



## Kingston Police

### Public Agenda Information Report

To: Kingston Police Services Board  
From: Scott Fraser, Chief of Police  
Subject: Strategic Plan Update as of December 31, 2023  
Date: January 11, 2024

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#### Recommendation:

**That** the Strategic Plan Update as of December 31, 2023, Report Number 24-05 is for information only.

#### Summary

The purpose of this report is to provide the Kingston Police Services Board with a progress update for the work outlined in the 2023-2026 Strategic Plan, as released in March 2023. Some points outlined below may address multiple strategic objectives, however to reduce redundancy, have been included only once under the most relevant strategic objective. This report includes information as of December 31, 2023.

#### **Reduce the weighted crime weight by 10%, particularly in the downtown core**

##### Decrease recidivism (i.e. reoffending) rate

Officers are continually returning wanted persons to nearby provincial and federal correctional facilities. Further, those wanted by neighbouring agencies are being arrested and transported to the respective police service. To help enhance this process, work is underway on the Bail Dashboard, currently projected to come online in the first quarter of 2024.

##### Decrease organized crime activity

Kingston Police Intelligence Unit now hosts an officer from Canadian Border Services Agency. This allows for cross-agency collaboration for a variety of crime related activity that can come into the community via the close proximity of the US border. In this same

vein, there is continued sharing of information with the Criminal Intelligence Service of Ontario, to address organized crime activity from a Province-wide perspective.

There are a number of officers assigned to dedicated Joint Forces Operations with the Ontario Provincial Police specifically targeting organized crime (Provincial Weapons Enforcement, Guns & Gangs, Internet Child Exploitation, and Human Trafficking), and we are exploring the availability of adding a third member to the Repeat Offender Parole Enforcement (ROPE) team.

#### Decrease crime rate in downtown

In addition to two officers from the Community Oriented Response & Engagement (CORE) Unit, a Sergeant currently on a day shift schedule within the Alternative Response Unit has been assigned to patrol the downtown core and surrounding areas. Further, front-line officers patrolling the downtown core will be reporting their time using the newly created Uniform Crime Reporting (UCR) code. This UCR code was previously reported on in the first Strategic Plan Update, Report Number 23-30. Since the creation of this code, officers have spent over 33 hours in the downtown core (this does not include time spent in the area by the CORE officers).

Pending the approval of the Kingston Police 2024 Budget by City Council, Kingston Police is working on a joint initiative between the City of Kingston and the Downtown Kingston Business Improvement Area.

Specific to road safety, the Traffic Unit has been conducting blitzes in the downtown area to reduce traffic violations in high pedestrian areas.

#### Implement Evidence-Based Policing

The Administrative Support Inspector continues to attend meetings of the OACP Emergency Preparedness Committee to share intelligence regarding mass gatherings that may occur as a result of world events. These meetings have been a valuable information sharing resource for Kingston Police.

#### **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

A grant application was recently submitted to the Firehouse Subs Public Safety Foundation of Canada seeking funding for a mobile trailer that will be used to provide traffic and pedestrian safety education to the community. A mobile trailer will allow officers to provide the information across the community, at various locations and events throughout the year.

With the success of the Queen's Homecoming enforcement strategy in 2023, Kingston Police has committed to having more officers trained and qualified as Public Liaison Team members. These officers are available to assist in community education beyond mass gathering related events.

A robust multi-language interpretation application has been installed on all Kingston Police issued smart phones. This application allows for a variety of language interpretation services (text, voice, video) to assist in interactions with community members.

Planning is already underway for the Kingston Police Community Fun Fair, to be hosted Summer of 2024. More details will follow as the event approaches, and we look forward to once again welcoming the community to our facility for a day of fun activities for all ages.

#### Decrease in complaints regarding officer conduct

The application for Active Bystandership for Law Enforcement (ABLE) accreditation is currently under review with The Center for Innovations in Community Safety at Georgetown Law. Pending approval, the Training Unit has confirmed that ABLE training will begin as early as the fall. In addition to ABLE training, the number of required training hours for officers has increased, to ensure topics are covered more thoroughly.

#### Employee recruitment is proportional to better represent our community

Human Resources is routinely attending recruiting events that will reach a broad range of community members. Job fairs held by local colleges, and KEYS Employment and Newcomer Services have had representatives from Kingston Police at their events.

#### Enhance cultural competency, anti-racism and diversity training for all staff

A third party consultant has been retained to assess transitioning the Equity, Diversity, and Inclusion role to fall under the Human Resources Unit.

The on-line reporting tool has been enhanced to enable community members to report non-emergency hate crimes through the portal.

#### **Improve member job satisfaction and engagement**

#### Members feel more valued and supported by supervisors and senior management alike

Members, both sworn and civilian, are encouraged to provide feedback through the Kingston City Police Association, as well as bringing forward any new ideas they may have to better improve the organization.

Work station assessments have been completed by the Joint Health and Safety Committee. Certain members now have direct access to an application that allows facility repair requests to be made directly to City of Kingston staff (e.g. replacing burnt-out lightbulbs).

Funding has been budgeted for an enhanced Human Resources application to facilitate employee information tracking, such as promotion, transfer, and training history. This tool will include improved self-service functions, allowing members to easily access this information, and increasing the availability of Human Resources staff for high priority tasks.

Planning has begun to bring back the Kingston Police Awards Ceremony in 2024, which was on hiatus for a number of years after the COVID-19 pandemic prevented large gatherings.

#### Improve morale and retention of members

Administration and the Kingston City Police Association are working together to enhance the promotional process, with feedback currently being sought for how to ensure fairness, equity, and equality for all members who wish to participate.

In an effort to optimize workflow and create efficiency in tasks, smart phones have been issued to all sworn officers, and a number of civilian members. This will allow members to easily access electronic ticketing, electronic note-taking, and a number of other technology assisted services on a safe and secure device.

Working in collaboration with the Kingston City Police Association, efforts are underway to reinvigorate the existing peer support program for members. While a program did previously exist, we are looking to ensure that it is still serving the needs of our members as their duties, responsibilities, and roles shift through the years.

Through consultations with multiple vendors, we have been able to acquire better quality equipment (uniforms, safety vests, use of force devices, lights, footwear, etc.) at improved prices. Additionally, a re-design of the police vehicles is being led by a patrol officer.

The Alternative Response Unit is working well to redirect tasks from patrol officers, while simultaneously providing viable and meaningful accommodated work for those requiring it.

#### Decrease absenteeism and improve employee wellness

The Safeguard program, where members of higher risk units undergo interviews with a psychologist on a regular basis to determine if they are adequately coping with the demands and stresses that their particular assignments impose, is being expanded to include more units in 2024. As well, pending budget approval, the occupational therapist

will be expanding their on-site hours. Any member of the Kingston Police is able to book an appointment with the occupational therapist to discuss the impact their work has had on their personal life and provide early intervention where needed.

An internal positive messaging board has been installed to provide members with increased organization related information in quick, short form.

#### Kingston is a more desirable location for new employee applicants

A new recruiting website has been developed, for launch in 2024. This website will highlight not only the benefits of working at Kingston Police, but also the advantages of living in the Kingston community. The website, while largely functioning as a recruitment portal, will feature photos and testimonials from current members of Kingston Police, both sworn and civilian.

#### **Improve weighted clearance rate to 45%**

##### Improve high risk crime clearance rates

Improvements are being sought in the Court Services Unit to better communicate with Court & Crown attorney staff.

##### Reduce property crime offences

Community businesses and organizations are encouraged to undergo a Crime Prevention Through Environmental Design (CPTED) Audit, which can be provided by either sworn officers or our Kingston Police Community Volunteers. These audits will identify areas that the subject business/organization can make improvements to deter property crime.

##### Police the right places at the right times

With the completion of the Strategic Direction report focusing on the Communications Unit, additional Communications Operators were included as part of the Kingston Police Proposed Budget. These additional Communications Operators will provide our current members with relief from burnout and help manage the increased call volumes being experienced.

Senior staff will be trained on Evidence Based Policing concepts, and policies from which will then be implemented and passed down through the organization.

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

### Decrease police interaction time in mental health apprehension

There is continued communication with Kingston General Hospital, including a refresh of the Health IM application.

### Reduce repeated interactions with at-risk individuals

The Community Riskwatch Leadership table is being refreshed in 2024. As well, a number of officers are now assigned to school resource, assisting in addressing at-risk youth in our community.

### Pathways to rehabilitation are established

Members of the Kingston Police continue to engage with a number of committees in order to continually advocate for enhanced rehabilitation opportunities. The Community Safety and Wellbeing committee, the Community Drug Strategy, and collaborating with the Correctional Service of Ontario are a few examples.

### Reduce calls for services and increase officer availability

A review of the Court Services and Records Units is being examined to address increased disclosure requests. We are also exploring the possibility of utilizing Special Constables to assist patrol officers in all prisoner related aspects.

The 2023 Calls for Service saw a 14.10% increase over 2022 (71,770 in 2023 as opposed to 62,897 in 2022). Unfortunately, while we cannot control for the number of calls we receive, we continue to explore avenues as to who the calls are assigned to, and how they are dealt with.

## **Contact:**

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