



Kingston Police Business Plan 2018

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TABLE OF CONTENTS

Foreword.....	2
Our Vision.....	2
Our Mission	2
Our Values	2
2015–17 Accomplishments.....	2
Budget Forecast	3
Strategic Objectives 2018	3
Community Safety and Law Enforcement	4
Road Safety.....	4
Safety of Persons and Property	4
Vulnerable Sector Safety	4
Community Engagement and Mobilization.....	5
Community Outreach.....	5
Promotion of Community Mobilization.....	5
Organizational Excellence.....	5
Staff Development and Succession Planning.....	5
Human Resource Management	6
Information Technology and Infrastructure	6
Business Intelligence	6
Infrastructure Maintenance	6

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FOREWORD

For 2018, the Kingston Police will be continuing several of the strategic objectives outlined in the 2015–17 Business Plan. Although several objectives have been concluded, others (such as road safety) relate to ongoing law enforcement and public safety measures. In addition, the significant changes to the *Police Services Act* proposed in Bill 175 and the *Safer Ontario Act, 2017*, include a transition to a four-year strategic plan. Accordingly, the community consultations undertaken in 2017 will serve to inform objectives for the Kingston Police in 2018 and form the basis for their strategic plan for the years 2019 through 2022.

OUR VISION

The Kingston Police will strive to be among the most progressive, efficient, and effective community-oriented police services by developing, supporting, and engaging our members.

OUR MISSION

The Kingston Police, in partnership with the community, protect and promote safety and quality of life for everyone in the city of Kingston.

OUR VALUES

Respect • Integrity • Professionalism • Partnership • Leadership • Excellence

2015–17 ACCOMPLISHMENTS

The 2015–17 Business Plan outlined an aggressive timeline for achieving the basic groundwork required to address the new face of policing that has emerged in recent years due to technological advances and thanks to the efforts of those who advocate for a more community-centric way of responding to the needs and priorities of our community.

Road Safety. Increased safety awareness for cyclists, low-speed vehicles, and motorcycles was pursued and will continue to be part of overall traffic safety initiatives.

Safety of Persons and Property. The application of the *Youth Criminal Justice Act* process was reviewed for consistency, and strong partnerships are in place to effect referrals to youth diversion programs.

Vulnerable Sector Safety. LEAD (leadership/empowerment/advocacy/diversion) training was completed for front-line members and will continue to be part of the overall strategy to assist vulnerable members of the community. In 2018, work under the LEAD Team Protocol with local stakeholders will advance to the implementation of the COAST (crisis outreach and response team) and MCRRT (mobile crisis rapid response team) models. A pilot project for a canine-assisted intervention dog was completed and evaluated, and “Vern” has been a highly successful addition to the Kingston Police. In addition, provincial grant funds were used for interview room renovations and for forensic experiential trauma interview training, to ensure a more victim-friendly environment for sexual assault and domestic violence investigations.

Multidisciplinary Approach to Community Issues. Existing community partnerships were continued and enhanced, particularly with respect to committees and associations related to seniors and businesses. The Mobile Engagement Trailer, procured by provincial grant funds, has contributed to enhanced community partnerships. The Age-Friendly Kingston Action Plan was incorporated into crime prevention programs for seniors. Objectives related to responding to individuals in crisis have transitioned to the COAST model under Vulnerable Sector Safety.

Community Outreach. All 2015–17 objectives were reached. Public events in celebration of the Kingston Police 175th anniversary in 2016 provided varied opportunities for community interaction. Social media efforts were expanded so as to reach a wider segment of the population, and the Victim Services and Diversity Officer expanded our connections with individuals and groups integral to Kingston’s rich heritage. Maintaining these relationships will be an essential component of the service’s overall community outreach. The Kingston Police Community Volunteers continue to provide invaluable support in all community events and greatly contributed to the success of the five major events held in celebration of our 175th anniversary. They are also integral to the realization of such crime prevention programs as Lock It or Lose It.

Promotion of Community Mobilization. All 2015–17 objectives were reached. Initiatives such as the Community Risk Watch, Youth Citizens Police Academy, and Youth in Policing will continue to promote community mobilization. Efforts in this strategic area will help to inform the future Community Safety and Well-Being Plan with the City of Kingston currently envisioned by Bill 175.

Staff Development and Succession Planning. The implementation of an online application process has been the first step in streamlining the hiring process for the Kingston Police. A formal succession planning process for sworn members was completed and will be utilized for future resource planning. Progress on a psychological wellness program continues; Road to Mental Readiness Training was conducted in 2016, and an on-site self-care program was initiated the same year. An expanded employee assistance program was initiated in December 2017.

Human Resource Management. In the area of human resource management, the online application process has helped to streamline human resource administrative processes. A major component of any police service relates to the response to calls for service from the public. Drawing on the results of a 2014 analysis of the effectiveness and efficiency of the Kingston Police to respond to changing demands, a detailed review of the information desk and communications areas was undertaken in terms of staff scheduling and prioritization of calls for service. This resulted in the implementation in January 2018 of an additional three sergeants in the Communications Unit to help manage call demands and resource allocation on a 24/7 basis. Work will continue in this area in relation to shift scheduling and alternative response strategies.

Business Intelligence. All 2015–17 indicators for the objective of enhancing social media strategies and self-serve capabilities through online services were accomplished. Data collection through the computer-aided dispatch system was revamped to increase efficiency and relevance. Other objectives related to using information technology in day-to-day activities are ongoing.

Infrastructure Maintenance. Reserve funds are now set aside annually for building maintenance, and facility adequacy is monitored on a continual basis. Grant funding was obtained in 2017 for renovating a semi-public area of the building to create a more victim-friendly atmosphere for interviewing victims of sexual assault or domestic violence. A Report on Facilities is being submitted to the Kingston Police Services Board outlining major projects during the 2015–17 business cycle. An interoperable radio system with police and municipal partners and the Kingston Interoperability Safety and Security Project were both implemented within this business cycle.

BUDGET FORECAST

Annual budget processes are geared towards meeting community needs and expectations for police service delivery in a fiscally responsible manner, in keeping with the financial targets of the City of Kingston. Grant funding is sought whenever possible.

STRATEGIC OBJECTIVES 2018

Many of the 2018 objectives are ongoing initiatives that were pursued during the 2015–17 Business Plan and/or have been updated based on evolving projects.

Community Safety and Law Enforcement

Road Safety

Objective	Enhance traffic enforcement to target distracted and aggressive driving, including monthly initiatives under the Strategic Traffic Enforcement Program.
Indicators	Increased road safety and fewer traffic complaints and collisions.
Objective	Maintain current partnerships and develop additional ones to educate the public about impaired driving and to deter and apprehend impaired drivers.
Indicators	<ul style="list-style-type: none"> • Increased community partnerships for the RIDE (Reduce Impaired Driving Everywhere) Program. • Increased public awareness, particularly with respect to drug-impaired driving. • Increased focus on educational programs at the secondary school level. • Drug Recognition Expert and Standard Field Sobriety Test courses completed by identified officers.

Safety of Persons and Property

Objective	Renew and update community programs related to crime prevention.
Indicators	<ul style="list-style-type: none"> • Common standards established. • Best practices promoted through community groups and social media. • Increased participation in the Neighbourhood Watch Program. • Increased use of Crime Stoppers.
Objective	Review and update existing school programs related to the safety of students, staff, and the public.
Indicators	<ul style="list-style-type: none"> • School/Police Emergency Action Response Program reviewed and updated. • Critical stakeholders updated. • Increased police attendance at school lockdown drills.
Objective	Add School Resource Officer programs at the secondary school level.
Indicators	<ul style="list-style-type: none"> • School boards surveyed to identify the best grade level for program delivery. • Program(s) developed and delivered by the Kingston Police.
Objective	Provide an enhanced response to solving cybercrimes through technical support in digital crime forensic analysis.
Indicators	More public education on cybercrimes.

Vulnerable Sector Safety

Objective	Ensure a consistent and coordinated response to the most vulnerable members of our community through the ongoing development of initiatives in the Vulnerable Sector and Community-Oriented Response and Enforcement units.
Indicators	<ul style="list-style-type: none"> • Increased number of safety initiatives developed. • Increased initiatives and more public education focussed on human trafficking.
Objective	Proactively identify individuals who are at risk due to mental health issues and work with community partners to establish/maintain community support.
Indicators	Implementation of the COAST (crisis outreach and response team) model in the Vulnerable Sector Unit and MCRRT (mobile crisis rapid response team) model in Uniformed Patrol.

Community Engagement and Mobilization

Community Outreach

Objective	Increase outreach, programming, and information sharing through the Victim Services and Diversity position.
Indicators	<ul style="list-style-type: none"> • Number of programs initiated. • New members attending information sessions with our diverse community partners. • Increased number of contacts with our diverse communities, particularly with our Indigenous community. • Increased awareness through internal messaging to members.

Promotion of Community Mobilization

Objective	Assist the City of Kingston with the Community Safety and Well-Being Plan pursuant to Part XIII of the proposed <i>Police Services Act, 2017</i> .
Indicators	Maintenance of a community-centric model of public safety.

Organizational Excellence

Staff Development and Succession Planning

Objective	Enhance the efficiency and effectiveness of the recruitment process for civilian and sworn positions.
Indicators	<ul style="list-style-type: none"> • Increased numbers of qualified applicants with diverse skill sets. • Streamlined hiring process for timely identification of successful candidates. • Increased recruitment initiatives. • Enhanced training for members who conduct interviews and background checks of applicants (Constable Selection System).
Objective	Develop, support, and engage members, to empower them to perform to the best of their ability.
Indicators	<ul style="list-style-type: none"> • Further development of the Psychological Wellness Program, including a Resiliency Program (organizational and personal). • Incorporation of a career planning process into the performance management system.

Human Resource Management

Objective	Enhance human resource management and accountability.
Indicators	<ul style="list-style-type: none"> • Implementation of an attendance management program. • Continuation of initiatives that streamline human resource administrative processes. • Implementation of a more user-friendly performance evaluation process.
Objective	Develop a strategy for internal communication and information sharing.
Indicators	<ul style="list-style-type: none"> • Increased formal and informal communication across the organization. • Increased awareness among members of organizational initiatives and successes.
Objective	Optimize activities and processes to achieve efficiencies and improved effectiveness in dispatch, response, and deployment of resources as identified by the service review conducted in 2014 and the review of priority calls for service and response type completed in 2017.
Indicators	<ul style="list-style-type: none"> • Research into and implementation of alternate shift scheduling in identified areas. • Implementation of alternative response strategies to calls for service with a lower priority.

Information Technology and Infrastructure

Business Intelligence

Objective	Enhance training and awareness of computer applications as they become available from vendors.
Indicators	Increased utilization of alternative training methods.
Objective	Further capitalize on data available for intelligence-led policing.
Indicators	<ul style="list-style-type: none"> • Use of intelligence-led deployment and service delivery to make best use of resources. • Increased partnerships with the City of Kingston to identify factors that may be correlated with increased criminal activity and to utilize this knowledge in municipal planning and community safety.

Infrastructure Maintenance

Objective	Review and document the existing capital plan to address current and future needs of the Kingston Police in terms of capital acquisitions, including those related to information technology and communications.
Indicators	<ul style="list-style-type: none"> • Implementation of tablets in cruisers (half in 2018; remainder in 2019). • Implement automated licence plate reader project. • Data backup infrastructure in place.
Objective	Progress along the interoperability continuum.
Indicators	Increased emergency management training.