



## Kingston Police Service Board

### Public Agenda Recommendation Report

To: Kingston Police Service Board  
From: Policy & By-Law Committee  
Subject: Strategic Plan Policy  
Date: September 3, 2025

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#### Strategic Priority Alignment:

Administrative/Procedural

#### Recommendation:

**That** the Kingston Police Service Board adopt the Strategic Plan policy as presented in Report Number 25-53.

#### Background/Analysis:

Pursuant to Section 39 of the *Community Safety and Policing Act, 2019*, (the “Act”) the police service board shall, in accordance with the regulations, if any, prepare and adopt a strategic plan for the provision of policing. The Act outlines mandatory elements which shall be addressed in the Strategic Plan including:

1. How the Board will ensure the provision of adequate and effective policing in accordance with the needs of the population of the area.
2. The objectives, priorities, and core functions of the Police Service.
3. Quantitative and qualitative performance objectives and indicators of outcomes relating to:
  - a) The provision of community-based crime prevention initiatives, community patrol and criminal investigation services;
  - b) Community satisfaction with the policing provided;
  - c) Emergency calls for service;

- d) Violent crime and clearance rates for violent crime;
  - e) Property crime and clearance rates for property crime;
  - f) Youth crime and clearance rates for youth crime;
  - g) Police assistance to victims of crime and re-victimization rates;
  - h) Interactions with persons described in section 4 of this policy;
  - i) Road safety;
  - j) Drug crime and clearance rates for drug crime; and
  - k) Any other prescribed matters.
4. Interaction with:
- a) Youths;
  - b) Members of racialized groups;
  - c) Members of First Nation, Inuit and Métis communities; and
  - d) Interactions with persons who may have a mental illness or a neurodevelopmental disability.
5. Information Technology
6. Resource planning
7. Police facilities

The Act further sets out the consultation process, the timelines for review and revision, and the publication of the Strategic Plan.

The attached Strategic Plan Policy has been drafted to meet these requirements and to provide a clear framework for the development, review, and publication of strategic plans by the Kingston Police Service Board.

#### **Financial Considerations:**

Implementation will involve community and stakeholder consultation, which may have financial implications for facilitation and engagement, to be addressed through the Board's budget process.

#### **Contacts:**

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**Exhibits Attached:**

Exhibit "A" – Draft Strategic Plan policy



## KINGSTON POLICE SERVICE BOARD

### Strategic Plan Policy (A1-00XX)

Adopted:

Reviewed:

Revised:

Expires: Indefinite

Rescinds:

Legislation: Community Safety and Policing Act, 2019, s. 39.

O. Reg. 392/23: Adequate and Effective Policing (General).

It is the policy of the Kingston Police Service Board (the Board) shall, in accordance with the *Community Safety and Policing Act (CSPA)* and its *Regulations*, if any, prepare and adopt a Strategic Plan<sup>1</sup> for the provision of policing, which shall address at least the following matters:

1. How the Board will ensure the provision of adequate and effective policing in accordance with the needs of the population of the area.
2. The objectives, priorities, and core functions of the Police Service.
3. Quantitative and qualitative performance objectives and indicators of outcomes relating to:
  - I. The provision of community-based crime prevention initiatives, community patrol and criminal investigation services;
  - II. Community satisfaction with the policing provided;
  - III. Emergency calls for service;
  - IV. Violent crime and clearance rates for violent crime;
  - V. Property crime and clearance rates for property crime;

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<sup>1</sup> For clarity, references to the “Strategic Plan” in this Policy mean the current strategic plan of the Kingston Police Service Board in effect at the relevant time, recognizing the formal title and years covered by the plan may change. (At the time of the adoption of the policy, the current Strategic Plan is entitled “Kingston Police Strategic Plan 2023-2026”)

- VI. Youth crime and clearance rates for youth crime;
  - VII. Police assistance to victims of crime and re-victimization rates;
  - VIII. Interactions with persons described in section 4 of this policy;
  - IX. Road safety;
  - X. Drug crime and clearance rates for drug crime; and
  - XI. Any other prescribed matters.
4. Interaction with:
- I. Youths;
  - II. Members of racialized groups;
  - III. Members of First Nation, Inuit and Métis communities; and
  - IV. Interactions with persons who may have a mental illness or a neurodevelopmental disability.
5. **Information Technology:**
- This Board, in consultation with the Chief of Police, will include in the Strategic Plan an information technology plan that:
- a) Is based on an evaluation of the police service's information technology needs, including its capacity to electronically share information with other agencies, organizations, and community groups;
  - b) Requires the periodic review of key business processes, practices, and related technology to identify possible changes that may reduce the administrative workload of front-line officers; and
  - c) Addresses information technology acquisition, updating, replacement and training.

## 6. **Resource Planning:**

The Chief of Police will:

- a) Implement a resource planning methodology that is either automated or manual, and which takes into account the Strategic Plan and existing demands for service; and
- b) At least once every business cycle, undertake and report back on workload assessments and service delivery evaluations for the following areas:
  - I. Crime prevention;
  - II. Law enforcement, including separate assessments and evaluations for the service's community patrol, communications and dispatch, crime analysis, criminal intelligence, criminal investigation, and investigative supports functions;
  - III. Providing assistance to victims of crime;
  - IV. Public order maintenance; and
  - V. Emergency response services for the six functions pursuant to *Ontario Regulation 392/23 - Adequate and Effective Policing (General)*.

## 7. **Police Facilities:**

This Board, in consultation with the Chief of Police, will include in the Strategic Plan a police facility plan that, at minimum, ensures that the police service maintains one or more police facilities that are accessible to the public during normal working hours and that during all other hour's public telecommunications access to a communications centre.

The Chief of Police should review and report back to the Board, at least once every business cycle, on whether:

- a) All police facilities:
  - I. Meet or exceed provincial building regulations and fire codes;
  - II. Have sufficient space for the efficient organization of offices and equipment;
  - III. Be adequately heated, ventilated, illuminated and, where appropriate and practical, air conditioned, when in use;

- IV. Have lockers, separate change areas (for women), if members are required to change at the workplace, and washroom facilities, and where appropriate and practical, shower facilities; and
- V. Have appropriate security measures and communications.

b) Members of the police service have available:

- I. Appropriate and secure working, records, and equipment storage space; and
- II. Separate or private areas for interviewing purposes.

c) The police service's lock-up facilities meet the following requirements:

- I. The minimum cell size is 7' x 4'6" x 7' high;
- II. Fire extinguishers are secure and readily available in the lock-up area, but out of reach of the person in custody;
- III. Smoke and heat detectors are installed in the lock-up area;
- IV. Toilet facilities are provided in each lock-up;
- V. No unsafe conditions exist, including means of attaching ligatures;
- VI. First aid equipment, including airway devices for mouth-to-mouth resuscitation, are readily available;
- VII. Lock-ups are separate from public view;
- VIII. Confidential interviews with legal counsel can be accommodated;
- IX. A proper area for detainee processing is provided;
- X. Cell keys are in a secure location and master or duplicate keys are readily available;
- XI. The area where detainees are processed and/or searched is well illuminated, secure and has no hazardous conditions present;
- XII. Compliant with the Police Service's policy and procedures with respect to communicable diseases; and
- XIII. A means of constantly communicating with the main desk area and/or the communication centre is available.

- d) Where it is determined that the police facilities do not meet the requirements in Section 7 (a), (b) and (c) of this policy, the Chief of Police should prepare a plan for the Board that sets out options and costs in order to meet the requirements.

## 8. **Consultation:**

This Board shall consult with the Chief of Police in preparing or revising the Strategic Plan consistent with the requirements of the *CSPA* and its *Regulations*, which will include consultation on:

- a) An environmental scan of the community that highlights crime, calls for service and public disorder trends within the community;
- b) The results achieved by the police service in relation to the Strategic Plan currently in effect;
- c) A summary of workload assessments and service delivery evaluations undertaken during the existing Strategic Plan cycle;
- d) The Board's proposals with respect to the Police Service's objectives, core business and functions, and performance objectives and indicators for the eight functions set out in the *CSPA*;
- e) The Strategic Plan must also provide an overview of the consultations that were conducted under Section 8 (g) of this Policy and state whether, and if applicable, how the needs and concerns regarding policing identified during the consultations have been addressed by the plan;
- f) The estimated cost of delivering adequate and effective police services to meet the needs identified in the draft Strategic Plan;
- g) In preparing or revising the Strategic Plan the Board shall consult with:
  - I. The Chief of Police;
  - II. The municipal council of any municipalities in the Board's area of policing responsibility;
  - III. The band councils of any First Nations in the Board's area of policing responsibility;
  - IV. Groups representing diverse communities in the Board's area of policing responsibility;
  - V. School boards, community organizations, businesses, and members of the public in the Board's area of policing responsibility; and
  - VI. Any other prescribed persons, organizations, or groups.



- h) The Strategic Plan must provide an overview of the consultations that were conducted under Section 3 of this policy and state whether, and if applicable, how the needs and concerns regarding policing identified during consultations have been addressed by the plan.

**9. Considerations:**

In preparing or revising the Strategic Plan, the Board shall consider, at a minimum:

- I. The results of the consultations conducted under Section 3 of this policy;
- II. Any community safety and well-being plans adopted by the municipalities that are in the Board's area of policing responsibility; and
- III. The needs of members of diverse communities in the Board's area of policing responsibility, including the needs of members of racialized groups and of First Nation, Inuit and Métis communities.

**10. Review and Revision:**

The Board shall review and, if appropriate, revise the Strategic Plan in accordance with the Regulations, if any, at least once every four years.

**11. Communication:**

This Board, in consultation with the Chief of Police, will establish a process, with municipal council if required, for the communication of the Strategic Plan to:

- a) Members of the Police Service; and
- b) Members of the public.

**12. Performance Objectives:**

This Board, shall consult with the Chief of Police, when developing the performance objectives, factors such as:

- a) The Police Service's existing and/or previous performance, and estimated costs;
- b) Crime, calls for service and public disorder analysis and trends, and other social, demographic, and economic factors that may impact on the community;
- c) The type of performance objectives, indicators and results being used/achieved in other similar/comparable jurisdictions;
- d) The availability of measurements for assessing the success in achieving the performance objectives;

- e) Community expectations, derived from the consultation process, community satisfaction surveys, and victimization surveys; and
- f) The results achieved by the police service in relation to the Strategic Plan currently in effect.

13. **Cost projection:**

The Strategic Plan will include the estimated cost projection for implementing the Plan for each year that the Plan covers.

14. **Reporting:**

- a) Pursuant to the *CSPA* the Board shall review and, if appropriate, revise the strategic plan in accordance with the *Regulations*, if any, at least once every four years;
- b) The Board is to report updates on the Strategic Plan to the Municipal Council and members of the public annually as outlined in Policy AI-XXX (Reporting and Information Sharing); and
- c) The Police Service shall communicate regular updates to the Board as requested.

15. **Publication:**

The Board shall publish the Strategic Plan on the Internet in accordance with the *Regulations* made by the Minister, if any.

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Chair

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Administrator/Secretary