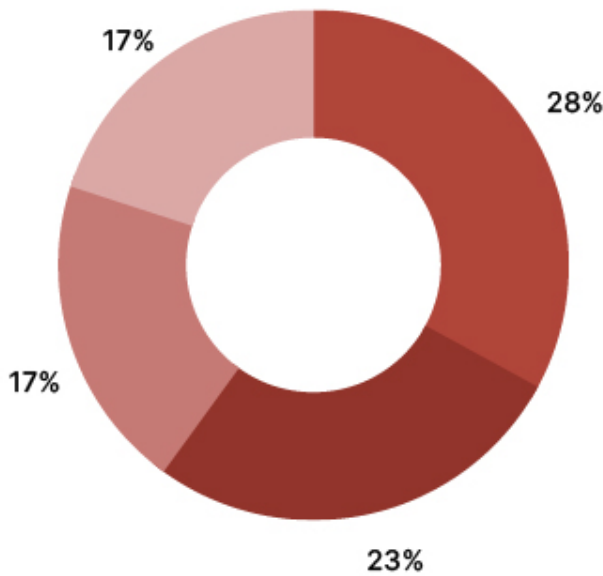
Kingston Community Health Centres (KCHC) and Kingston Police partnered in 2021 to hear feedback on how the Kingston Police can increase Equity, Diversity, Inclusion, Indigenization, and Accessibility (EDIIA) throughout the organization.

The project was entitled Kingston Speaks Inclusion (KSI) and concluded with a final report in July 2021. The Board’s Strategic Planning process leveraged that project to obtain input to this Plan, by adding its own questions to that feedback process.

Feedback regarding what would make for a safer Kingston is summarized in the charts below.

Additional features mentioned in feedback include: better police-community relations/less discrimination, more mental health supports, less drugs, and more housing.

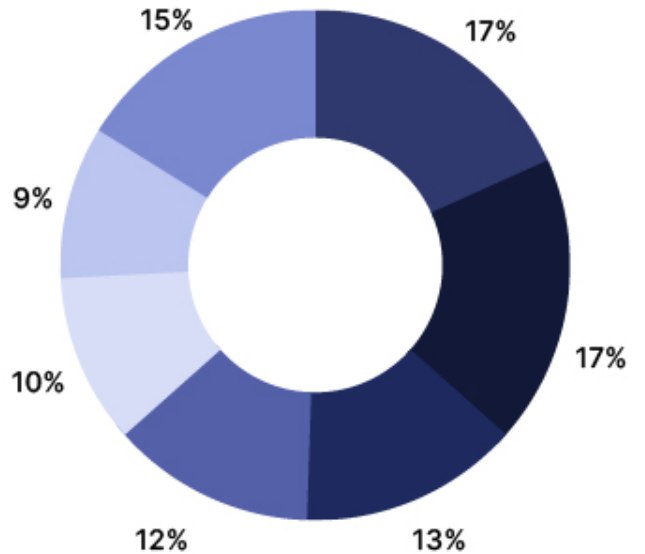
ELEMENTS OF A SAFER KINGSTON - KSI



- Fewer Assaults
- Fewer Thefts
- Fewer Traffic accidents
- Fewer Street parties and mobs

Figure 6- Elements of a Safer Kingston – KSI

FEATURES OF A SAFER KINGSTON - KSI



- Less Crime
- Fewer victims of crime
- Fewer traffic deaths and injuries
- More crimes are solved
- Fewer people put in jail
- People are healthier
- People have more freedom

Figure 7 - Features of a Safer Kingston – KSI

FIRST NATIONS

Feedback regarding the draft Strategic Plan was solicited from First Nations consultants, whose primary recommendations were to include partnerships in the Mission Statement, to ensure diversity among differing equity-deserving groups of people was more clearly

recognized (refer to performance indicators), and to recognize and address systemic racism and institutional biases existent in our society, however covert or insidious (refer to Action Plan item on training initiatives).



SCHOOL BOARDS

Common themes among School Board Trustee input were housing and mental health supports, greater downtown police presence, and more communication from the Service.

BUSINESS COMMUNITY

Businesses in the Downtown Core are asking for more police presence and faster response to deal with property crimes and non-criminal behaviour.

COMMUNITY SAFETY & WELL-BEING PLAN

The Kingston Community Safety & Well-being Plan is a methodology to collaboratively build a resilient community that can respond and adapt to change in ways that foster cooperation, build capacity, increase connectedness, and ensure essential needs are met.

It focuses on addressing, among other things: housing, mental health and addiction, food security and educating service providers on providing trauma-informed care – all of which are inter-related with community safety.



MAYOR AND COUNCILLORS



The consensus position among responding Council members was that a safer Kingston would feature better housing, more addictions and mental health support, and greater police presence and response, especially in the downtown core. Suggestions regarding internet safety and improved traffic safety were also received.

Regarding the Police Chief's future priorities, responding councillors suggested that policing priorities be set (serving persons' safety first, then property), that the Chief align resources with those priorities, and communicate with the public and stakeholders more proactively.

EMERGING TRENDS & ISSUES



Crime trends across Canada and Ontario show increases in:

- Human trafficking
- Gun violence
- Cyber crimes
- Auto-theft



STATISTICAL ANALYSIS

Statistics Canada (StatsCan) collects a variety of statistical information regarding crime and justice, and publishes this information on their website <https://www.statcan.gc.ca/en/start>.

Statistical data, taken over time, provides some insights into crime trends and police efficiency in solving crimes. Comparing statistical data to similar-sized communities provides additional insights.

The **Crime Severity Index** is a product of the crime reported in a municipality, weighted for their individual crime seriousness, from a societal perspective. For instance, a murder or sexual assault is weighed as graver than a bicycle theft. A comparison of Crime Severity Index for similar-sized communities indicates that crime in Kingston is not the least nor the worst. It also indicates that crime in Kingston has gotten noticeably worse over the past five years.

Crime Severity Index 2017-2021

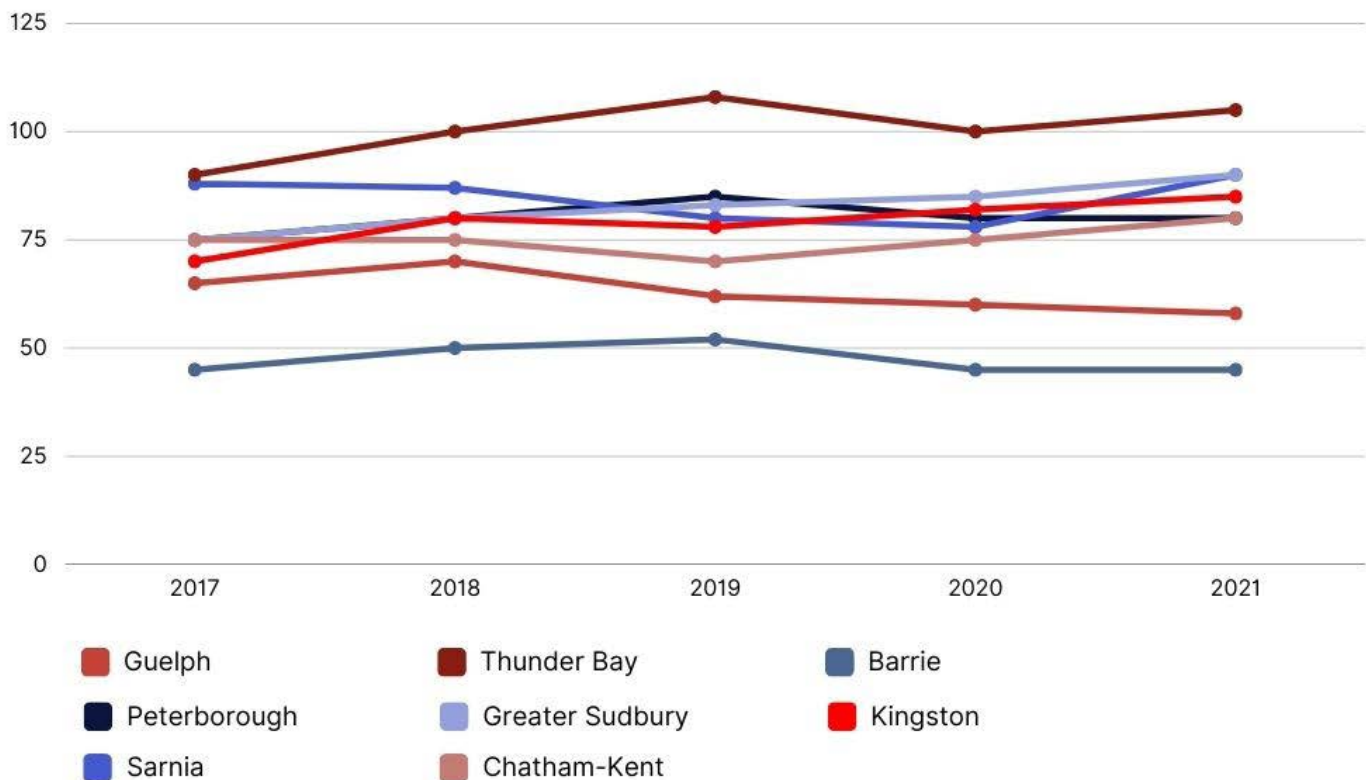


Figure 8 – Crime Severity Index

A comparison of statistics related to **traffic violations** suggests that Kingston's roads have been consistently safer than comparator communities over the past five years.

Criminal Traffic Violations per 100k Population

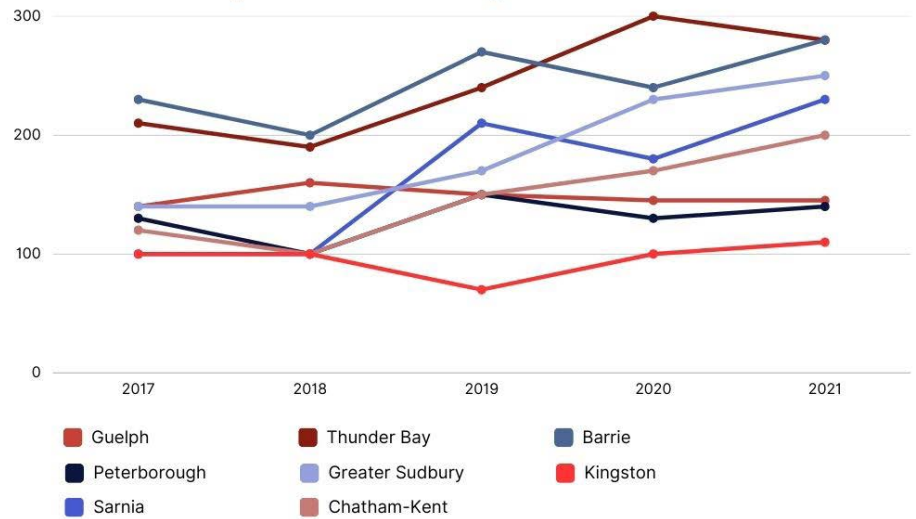


Figure 9 – Criminal Traffic Violations per 100k Population

A comparison of statistics related to **Weighted Clearance Rates** suggests that Kingston Police's record of solving or otherwise resolving reported crimes has declined over the past five years, and is lower than comparator police services.

Weighted Clearance Rate 2017-2021

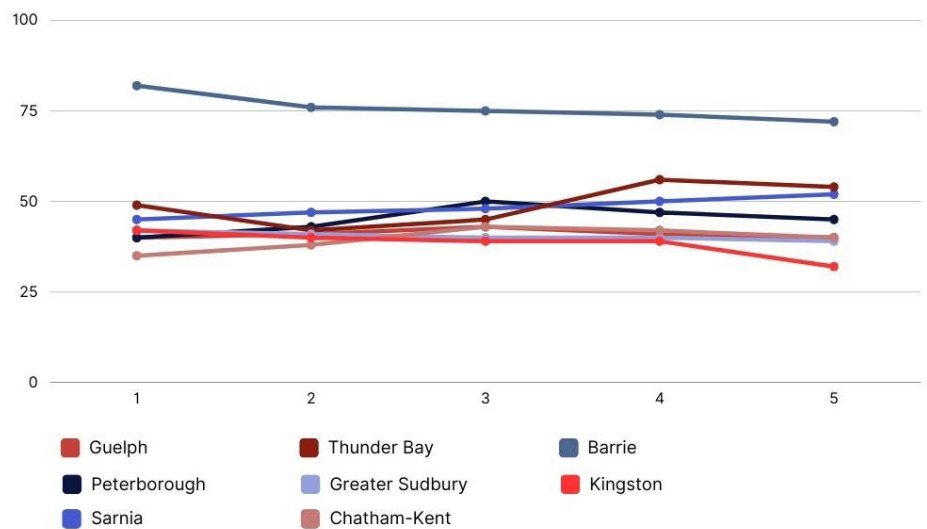


Figure 10 – Weighted Clearance Rate



ANALYSIS

Analyzing statistical performance relative to comparator jurisdictions over time helps the Board determine the Community safety **needs**. Identifying and synthesizing common themes provided through the various stakeholder engagements helps the Board determine Community safety

values and expectations. The aim of the Board's Strategic Plan for policing in Kingston is to ensure that policing actions and consequences will be congruent with those Community safety needs, values and expectations.

The most prevalent themes among the various stakeholder inputs were:

- Reduce crime, especially assaults and thefts, and especially downtown
- Increase police presence, engagement and representative inclusion
- Partner more effectively with non-police agencies
- Improve investigative outcomes

From these common themes flow the new Kingston Police Mission, Vision, Values, prioritized Strategic Objectives and Action Plans.



MISSION

Kingston Police, in partnership with the community, serves, supports, and protects the safety of everyone in the City of Kingston.



VISION

To establish the Kingston Police as an exemplar organization by inspiring public confidence, professionalism, accountable policing and increased safety demonstrated through trusting relationships with partner agencies and the diverse members of the Kingston community.



VALUES



Respect

Integrity

Professionalism

Partnership

Leadership

Excellence

PRIORITIZED STRATEGIC OBJECTIVES

1 Reduce the weighted crime rate by 10%, particularly in the downtown core

Crime has been on the rise in Kingston for the past five years, and at a faster rate than some comparator communities. This directly affects the overall safety and well-being of everyone in our city. Reducing crime needs to be the number one priority of the Kingston Police.

Arrests made by police do not in themselves reduce crime. The active participation of numerous non-police agencies is required to achieve and sustain this result, and the challenge for the Kingston Police will be to optimize these partnership efforts towards this outcome.

2 The people of Kingston, including marginalized and/or disadvantaged persons, feel safer and are more satisfied with the Kingston Police

It is important that the people of Kingston are safe, and also that they feel safe, and that they are satisfied with the service we all receive from the Kingston Police. Feeling safe and being satisfied with police services leads to healthier relationships between the public and the police, and those healthy relationships lead to more public confidence in the justice system, increased public participation in crime prevention and increased public

provision of witness statements and support, all of which contribute greatly to sustained reduction in crime and increased community safety and well-being. When it comes to community safety, we are all interconnected. As Sir Robert Peel stated in 1829 “the public are the police and the police are the public.”



3 Improve member job satisfaction and engagement

A survey conducted by the Kingston City Police Association (the labour organization to which all of the non-management police officers and civilian employees belong) in Fall 2021, reported low employee morale and impressions that senior management support of front-line employees has been insufficient within Kingston Police. Police member job satisfaction, engagement and morale

are all important contributors to police effectiveness, and ultimately to an even safer Kingston for everyone. This objective directs management to focus on these important workplace conditions and holds them to account to measurably improve them. It also transparently informs all members of the Kingston Police, and the public, of this direction.

4 Improve weighted clearance rate to 45%

The clearance rate reflects the effectiveness of the Kingston Police to solve or otherwise resolve reported crimes. The weighted clearance rate is adjusted by StatsCan to account for the severity of various reported crimes, since some crimes (like homicides and assaults) are more serious than others (like minor property thefts), from a societal perspective.

The people of Kingston expect the police to solve or otherwise resolve reported crimes, as well as they did in previous years, and as well as police serving other communities are doing. Solving or otherwise resolving crimes leads to improved community safety by holding perpetrators to account, and serving as a deterrent for all. It also leads to improved morale in the



Kingston Police, as police officers and civilian members alike feel and see their efforts lead to successful outcomes.

Kingston's weighted clearance rate has declined in recent years, even while some comparator services have improved. Accordingly, it is important that there is substantive improvement in this area.

5

Transfers of non-criminal, low-risk cases are faster and more frequent

Police are often called upon to respond to non-criminal, low-risk cases that none-the-less pose a potential threat to the safety of themselves and/or another person. When called upon to respond to emergency incidents, police often find themselves responding to non-criminal, low-risk offenders' cases such as persons in distress and

by-law infractions, which need to be transferred to public health and by-law officials. Currently these transfers are taking an inordinate amount of officers' time (most of it waiting) which would be better spent on the prevention and investigation of crime.



EVALUATING PERFORMANCE

The Board will strategically evaluate Kingston Police performance relative to the strategic Objectives by monitoring the key performance indicators identified in the table below.

Prioritized Strategic Objective

How Police Performance will be Assessed

1 Reduce the weighted crime rate by 10%, particularly in the downtown core

Quarterly each year Kingston Police report the number of crimes, by type, to the Kingston Police Services Board, in public meetings. This information is used by the Board to track trends and changes of high-risk crimes and other areas of Community and Board strategic concern.

The rates of different types of crime are reported to STATSCAN annually by police services for each municipality in Canada. STATSCAN then creates a weighted crime rate (based on the societal severity of the different types of crime), for each municipality, and posts the results on its public website. The Kingston Police Services Board uses this data

to see how the total weighted crime rate is trending over time, relative to comparators. A weighted crime rate chart is provided in this document.

The 2021 weighted crime rate (the last one published by STATSCAN) will be used as the baseline when determining the degree to which the weighted crime rate changes relative to this four-year objective, and by extension the effectiveness of Kingston Police initiatives, partnerships and actions in preventing crime. The result will be reported publicly each year in the Annual Report.



EVALUATING PERFORMANCE

Prioritized Strategic Objective

How Police Performance will be Assessed

2 The people of Kingston, including marginalized and/or disadvantaged persons, feel safer and are more satisfied with the Kingston Police

The 2022 Public Survey will be used as the measurement baseline for the purpose of measuring changes in how the diverse public feel about their safety, with particular emphasis on the downtown core. The survey will feature voluntary self-identification of respondents as female/male, income level, BIPOC, 2SLGBTQIA+, faith-based

membership. The Board will use this data to assess changes in public safety sentiment over the next four years for each identification group, and by extension the impact of Kingston Police initiatives, partnerships and actions the perception of safety within each identification group.

3 Improve member job satisfaction and engagement

The results of the 2021 Kingston City Police Association survey will be used as a baseline for this objective. Each year Kingston Police, in partnership with the Kingston City Police Association, will administer the survey and report the results to the Board, highlighting the changes from year to year. The survey will feature voluntary self-

identification of respondents as uniform/civilian, female/male, and BIPOC, 2SLGBTQIA+ and faith-based membership. The Board will use this data to assess the impact of management interactions and initiatives on member job satisfaction and morale over the four years of this Strategic Plan, within each identification group.

4 Improve weighted clearance rate to 45%

Twice per year Kingston Police report the clearance (resolution) rates regarding a variety of crimes to the Kingston Police Services Board, in public meetings. This information is used by the Board to track trends and changes of high-risk clearance rates by crime.

website. The Kingston Police Services Board uses this data to see how the total weighted clearance rate is trending over time, and relative to comparators. A weighted clearance rate chart is provided in this document.

The clearance rates are reported to STATSCAN annually by police services for each police service. STATSCAN then creates a weighted clearance rate (based on the societal severity of the different types of crime), for each municipality, and posts the results on its public

The 2021 weighted clearance rate (the last one published by STATSCAN) will be used as the baseline for Board determination of Kingston Police progress towards attainment of this strategic Objective. Results will be reported publicly each year in the Annual Report.

5 Transfers of non-criminal, low-risk cases are faster and more frequent

Starting in 2023, Kingston Police will measure how long it takes each type of non-criminal, low-risk interaction to be transferred to each type of non-police service provider. The data will be reported annually to the Board, publicly. Using 2023 as a

baseline, this data will be the metric by which the Board will determine the effectiveness of Kingston Police initiatives, partnerships and actions, over time. Results will be reported publicly each year in the Annual Report.



ACTION PLANS

1 Reduce the weighted crime rate by 10%, particularly in the downtown core

- **Increase patrol staffing**
- **Decrease recidivism (i.e. reoffending) rate**
 - Create a Bail-Tracking Dashboard
 - Schedule enforcement initiatives to target identified offences
 - Increase bail compliance checks
 - Connect offenders with external stakeholder programs which reduce criminal behavior
 - Return offenders wanted in near-by jurisdictions
- **Decrease organized crime activity**
 - Expanding the KP Joint Forces Intelligence Unit
 - Increase participation in Joint Forces Operations locally
 - Proactively share intelligence and local crime trends with the local Justice Sector partners
- **Decrease crime rate in downtown**
 - Develop a downtown liaison plan with Downtown Business Improvement Association
 - Implement patrol strategies to address downtown crime
 - Increase police presence in downtown area
 - Assign new recruits to downtown area during training
 - Include downtown foot and bicycle patrols, and equity-deserving wellness checks, as part of regular general patrol shifts
 - Increase traffic enforcement in downtown area
- **Implement Evidence-Based Policing**
 - Adopt a “Harm Index” to identify more harmful crimes
 - Utilize crime data to identify specific locations where crime is greatest
 - Direct resources towards highest harm locations, most harmful offenders and most harmed victims
 - Ensure all personnel are fully trained and qualified for their positions and tasks





ACTION PLANS

2 The people of Kingston, including marginalized and/or disadvantaged persons, feel safer and are more satisfied with the Kingston Police

- **Initiate new community engagement programs, with particular emphasis on relationship-building with equity deserving persons**
 - Partner with Kingston Speaks Inclusion to implement outreach recommendations in their 2022 Report
 - Create events which will build positive relationships with the police, such as:
 - Yearly open house and BBQ
 - Add a community events portal to our website allowing quick and easy access to the police by the community
 - Re-introduce the Citizens Police Academy
- **Decrease in complaints regarding officer conduct**
 - Ensure continual and ongoing training of staff in courses such as Active Bystandership in Law Enforcement
 - Partner with community agencies which offer an alternative to enforcement and build trust between the community and the police
 - Develop and implement a robust multi-platform language interpretation system which is available 24/7
 - Build compassion and empathy amongst sworn and civilian staff
 - Host internal activities which recognize and celebrate our diversity
 - Incorporate specialized training on marginalized communities in annual training events
 - Equip vehicles with goodwill items which can be used to improve interactions with police (e.g. blankets, teddy bears, gloves)
- **Employee recruitment is proportional to better represent our community**
 - Actively seek out candidates who can effectively engage with all members of the Kingston Community
 - Aggressively recruit in diverse communities and urban centres
 - Collaborate with partners to assist in attracting potential candidates
- **Enhance cultural competency, anti-racism and diversity training for all staff**
 - Actively engage training assistance from external, lived-experienced members of the BIPOC, 2SLGBTQIA+, and faith-based groups
- **Audit police facilities, and website, and ingoing communications means to ensure AODA and NG9-1-1 compliance**

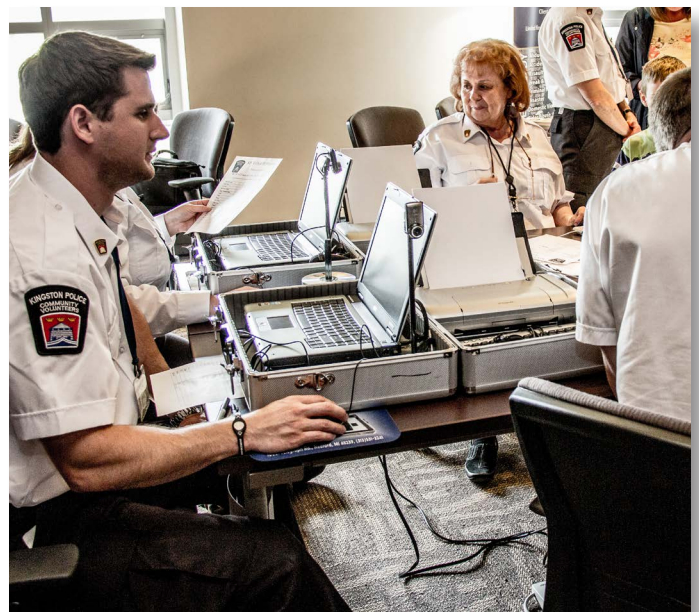




ACTION PLANS

3 Improve member job satisfaction and engagement

- **Members feel more valued and supported by supervisors and senior management alike**
 - Develop an anonymous feedback process to support sharing of ideas and support resources
 - Conduct workplace assessment and inspections with the Joint Health and Safety Committee
 - Implement a Human resources software solution to map employees' career paths and assist them with career planning
 - Improve internal communication
 - Initiate communications training and mentorship for supervisors
 - Timely recognition of members' achievements
- **Improved morale and retention of members**
 - Implement a third-party 3-year employee engagement initiative, with a view to:
 - Increasing members' morale
 - Increasing feelings of career-self-steerage
 - Increasing members' job satisfaction
 - Decreasing pre-retirement departures
 - Develop a new transfer process, in collaboration with Kingston City Police Association
 - Facilitate easier report and ticket writing through new technology such as e-ticketing and e-notebooks
 - Implement a consistent and transparent promotional process which is fair to everyone, in collaboration with Kingston City Police Association
 - Ensure meaningful feedback is provided to candidates
 - Increase training opportunities for all members to ensure member qualifications align with transfers and, where practical, career aspirations
 - Provide job enrichment opportunities at the patrol level, such as:
 - Plainclothes assignments
 - Bicycle patrol
 - Beat
- **Decrease absenteeism and improve employee wellness**
 - Increase the capacity of the Safeguard program and wellness check-in process
 - Initiate a Positive Messaging electronic bulletin board
 - Develop an internal health and wellness centre for staff, in collaboration with the Kingston City Police Association and Kingston Police Senior Officers' Association
 - Expand the annual mandatory wellness-awareness training for officers and call-takers
- **Kingston is a more desirable location for new employee applicants**
 - Utilize results of the Kingston Speaks Inclusion Final Report 2022
 - Increase social media presence and robust communication strategy
 - Highlight positive interactions and policing activities
 - Embed Kingston Police recruiting information in diverse platforms and larger urban centres
 - Develop a strong on-line Kingston Police recruiting platform
 - Develop a marketing strategy to attract potential candidates and the community at large





ACTION PLANS

4 Improve weighted clearance rate to 45%

- **Improved high risk crime clearance rates**
 - Introduction of the BID (behavior-impact-do) model to:
 - Assist in improving officers' investigative abilities
 - Reduce frequency of Crown Brief rejections and returns
 - Improve success in case resolution or prosecution
 - Align investigative efforts with crime severity
- **Reduce property crime offences**
 - Communicate local crime trends and offer community wide prevention strategies
 - Increase Crime Prevention Through Environmental Design assessments within the community
 - Empower community members to adopt crime prevention strategies such as Neighbourhood Watch
- **Policing the right places at the right times**
 - Utilize a GIS dashboard to assist in resource deployment.
 - Utilize evidence-based policing results to direct resources.
 - Re-align patrol zones to offer increased coverage and greater potential for community policing
 - Evaluate staffing start and end times and ensure community needs are being met with appropriate resources
 - Increase analytical capacity via resources and technology

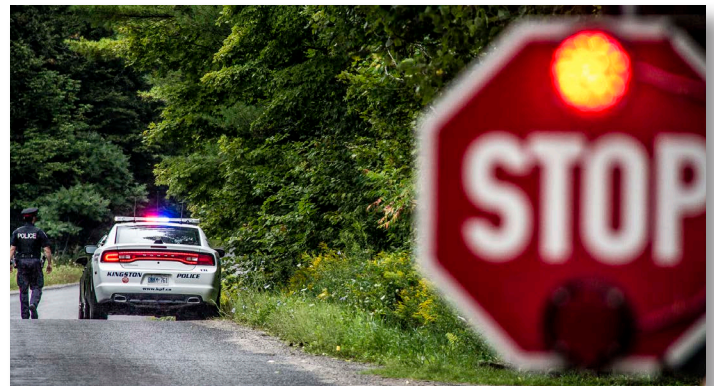




ACTION PLANS

5 Transfers of non-criminal, low-risk cases are faster and more frequent

- **Decrease police interaction time in mental health apprehension**
 - Implement a civilian response to mental health apprehensions when applicable and increase Kingston Police capacity (more MCRRT)
 - Civilianize police presence at emergency room when appropriate
 - Establish a mental health working group with stakeholders in order to strategize on an alternative community response to mental health
 - Ensure all frontline staff are trained in Crisis Intervention Training
 - Address wait-times at KGH in order to reduce stigma and increase officer availability
- **Reduce repeated interactions with at-risk individuals**
 - Robust training of staff regarding available resources and referral processes (e.g. Riskwatch)
 - Broaden School Resource Officer (SRO) responsibilities to engage youth services early and more frequently
 - Develop M.O.U. with partner agencies in order to increase capacity and frequency of police referrals
 - Develop internal process to identify potential at-risk individuals and handoff to appropriate agency in an efficient manner
- **Pathways to rehabilitation are established**
 - Collaborate with Community Safety and Well-being planning committee
 - Collaborate with the Community Drug Strategy and advocate for more resources towards substance abuse rehabilitation
 - Advocate for increased hours by supporting agencies beyond 8 am and 5 pm
 - Increase embedded resources within the Kingston Police beyond youth and mental health
- **Reduce calls for service and increase officer availability**
 - Increase number of Kingston Police Community Volunteers who are trained in CPTED assessments
 - Increase capacity of on-line reporting tool and leverage technology to assist
 - Increase information sharing between units within the Kingston Police in order to provide efficient and streamlined response
 - Promote public use of the 211 Resource Line for low risk, non-criminal reporting
 - Civilianize WASH (weekend and statutory holiday) Court process
 - Explore assigning Special Constables to low risk, non-criminal response calls, with Kingston City Police Association



HOW THE PLAN REFLECTS COMMUNITY INPUT AND STATISTICS

Prioritized Strategic Objective

Action Plans

Community Safety and Statistical Drivers

1 Reduce the weighted crime rate by 10%, particularly in the downtown core

- Increase patrol staffing
- Decrease recidivism (i.e. reoffending) rate
- Decrease organized crime activity
- Decrease crime rate in downtown
- Implement Evidence-Based Policing

Public survey respondents, KSI respondents, respondent school board trustees, the business community, respondent City Councillors, emergent crime trends and 5-year KPS statistical performance all spoke to the need to reduce the weighted crime rate, especially downtown

2 The people of Kingston, including marginalized and/or disadvantaged persons, feel safer and are more satisfied with the Kingston Police

- Initiate new community engagement programs, with particular emphasis on relationship-building with equity deserving persons
- Decrease in complaints regarding officer conduct
- Employee recruitment is proportional to better represent our community
- Enhance cultural competency, anti-racism and diversity training for all staff
- Audit police facilities, and website, and ingoing communications means to ensure AODA and NG9-1-1 compliance

Public survey respondents, community focus groups, KSI respondents, respondent school board trustees, the business community, respondent City Councillors, the Community Safety & Well-being plan, emergent crime trends and 5-year KPS statistical performance all spoke to the need to feel safer and be more satisfied with Kingston Police. Action items added in response to First Nations feedback on draft plan, and performance indicators expanded to monitor performance relative to members of various equity-deserving community groups

3 Improve member job satisfaction and engagement

- Members feel more valued and supported by supervisors and senior management alike
- Improve morale and retention of members
- Decrease absenteeism and improve employee wellness
- Kingston is a more desirable location for new employee applicants

A sizable number of members (employees) responded to the need to improve member job satisfaction and engagement. Performance indicators expanded to monitor satisfaction and engagement changes among various internal equity-deserving groups of members, in accordance with Frist Nations feedback on draft Strategic Plan

HOW THE PLAN REFLECTS COMMUNITY INPUT AND STATISTICS

Prioritized Strategic Objective

Action Plans

Community Safety and Statistical Drivers

4 Improve weighted clearance rate to 45%

- Improve high risk crime clearance rates
- Reduce property crime offences
- Police the right places at the right times

Emergent crime trends and 5-year KPS statistical performance all spoke to the need to improve the weighted clearance rate

5 Transfers of non-criminal, low-risk cases are faster and more frequent

- Decrease police interaction time in mental health apprehension
- Reduce repeated interactions with at-risk individuals
- Pathways to rehabilitation are established
- Reduce calls for service and increase officer availability

Public survey respondents, community focus groups, KSI respondents, respondent school board trustees, the business community, respondent City Councillors, the Community Safety & Well-being plan, emergent crime trends and 5-year KPS statistical performance all spoke to the need to improve the manner in which non-criminal, low-risk cases are dealt with



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