



Kingston Police

Public Agenda Information Report

To: Kingston Police Service Board
From: Scott Fraser, Chief of Police
Subject: Annual Report 2023
Date: June 13, 2024

Recommendation:

That the Annual Report 2023, Report Number 24-24 is for information only.

Message from the Chief

It is my pleasure to present the 2023 Annual Report. As we transitioned to a new Strategic Plan, we have altered our priorities to meet the needs of the community and to align with the Kingston Police Service Board's direction. As you will see, policing has become a complex process, and resources are stretched to meet the needs of the community. It is a very difficult balance in controlling costs and providing services the community expects. At times, this can conflict. 2023 observed unprecedented issues relating to homelessness and encampments; the response to mental health and addictions issues; and the revolving door of the justice system. In essence, victimization is increasingly becoming normalized. Despite these serious issues, the members of the Kingston Police answered the call. Our sworn staff answered thousands of calls while being supported behind the scenes by our dedicated and competent civilian staff. It truly takes the entire team to operate the Police Department efficiently. I would like to thank our community members for their tireless efforts in keeping Kingston safe. I can also state that the Kingston Police Service Board has the best interest of the community in mind when establishing priorities. Members of the Service are now focused on their tasks at hand and with ongoing support of the Kingston City Police Association, we are always working towards a better Kingston and a better Kingston Police.

Thank you for taking the time to review the 2023 Annual Report and please be safe!

Vision, Mission & Values

Vision

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

Mission

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.

Values

Respect, Integrity, Professionalism, Partnership, Leadership, Excellence

Staffing

As of December 31, 2023, Kingston Police had an authorized strength of 209 sworn officers, plus an additional 10 to backfill for long term absences, for a total of 219. At the time, there were also 61 full-time civilian employees and 37 part-time employees, for a total complement of 317 members. Due to long-term absences (parental leave, WSIB, etc.), there were 15 officers (4.7%), and 7 (2.2%) civilian members away from work. This left 204 sworn and 54 full-time civilian members actively at work.

2023 statistics for sworn members indicate a split of 81% male and 19% female, 4% visible minority, and 1% Indigenous. Among our civilian members, 41% are male, 59% female, and 7.1% visible minority. There is a vast array of languages known across our service, such as Serbian, Spanish, Portuguese, Mandarin, German, Hindi, American Sign Language, Greek, Polish, and Gujarati.

2023 saw the hiring of a total of 32 new employees – 11 new sworn recruits, 3 experienced officers; and 1 full-time civilian (note – these are new hires, not those who were promoted from part-time to full-time), and 17 part-time civilians. There were 9 retirements (8 sworn, 1 civilian) and 8 resignations (4 sworn and 4 civilian).

Organization

Administrative Support

Court Office

Our Court Office – made up of both sworn and civilian staff – worked tirelessly to process the immense volume of administrative documentation required to support both the provincial and criminal charges laid by officers. Working in partnership with the

Kingston Crown Attorney's office, in an average week this unit deals with over 50 new criminal briefs alone. To streamline workflow and improve efficiency new technology is being implemented to ensure a timely and effective disclosure process.

Records/Front Desk

Our civilian Front Desk and Records staff can be found working diligently both with the public and behind the scenes. The Front Desk staff receive a tremendous number of phone inquiries each day and deal directly with members of the public in our front lobby. All non-emergency calls and reports come through this office. Our Records staff work behind the scenes to ensure that all aspects of police record keeping are in compliance with ministry standards and the *Freedom of Information and Protection of Privacy Act*. They are also responsible for processing thousands of criminal record checks for the public each year.

Training

Our Training Unit provides class leading in-house training in compliance with the demands of the new *Community Safety and Policing Act*, in addition to coordinating all other training for Kingston Police officers offered around the province. This 3-person unit is also responsible for ensuring new officers are prepared to attend the Ontario Police College and qualified to begin their assignment in the Patrol Division upon their return.

Alternate Response Unit (ARU)

ARU continues to investigate criminal matters that require lengthy follow-ups and interviews, freeing up patrol officers to respond to priority and emergency calls for service. ARU officers have been critical in working with other police partners across the province in identifying and prosecuting organized crime groups participating in retail theft.

Property and Stores

The Property and Stores Unit has dual and critical responsibilities. They are responsible for the intake and tracking of all evidence in an investigation to ensure a reliable chain of evidence for Court in compliance with ministry standards. Additionally, they are responsible for issuing and tracking all equipment and uniforms issued to officers. In the near future, the requisition, approval, and ordering from suppliers process will be digitized to ensure both transparency and efficiency.

Patrol & Communications

The officers of uniformed patrol and our civilian communicators provide policing and emergency services 24 hours a day, 7 days a week to the City of Kingston. The Kingston Police communications centre is designated as a Primary Public Safety Answering Point, which means in addition to answering non-emergency calls from the

public, communicators also answer all 9-1-1 calls for Kingston Police, Ontario Provincial Police, Military Police, as well as Kingston Fire and Rescue and Ambulance for our area. In 2023, members in our communications centre answered a total of 71,770 9-1-1 calls for service. This is an increase of 14.10% as compared to 62,987 in 2022.

Patrol officers work under the Community Outreach and Support Team, and Mobile Crisis Rapid Response Team models, the latter which partners a mental health worker from Addiction and Mental Health Services with a uniformed patrol officer. In 2023, we saw a decrease from 2022 in mental health apprehensions by 26.1%, and by 32.31% in mental health calls for service. These program models are demonstrating to be having a positive impact in these areas.

Officers within the Patrol Division assisted in expanding the Mobile Crisis Rapid Response Team, Carbine Operator, Incident Command, and Emergency Response Unit Alternate Programs. 14 additional officers received training to be deployed with a mental health worker; 3 additional officers were certified as carbine operators; and 1 officer received training and designation as an Incident Commander.

We started utilizing a Special Constable on patrol during dayshifts, which was very well received. Having a Special Constable on patrol allowed for sworn officers to spend less time performing tasks that can otherwise be done by a Special Constable.

Other updates include:

- Planning for the new carbine program as mandated by the *Community Safety and Policing Act* began in 2023, for implementation in 2024;
- The Emergency Response Unit received more technical equipment allowing for safer deployments for both officers and the community;
- A cruiser redesign spearheaded by a patrol officer launched in 2023, and is being phased-in on all new cruisers in 2024 and future years at no additional cost;
- Planning for a Regional Public Order Unit continued, with training optimally beginning in 2024; and
- The Kingston Police Honour Guard replenished to 9 members in 2023, with a 10th planned to be added in 2024.

Operational Support

The dedicated members of the Community Oriented Response and Engagement Unit once again attended a high number of community events throughout 2023. The annual Youth in Policing Initiative saw 6 area youth experience a rewarding summer employment experience. 2023 also saw us host the first annual Kingston Police Fun Fair which was tremendous success providing a free day of fun and entertainment for thousands of Kingston families.

The development of the Kingston Police Liaison Teams, led from the CORE Unit, have had resounding success in building relationships with various community groups and student populations. The team's efforts have had a noticeable, positive impact during labour disputes, protests and rallies, and large gatherings.

The increasing unrest on the world stage in the fall of 2023 had impacts locally with different groups rallying in support of various causes. Members of the CORE Unit, assisted by various other units, deployed numerous times in challenging circumstances to monitor events and maintain public safety.

Investigative Services

Criminal Investigations

The Sexual Assault and Child Abuse Unit saw a large volume of investigations, including several serious stranger-on-stranger sexual assaults. These are the files indicative of serial predators and cause for significant alarm. Through the diligent work of the Detectives, they were able to identify and charge those responsible. Major Crimes continued to work cold case files, including a historic vicious sexual assault that occurred in the late 1990s. Items were sent for DNA testing, and an offender was identified and subsequently charged. The General Investigations Unit was inundated with car break-ins and telecommunication wire thefts throughout the City, causing major disruption in services to residences and businesses alike. Several persons were identified and after a lengthy investigation were arrested and charged. The Fraud Unit was involved in a multi-Provincial, multi-agency grandparent scheme project that utilized agencies from Ontario and Quebec. After a very successful simultaneous takedown, we have noticed a significant decrease here in Kingston. Call volume remains high, and all the units are extremely busy, often assisting each other when high priority cases come in.

Special Services

Special Services continues to target those that traffic fentanyl and other narcotics into our community. In partnership with the Criminal Intelligence Service of Ontario and other police agencies, they have effectively investigated, arrested, and prosecuted numerous individuals and criminal organizations for drug trafficking – seizing sizable quantities of controlled drugs and currency. Additionally, in cooperation with the Correctional Service of Canada, the Kingston Police are leading the country in counter UAV interdiction investigations to combat the introduction of contraband into the federal penitentiaries, disrupting criminal networks across Ontario. Finally, in-line with provincial priorities, the division has an exceedingly high success rate in locating and arresting wanted parties and those in breach of their release conditions, preventing further victimization by these offenders. We continue to be involved in many seconded joint forces investigative and enforcement teams.

Budget

	Annual 2023 Budget	Actuals Year to Date	Variance \$	YTD=100.00% Actual to Budget %
Revenues & Recoveries				
Fees, Charges & Other Revenue	(3,110,714)	(3,296,249)	(185,535)	105.96%
Provincial Subsidies	(2,183,501)	(2,507,279)	(323,778)	114.83%
Total Revenue & Recoveries	(5,294,215)	(5,803,528)	(509,313)	109.62%
Expenditures				
Salaries, Wages & Benefits	42,332,835	43,028,392	695,557	101.64%
Materials, Supplies & Fees	3,151,442	3,244,350	92,908	102.95%
Contracted Services	3,902,619	3,833,236	(69,383)	98.22%
Transfers to Reserves & Reserve Funds	274,108	327,762	53,654	119.57%
Total Expenditures	49,661,004	50,433,739	772,735	101.56%
Net	44,366,789	44,630,211	263,422	100.59%

This information report provides a financial status update of the general operating budget for the Kingston Police as at December 31, 2023. Exhibits to the report provide detailed budget and actual information and resulting variances by revenue and expense with an overall net operating position which reflects 100.59% of the total budget at December 31, 2023. To ensure that net spending remains within the approved budget parameters, staff regularly monitor and review budget variance information. This allows for unanticipated variances to be identified on a timely basis and any necessary corrective action to be taken in response to changing circumstances and conditions.

With respect to the financial results, most of the revenues and expenditures are within budget. However, as reported last quarter and years' prior, the unbudgeted costs incurred to police post-secondary student mass gatherings put significant pressure on the Kingston Police fiscal circumstances, making it difficult to manage expenditures and remain within the budget.

As at the end of December, total costs to police these gatherings are \$581K as compared to approximately \$1.2M in 2022. While expenditures are significantly lower compared to the prior year, year-end results include \$147K of costs to police the St. Patrick's Day events within the University District, \$61K incurred during the month of September (move-in weekend and weekends leading up to Homecoming), and \$373K of expenditures incurred during the Homecoming weekend. Without these unbudgeted costs, staff would have achieved a year-end surplus position, staying within the approved budget.

Staff implemented a number of measures to reduce expenses and manage discretionary spending where possible and were able to utilize additional grants and other funding opportunities to limit the overall impact to the budget. It should be noted that a large portion of these costs are unavoidable to ensure public safety and follow recommended guidelines and regulations. While the 2024 approved budget incorporates estimated expenditures associated with policing unsanctioned gatherings, staff will continue to monitor budget and financial impacts, with the intent to continuously look at measures that will reduce these costs.

Public Complaints

During the period of January 1 to December 31, 2023, there were 72 public complaints received by the Professional Standards Bureau. This number represents a 28.6% increase for the same reporting period in 2022 (56 complaints).

Classification of Allegations The general classification of the complaints received between January 1 and December 31, 2023, is detailed below.

- (a) Discreditable Conduct: 17
- (b) Unnecessary Exercise of Authority / Use of Force: 1
- (c) Neglect of Duty: 5
- (d) Insubordination: 1
- (e) Service / Policy: 3

Status of Investigations: The Kingston Police Professional Standards Bureau has concluded all investigations for 2023.

**It should be noted that, if a complaint is screened out by the OIPRD, the complaint will still be reviewed, and may be investigated by the Kingston Police if deemed necessary. The OIPRD screening criteria is available on oiprd.on.ca.*

Local Inquiries (OIPRD): Pursuant to O.Reg. 263/09, local inquiries must be reported quarterly to the OIPRD. A Local Inquiry Report is filed when a complainant requests a local resolution but does not wish to complete or sign an OIPRD Local Complaint Form. There were 3 Local Inquiry Reports filed during the period January 1 to December 31, 2023. This represents a decrease from the 10 Local Inquiry Reports filed for the same reporting period in 2022. The breakdown for the complaint areas is as follows:

- (a) Policy/Service Delivery: 1
- (b) Discreditable Conduct: 1
- (c) Neglect of Duty: 1

Police Services Act Hearings: There were no matters before *Police Services Act* disciplinary hearings.

Collection of Identifying Information

The designated Regulated Interaction Verifier for the Kingston Police has confirmed that there were no collections and/or attempted collections of identifying information that triggered the subject regulation within 2023.

Members Secondary Activities

In accordance with section 49 of the *Police Services Act* and the Board's policy on the annual reporting of disclosures and decisions on secondary activities for members of the Kingston Police, the following are the disclosures and decisions on secondary activities for the calendar year 2023.

Item	Sworn	Civilian
Number of 2023 secondary activity applications	4	0
Total number approved	4	0
Total number denied	0	0
Reasons for any denials	N/A	N/A
Total number of pending applications	0	0

The nature of the secondary activity applications included teaching and real estate.

Calls for Service

In 2023, our officers responded to 48,598 calls for service and this increases to 53,993 when you add in the online reports. Our front line were dispatched to 28,928 calls for service in 2023 as compared to 28,259 calls for service in 2022, resulting in a 2.37% increase.

In 2023, members in our communications center answered a total of 71,770 9-1-1 calls for service, as compared to 62,897 in 2022.

[THIS SPACE LEFT INTENTIONALLY BLANK]

Crime Statistics

Caution should be exercised when interpreting these statistics. They represent a snapshot in time as at year-end for each year. Coding is subject to change, for it relates to investigations that are ongoing. For example, through investigation it may be determined that an allegation is unfounded or that the classification must be recoded from “Criminal Harassment” to “Harassing Phone Calls.” That is, to enable a more direct comparison with 2018, statistical coding for the prior four years was not reviewed/updated.

Incident Type	2017	2019	2020	2021	2022	2023
Crimes Against Persons	1,362	1,471	1,551	1,720	1,602	1,548
Crimes Against Property	5,757	5,981	5,634	5,593	6,452	6,416
Other <i>Criminal Code</i> Offences	1,195	1,424	1,182	1,185	1,135	1,219
Drug Offences	94	89	104	122	118	123
Traffic <i>Criminal Code</i> Offences	120	109	124	135	122	115
Sex Offences	223	179	147	156	152	168
Assaults	536	662	687	667	656	631
Robbery	37	31	47	49	39	59
Criminal Harassment	137	150	138	174	140	133
Harassing Phone Calls	240	264	284	369	302	273
Threats	161	153	204	254	244	250
Break and Enter	652	544	732	703	696	633
Theft of Vehicles	130	162	154	178	284	174
Other Thefts	3,390	3,422	2,911	2,772	3,480	3,607
Fraud	656	889	790	876	985	921
Mischief	871	893	978	1,000	947	991

Property Audit

This audit indicates that all property, save one exhibit, collected, preserved, and controlled by the Property Stores Unit was done so in accordance with Kingston Police policies, and complied with the rules and regulations of the Board and the *Community Safety and Policing Act*. The storage of the property was found to be organized and accurate. The staff assigned to this unit were knowledgeable and efficient. Year over year there have been significant improvements in security and efficiency. Based on observations of the Property Unit staff, along with a noted commitment from the officers seizing and submitting property, there is every reason to believe that this trend will continue.

Use of Force

A review of the Use of Force Statistics for the year 2023 indicated that members of the Kingston Police submitted 91 reports (44 individual reports and 47 team reports) for use of force in 85 separate incidents (multiple members responded to some incidents). In 2022, 75 reports (41 individual reports and 34 team reports) were submitted in 66 separate incidents.

In accordance with General Order Vol. I-A-24, "Use of Force," members are required to complete a Use of Force Report whenever they:

- draw (display) a handgun or carbine in the presence of a member of the public, excluding a member of the police force while on duty;
- point a firearm at a person;
- discharge a firearm;
- use a weapon other than a firearm on another person; or
- use physical force on another person that results in injury requiring medical attention (this includes injury to another member involved in the incident).

After supervisor review and approval, Use of Force Reports are examined by the Training Unit. Following is a breakdown of the use of force options exercised in 2023, as compared to 2022.

Method	2023	Remarks	2022
Physical Control	3	Note 3	16
Baton / Impact Weapon	0		1
OC Spray	0		0
Canine	0		0
CEW Displayed	12	Note 4	7
CEW Deployed	8		13
Firearm Drawn	10	Note 5	43
Firearm Pointed	57		42
Firearm Discharged	6	Note 6	7

Perceived Race & Gender					
Race	2023		2022		
	Male	Female	Male	Female	U/K
White	81	41	77	17	14
Black	10	1	6		
Indigenous	3	1			
South Asian	3				
East / Southeast Asian			2		
Middle Eastern	1		6	1	
Latino	1				
Unknown	5		3		

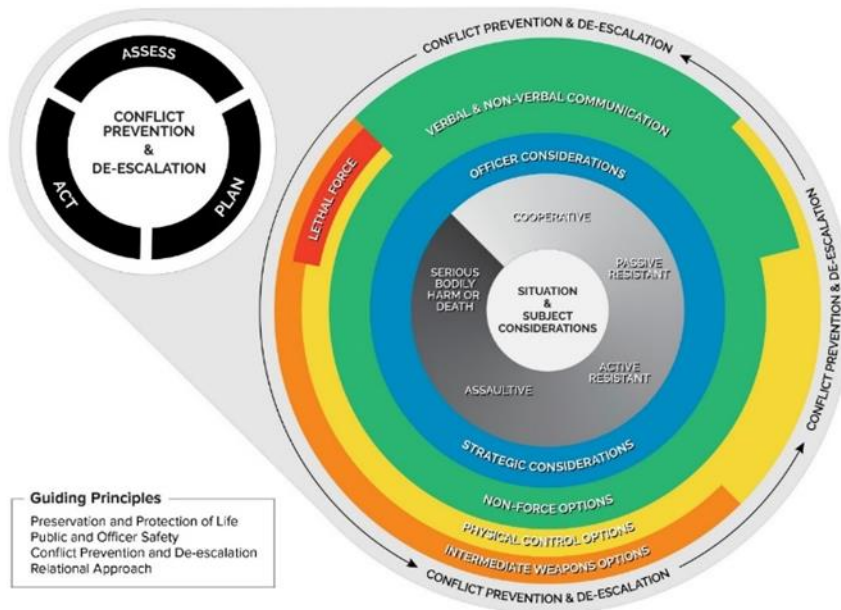
Notes:

1. During some incidents, officers used more than one use of force option. In addition, verbal interaction was employed in incidents involving persons present.
2. Race and gender identity information is solely based on the perception of the officer at the time of the interaction.
3. De-escalation was attempted in 69 reports. In the 20 reports where not attempted, de-escalation was either not possible due to immediate action being required or imminent threat; or not being applicable (dispatch of an animal, immediate compliance, de-escalation employed by another officer, no interaction with subject).
4. The 3 reports related to 3 incidents involving individuals who were uncooperative and/or resisting arrest. In once instance, the subject was reported as possessing weapons.
5. CEWs displayed or pointed were used during incidents involving subjects who were either intoxicated, actively committing a crime, aggressive towards civilians or responding officers, possessed or thought to be possessing a weapon, threatening self-harm or suicide, attempting to flee a search/arrest warrant, or a combination of the previous. There were 6 effective and 2 ineffective deployments of the conducted energy weapon (CEW). Deployments occurred during calls involving subjects who were high-risk, combative, and/or attempting to flee. Subjects were armed with firearms, knives, tasers, OC spray, and/or other object that could be used as a weapon in six of the occurrences.
6. There were 67 reports filed for drawing (10) or pointing (57) firearms. In these incidents the firearms were displayed or pointed because the suspects either were extremely violent and/or known or suspected to be armed with firearms or other weapons. There were 35 reports filed in relation to planned execution of warrants; the remaining reports related to observed wanted persons or calls for service in 30 separate incidents. Many of these incidents involved a response by multiple officers, which is reflected in the reported statistics.
7. There were 6 discharges of a firearm related to dispatches of an injured animal.

[THIS SPACE LEFT INTENTIONALLY BLANK]

This is a graphic representation of a member’s use of force options, profiled behaviours, and situation assessment process. The selection of a force option is based on a number of variables, including but not limited to the subject, the circumstances of the encounter, the degree of resistance, and the nature of the offence. During the encounter, the member is constantly reassessing the situation and may change the force option one or more times.

Ontario Public-Police Interactions Training Aid (2023)



The officer continuously assesses the interactions and selects the most reasonable option(s) relative to the subject and circumstances given available resources and time.



Strategic Plan

The 2023-2026 Strategic Plan was released in March 2023. It was developed in consultation with a number of Community Partners and Stakeholders, and the Kingston Community Safety and Well-being Plan. 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 reporting includes information to December 31, 2023.

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

Increase patrol staffing

To prioritize more patrol officers on the road, members were reassigned from specialty units. However, this had both good and bad consequences in that, while it increased the number of officers in Patrol, it created vacancies in the specialty units, placing larger workloads and higher demands on the members remaining.

Decrease recidivism (i.e. reoffending) rate

Officers continually returned wanted persons to nearby provincial and federal correctional facilities. Further, those wanted by neighbouring agencies were arrested and transported to the respective police service. To help enhance this process, technical changes commenced in order to implement the bail dashboard in Kingston.

Decrease organized crime activity

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

Kingston Police Intelligence Unit hosted an officer from Canadian Border Services Agency. This allowed 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 was continued sharing of information with the Criminal Intelligence Service of Ontario, to address organized crime activity from a Province-wide perspective.

A number of officers were assigned to a dedicated Joint Forces Operations with the Ontario Provincial Police specifically targeting organized crime (Provincial Weapons Enforcement, Guns & Gangs, Internet Child Exploitation, and Human Trafficking).

Decrease crime rate in downtown

In addition to two officers from the Community Oriented Response & Engagement (CORE) Unit, a Sergeant who was temporarily on a day shift schedule within the Alternative Response Unit was assigned to patrol the downtown core and surrounding areas. Further, front-line officers patrolling the downtown core reported their time using the newly created Uniform Crime Reporting (UCR) code. From the creation of this code to year-end, officers spent over 33 hours in the downtown core (this does not include time spent in the area by the CORE officers).

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

Implement Evidence-Based Policing

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

The Administrative Support Inspector attended meetings of the OACP Emergency Preparedness Committee to share intelligence regarding mass gatherings that may occur as a result of world events. These meetings were 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

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 began on the 2024 Community Fun Fair.

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

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

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

Decrease in complaints regarding officer conduct

Kingston Police commenced the application process with The Center for Innovations in Community Safety at Georgetown University for the Active Bystandership in Law

Enforcement (ABLE) training and certification. In addition to ABLE, the number of required training hours for officers increased, to ensure topics are covered more thoroughly.

Managers, including Senior Command, worked to identify potential issues, and if appropriate, resolution steps were accomplished via performance management and/or training, as opposed to discipline.

Employee recruitment is proportional to better represent our community

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

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

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

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

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

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

We continued 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 and Year 2 of the three-year grant cycle.

Improve member job satisfaction and engagement

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

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

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

Members, both sworn and civilian, were 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 were completed by the Joint Health and Safety Committee. Certain members gained access to an application that allowed facility repair requests to be made directly to City of Kingston staff (e.g. replacing burnt-out lightbulbs).

Planning began 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

Through consultations with multiple vendors, we were able to acquire better quality equipment (uniforms, safety vests, use of force devices, lights, footwear, etc.) at improved prices. Officers were outfitted with new uniform pants, tunics, and vests that improved comfort. A larger selection of boots was made available to fit various needs/size, and pistols were outfitted with new lights. Additionally, a re-design of the police vehicles led by a patrol officer was undertaken.

Administration and the Kingston City Police Association worked together to enhance the promotional process, with feedback 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 were issued to all sworn officers, and a number of civilian members. This allowed members to easily access a number of other technology assisted services on a safe and secure device.

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

The Alternative Response Unit worked 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

An Occupational Therapist was 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. Any member of Kingston Police was able to book an appointment with the occupational therapist to discuss the impact their work had on their personal life and provide early intervention where need.

Flexible return-to-work plans enabled several members to return to duty.

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, was expanded to include more units.

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

Kingston is a more desirable location for new employee applicants

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

Improve weighted clearance rate to 45%

Improve high risk crime clearance rates

A review of the Court Services Unit was conducted in order to determine staffing needs to satisfy updated disclosure policies updated by the Ministry of the Attorney General.

Reduce property crime offences

The Investigative Services Division implemented 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 were added to CPIC and the 529 application to increase the probability of returns on found/stolen bicycles.

Community businesses and organizations were encouraged to undergo a Crime Prevention Through Environmental Design (CPTED) Audit, which can be provided by either sworn officers or the Kingston Police Community Volunteers. These audits 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 provided our current members with relief from burnout and helped manage the increased call volumes being experienced.

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

Decrease police interaction time in mental health apprehension

We continued to strive to capture correct data through the Health IM application. We requested a change to the app to remove an automatic time population for the report. IT tested the app on one of our MDT's in a web based format, with the hope that filling out these forms on the MDT would encourage its use and cut down on officers' time with only writing one report through the application.

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

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

Reduce repeated interactions with at-risk individuals

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

A number of officers were assigned to school resource, assisting in addressing at-risk youth in our community.

Pathways to rehabilitation are established

Members of the Kingston Police continued 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

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. Over the last couple of years, we have made changes to decrease these calls by placing the Watch Commander upstairs near Communications and providing complete oversight of calls for service, and resource management.

Three civilian Special Constables were assigned each weekend to WASH to take the burden off of patrol.

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

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

Kingston Police Community Volunteers

The Kingston Police Community Volunteers provide invaluable support during all community events and have greatly contributed to not only an enhanced level of service to Kingston but also increased engagement with our community. They are also integral to the realization of our crime prevention programs.

Background

The Kingston Police Community Volunteers have been contributing to the safety and security of the Kingston community since 1996. The purpose of the group is to assist the Kingston Police and the community with a pool of trained volunteers who could be available to participate in a variety of non-confrontational roles. These roles include:

- (a) “Eyes and ears” patrols where volunteers walk, bicycle, or use certain KPCV marked and unmarked Kingston Police vehicles to patrol the city and watch for criminal activities or assist the public;
- (b) Assisting at public events and parades;
- (c) Assisting in area searches for missing persons; or evidence from crime scenes; and

- (d) Assisting the Kingston Police at public displays or exhibits.

Summary of 2023 Activities

Following is a summary of KPCV activities for the calendar year 2023, as well as a collection of community events attended or assignments completed by volunteers in 2023:

Category	Amount
Volunteer Hours	1579
Person Hours	5,352.5
Administration Hours	600
Bicycle Pickup	16
Bicycles Retrieved	37
Radar Speed Survey	5
Emergency Fan-outs	1
Assist Police	5
Special Events	130
Hockey Games	27
Station Tours	1
Recovered Autos	0
Child Identification Clinics	0
Children Fingerprinted	0
Child Safety Car Seat Clinics	8
Parades	10
Foot Patrols	68
Bicycle Patrols	6

The KPCV have returned to full activities that were reduced over 2022 due to Covid-19 and events being cancelled due to the pandemic. With things back to normal, the KPCV have seen an increase in special events and parades in the city. Despite a lower number of remaining volunteers, the KPCV were able to pull together to cover as many events as they could handle without burning out the volunteers.

Fortunately, they were able to do a recruitment drive in late September and have now taken on 25 more volunteers (who all started in February of 2024). This new intake should bring the membership to approximately 65.

May 2023 marked the 27th year of KPCV proudly serving the Community and Kingston Police.

In June, Kingston Police hosted a two-day Special Olympics where the KPCV members helped out at various locations to keep this event safe and running smoothly. The KPCV logged in close to 500 person hours in the 48 hours of this event (some

volunteers worked 14-hour shifts). KPCV also were very active at the 1st annual Kingston Police Community Funfair.

As illustrated, the KPCV provide an enhanced presence for the Kingston Police at innumerable community events. Since the inception of the KPCV program, we have received many compliments on the presence of the volunteers at special events and the many activities in which they engage for the betterment of our community.

In accordance with Ministry Guideline AI-006, volunteers cannot be used to undertake functions or activities that must be performed by members of the police service or by police officers pursuant to legislation. Volunteers have a non-confrontational role, and while on patrol they are to observe and report only. Direct involvement by volunteers is prohibited, except when a Kingston Police Officer or dispatcher tasks them otherwise. Nevertheless, volunteers are able to assist police in a variety of ways, and they are invaluable when additional resources are quickly needed. They also often help to resolve incidents through their “eyes and ears” patrols. Following are some highlights in that respect from 2023:

Incidents/Events assisted at in 2023
Cram the Cruiser as well as other Food Bank food collections throughout the year
Assisted bike rallies and road races
Princess Street Promenade (x2)
Kingston Police Community Funfair
Assisted with funeral for Kingston Police S/Sgt. Ed Cunningham
Assist with funeral detail for Senator Hugh Segal
Lock It or Lose It campaign at various mall parking lots around the city
CPTED Audits were conducted in various locations at the request of residents and businesses
Meals on Wheels frozen food deliveries. Volunteers assisted the VON with delivering frozen food meals to shut ins in the community; deliveries are made twice per month
Queens St. Patrick’s Day Street parties. Assisted with delivering water and food to officers involved with the events as well as providing security at KCVI for the officers to use for breaks
Queens Homecoming weekend. Assisted with delivering water and food to officers involved with the events as well as providing security at Dupuis Hall for the officers to use for breaks etc.
Remembrance Day Services in City Park. Assisted with traffic control in the area
Peace Officers Memorial Run. Assisted with traffic control
Annual Night Time Santa Claus Parade. Assisted with blocking streets for the parade to make for a safe event for the public to attend
Special Olympics (2 days)
Salvation Army Christmas Food Hamper deliverers
Shop With a Cop. Volunteers went shopping for gifts of school aged children who wished to purchase gift for family and friends

Incidents/Events assisted at in 2023
New Years Eve events at two locations, Invista Centre and Confederation Basin

Financial Report

The main operating costs for the Community Volunteers are covered through an annual budget allocation.

In addition, the Board Policy Respecting the Disposition of Unclaimed Property provides that proceeds from the sale of unclaimed property at auction may be used to fund appreciation events and/or extraordinary equipment costs as approved during the annual budget process. The latter is partly to recognize their role in collecting abandoned bicycles, a task that had to be fulfilled by sworn officers in years past.

Item	Cost	Budget
Operational Police Budget		
Uniforms	\$3,776.15	\$5,000
Supplies	\$3,151.76	\$2,500
Repair & Maintenance & Tools	\$273.63	\$8,500
Advertising & Marketing	\$2,226.79	\$0
Contract Services	\$1,840.21	\$4,000
Education & Training	\$276.51	\$1,000
Total	\$11,545.05	\$22,000
Favourable spending variance of \$10,454.95		
Bicycle Auction Proceeds		
Awards Night / Christmas Party	\$9,528.09	
Balance in Bicycle fund at December 31, 2023	\$37,822.96	

Contact:

Scott Fraser, Chief of Police

613-549-4660, ext. 2213

Appendix A – 2023 Organization Chart

