



Kingston Police

Public Agenda Information Report

To: Kingston Police Services Board
From: Scott Fraser, Acting Chief of Police
Subject: Strategic Plan Update as of August 31, 2023
Date: September 13, 2023

Recommendation:

That the Strategic Plan Update as of August 31, 2023, Report Number 23-30 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. Given that this is the first update, approximately six months after the release of a four-year plan, we are only able to report on preliminary steps being taken to achieve the five Strategic Objectives. As we progress through the targeted timeline, we will be able to more concretely identify objectives achieved. This report includes information as of August 31, 2023, and going forward, progress updates will be provided on a quarterly basis.

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

Increase patrol staffing

To prioritize more patrol officers on the road, members have been reassigned from specialty units. However, this has both good and bad consequences in that, while it increases the number of officers in Patrol, it creates vacancies in the specialty units, placing larger workloads and higher demand on the members remaining.

Decrease recidivism (i.e. reoffending) rate

An application was submitted to the Ministry of the Solicitor General's Bail Compliance and Warrant Apprehension Grant. The application proposed using grant funds to staff a two-officer team that would be solely dedicated to monitoring violent and/or repeat offenders in our jurisdiction. We await news from the Ministry of the Solicitor General on if our grant application has been approved.

Decrease organized crime activity

Significant work is being done to combat organized crime on two fronts – first, several drug search warrants have been executed targeting dealers from larger urban centers that are involved in gang activity. Illegal firearms also generally accompany these accused persons. Secondly, Corrections Canada continues to have rampant drone drop activity bringing contraband into the prisons. Working with Ontario and Quebec partner agencies, we have made strides in combatting this organized crime associated activity.

Decrease crime rate in downtown

A new Uniform Crime Reporting Code was created to accurately track patrol members time walking the Downtown Beat. Given that this code was newly implemented, at this time we do not have sufficient data to report on time spent by officers in the Downtown area, however we expect in the coming quarters to be able to provide concrete data supporting police presence.

Implement Evidence-Based Policing

We have been increasingly relying on intelligence-gathering to inform and develop deployment strategies for expected and unexpected mass gatherings. Basing deployment off of the available intelligence helps us to appropriately staff these events, ensuring adequate policing of affected areas.

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

The inaugural Community Fun Fair was a resounding success that saw attendance in the thousands from a diverse group of community members. Members throughout the organization, from Senior Management to frontline patrol, interacted with the community serving food, providing demonstrations, and giving information on various units within the organization, among other things.

Feedback from community members was positive, and planning has already begun on the 2024 Community Fun Fair.

We continue to work with the City of Kingston to develop a partnership to harness existing EDI resources.

Decrease in complaints regarding officer conduct

Kingston Police has commenced the application process with Georgetown University for the Active Bystandership in Law Enforcement (ABLE) training and certification. Managers, including Senior Command, have also done work to identify potential issues, and if appropriate, resolution steps are accomplished via performance management and/or training, as opposed to discipline.

We have contracted with Languages in Motion, a company that provides on-demand translation across all platforms, in hundreds of languages. This service is accessible to all of our officers, providing them with the ability to access in-time translation services via phone call and video chat. They also provide in-person translation services, and can arrange for a translator to attend in-person interviews.

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

As part of our commitment to recognizing Truth and Reconciliation, our service will be hosting Inspector Brooke McRoberts, who will provide an in-depth and engaging presentation on The Indigenous Awareness Perspective. This presentation is being offered in both the morning and afternoon, and is open for all members of the organization to attend.

Audit police facilities, and website, and ingoing communications means to ensure AODA and NG9-1-1 compliance

We are continuing to enhance our Communications Centre, bringing it up to date to establish NG9-1-1. In 2022, the Government of Ontario announced grant funding available to police services for the implementation of NG9-1-1. Kingston Police submitted an application and was subsequently successful in receiving funding for Year 1 of the three-year grant cycle. An application has been submitted for Year 2, and we await news on whether or not our grant application has been approved.

Improve member job satisfaction and engagement

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

Updates are sent via email to members from all levels of the organization, including the Chief's Office, on a regular, as-needed basis. These emails relay information and/or thanks regarding substantial events that are encountered by members, as well as

providing information on Senior Management's progress towards achieving certain goals. Additionally, members are kept more up to date on upcoming staffing assignments and opportunities within other units.

Improve morale and retention of members

Officers have been outfitted with new uniform pants, tunics, and vests that improve comfort. There is a larger selection of boots available to fit various needs/size, and pistols have been outfitted with new lights.

Decrease absenteeism and improve employee wellness

An Occupational Therapist is onsite one half-day each week to work with employees to improve wellness in the organization. The Occupational Therapist specializes in helping employees cope with personal and work-related issues while remaining at work. Additionally, flexible return-to-work plans have enabled several members to return to duty.

Kingston is a more desirable location for new employee applicants

Human Resources has been working with the Community Oriented Response & Engagement (CORE) Unit to identify recruitment opportunities in Kingston and beyond with a focus on diverse communities. Development is also progressing on a new recruitment website (JOINKP) to increase applications and to attract new candidates from all communities, utilizing video and personal testimonials from current members to personalize Kingston Police. This new website will highlight photos of the Kingston community and the attraction for living in the Kingston area. Experienced officer advertisements will include positive aspects of the Kingston community.

Improve weighted clearance rate to 45%

Improve high risk crime clearance rates

We are currently in the process of implementing a new position in our Court Services Unit dedicated to video disclosure, to speed up the process and improve accuracy, thereby reducing the frequency of Crown rejection of briefs.

Reduce property crime offences

The Investigative Services Division has been implementing strategies to assist in curbing the damage and losses being incurred by private companies and the municipality from theft for precious metals.

All found bicycles are added to CPIC and the 529 application to increase the probability of returns on found/stolen bicycles.

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

Decrease police interaction time in mental health apprehension

We continue to strive to capture correct data through the Health IM application. We have requested a change to the app to remove an automatic time population for the report. We hope this will be done soon but have been assured this will occur during their next upgrade. IT has been testing the app on one of our MDT's in a web based format. We hope that filling out these forms on the MDT will encourage its use and cut down on officers' time with only writing one report through the application.

IT has been working on providing all patrol officers with a cell phone, which will allow each individual officer to have easy access to HealthIM, as well as a host of other apps (Languages in Motion, Search, AXON, etc.), which will provide officers with an additional option for access to the application.

Reduce repeated interactions with at-risk individuals

Kingston Police is working to improve utilization of the Risk Watch Table, working with partner agencies to direct appropriate resources to at-risk individuals.

Pathways to rehabilitation are established

We continue to encourage partner agencies to increase their capacity to be able to carry out their work to a larger group, getting help to more of those in need.

Reduce calls for services and increase officer availability

Our calls for service have increased by 8.7% for the same period (Jan-July) between 2022 (26,126) and 2023 (28,503). Unfortunately, we can't control the number of people who call requesting police assistance. Over the last couple of years, we have made changes to decreasing these calls by placing the Watch Commander upstairs near Communications and providing complete oversight of calls for service, and resource management.

Currently, three civilian Special Constables are assigned each weekend to WASH to take the burden off of patrol.

To create a reduction in office walk-ins, a partnership with Triton has been established to increase our digital use to leverage technology and improve customer service regarding CPIC checks.

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