



Kingston Police

Public Agenda Information Report

To: Kingston Police Service Board

From: Scott Gee, Deputy Chief of Police

Subject: Workforce Demographics: Current Statistics and Considerations for DEI Data Collection

Date: October 15, 2025

Strategic Priority Alignment:

The people of Kingston, including marginalized and/or disadvantaged persons, feel safer and are more satisfied with Kingston Police

Recommendation:

That the Workforce Demographics: Current Statistics and Considerations for DEI Data Collection Report, Report Number 25-68 is for information only.

Background/Analysis:

At the July meeting of the Kingston Police Service Board a motion was passed:

Moved by Gail MacAllister, seconded by Gregory Ridge

Whereas the Kingston Police Service Board has established a Diversity Plan Working Group/Committee to advance equity, diversity and inclusion across the Kingston Police; and

Whereas access to accurate demographic data is essential to informing the work of the Working Group/Committee and supporting evidence-based recommendations;

Therefore Be It Resolved That the Kingston Police Service Board direct the Chief of Police to provide a comprehensive demographic breakdown of the

Kingston Police, including both sworn and civilian members, for presentation at the Board Meeting scheduled for October 23, 2025; and

That the demographic breakdown include, where available, information on gender identity, race, ethnicity, age, years of service, and any other relevant diversity-related categories, while ensuring confidentiality and compliance with applicable privacy legislation; and

That the Chief include, where appropriate, recommendations specific to sworn and civilian members that would support equity, diversity, and inclusion within each component of the Service.

Overview and Context

In response to the Board's motion requesting a comprehensive demographic breakdown of the Kingston Police (KP), we have compiled the data currently available (see Appendix A).

At this time, KP formally tracks limited diversity-related data – primarily gender and role classification (i.e., sworn vs. civilian members). Unfortunately, we do not currently collect or report on a broader range of demographic, equity, or inclusion data such as race, ethnicity, sexual orientation, Indigenous identity, or disability status. These gaps limit our ability to conduct a comprehensive analysis of workforce composition and experiences.

We recognize the importance of transparency in identifying these limitations and are committed to developing a more robust data collection framework to support evidence-based, equity-focused decision-making.

Understanding DEI: A Framework for Future Data Collection

To support shared understanding and next steps, we offer the following definitions and examples of the three pillars of Diversity, Equity, and Inclusion:

Type	Focus	Example Measures
Diversity	Who is in the organization?	Gender, race, age, disability, sexual orientation, etc.
Equity	Are systems fair and accessible?	Promotion rates, pay equity, hiring data, training access
Inclusion	Do people feel valued and respected?	Psychological safety, employee voice, belonging, fair treatment

Examples of data we are not yet collecting:

- Race/ethnicity, disability status, Indigenous identity, and other self-identification data
- Equity indicators (e.g., promotions, disciplinary actions, compensation by group)

- Inclusion measures (e.g., belonging, safety, or fairness via surveys)

Recommendations for Sworn and Civilian Members

To address gaps and support equity, diversity, and inclusion across both sworn and civilian components of the Service, we propose the following:

Conduct a Voluntary Workforce Survey

A confidential, self-identified DEI workforce survey will allow us to:

- Collect demographic data beyond gender and role
- Understand whether members feel included, respected, and fairly treated
- Identify any barriers in career progression, training, or organizational culture

This survey would be structured to reflect the lived experiences of both sworn and civilian members and support disaggregated analysis by rank, department, and role.

DEI Survey Framework

Guiding Principles:

- Anonymity and confidentiality
- Voluntary participation
- Inclusive language and respectful tone
- Clear purpose and follow-up communication

Survey Structure:

Section	Purpose
Introduction & Consent	Explain purpose, confidentiality, and use of results
Demographic Information	Optional self-identification
Diversity	Perceptions of representation and recruitment
Equity	Experiences of fairness in opportunities, policies, treatment
Inclusion	Belonging, respect, safety, voice
Open-Ended Feedback	Suggestions, stories, and lived experience
Closing / Next Steps	Thank participants, explain next steps

Sample Questions:

- “I feel the workforce reflects the diversity of the community we serve.”
- “Opportunities for promotion are fairly accessible to all employees.”
- “I feel safe reporting discrimination or harassment without fear of retaliation.”
- “What’s one way we could improve inclusion at Kingston Police?”

Data Reporting:

- Aggregate and disaggregated results
- Analysis by demographic groups (as self-identified)
- Identification of gaps, disparities, and themes

Next Steps and Request for Board Guidance

Given the limitations in current data and the importance of advancing evidence-informed EDI practices, we request the Board's direction on the following:

- Data Expectations
 - What specific DEI data the Board wishes to receive in future reports
- Survey Support
 - Whether there is support for conducting a confidential, self-identified DEI workforce survey as outlined
- Resourcing
 - Any budgetary considerations or funding models the Board recommends for supporting this initiative

Commitment to Progress

We are committed to continuous improvement and to working in close collaboration with the Board and the Diversity Plan Working Group to build a more inclusive, equitable, and respectful workplace for all members – sworn and civilian alike.

We appreciate the Board's leadership in advancing this important work.

Financial Considerations:

Estimated costs depend on scope:

Engagement Type	Estimated Cost
Basic survey (quantitative, standard reporting)	\$4,000 – \$8,000
Survey + qualitative methods (e.g., focus groups)	\$10,000 – \$30,000
Full DEI diagnostic (multi-phase, includes strategy)	\$30,000 – \$80,000

Contacts:

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Exhibits Attached:

Appendix A – Kingston Police Membership Demographics

Appendix A

Demographics current as of September 15, 2025. Members absent for 2+ years excluded from data, and only confirmed ranks were used (no actors).

	M		F		Total	
Sworn	187	82%	41	18%	228	69%
Civilian	41	41%	60	59%	101	31%
Total	228	69%	101	31%	329	100%

Sworn	M		F		Total	
Chief	1	100%	0	-	1	0.4%
Deputy Chief	2	100%	0	-	2	1%
Inspector	2	67%	1	33%	3	1%
Staff Sergeant	6	67%	3	33%	9	4%
Sergeant	21	88%	3	12%	24	11%
Constable	148	83%	31	17%	179	79%
New Recruit	7	70%	3	30%	10	4%

Civilians	M		F		Total	
Full-time	25	39%	39	61%	64	63%
Permanent Part-time	9	82%	2	18%	11	11%
Part-time	7	27%	19	73%	26	26%

*Special Constables included in above

Special Constables	M		F		Total	
Full-time	7	78%	2	22%	9	75%
Part-time	2	67%	1	33%	3	25%

Age Groupings (Civilian)	M		F		Total	
>20	1	50%	1	50%	2	2%
20-29	7	47%	8	53%	15	15%
30-39	14	45%	17	55%	31	31%
40-49	8	32%	17	68%	25	25%
50-59	7	37%	12	63%	19	19%
60+	4	44%	5	56%	9	9%

Age Groupings (Sworn)	M		F		Total	
>20	0	-	0	-	0	-
20-29	23	74%	8	26%	31	14%
30-39	55	83%	11	17%	66	29%
40-49	60	86%	10	14%	70	31%
50-59	46	79%	12	21%	58	25%
60+	3	100%	0	-	3	1%

Years of Service (Civilian)	M		F		Total	
>5	24	48%	26	52%	50	50%
5-9	6	30%	14	70%	20	20%
10-14	2	22%	7	78%	9	9%
15-19	5	50%	5	50%	10	10%
20-24	3	43%	4	57%	7	7%
25-29	1	25%	3	75%	4	4%
30+	0	-	0	-	0	-

Years of Service (Sworn)	M		F		Total	
>5	52	83%	11	17%	63	28%
5-9	32	80%	8	20%	40	18%
10-14	20	91%	2	9%	22	10%
15-19	31	82%	7	18%	38	17%
20-24	35	85%	6	15%	41	18%
25-29	14	74%	5	26%	19	8%
30+	3	60%	2	40%	5	2%

Visible Minority	M		F		Total	
Sworn	11	92%	1	8%	12	5%
Civilian	5	45%	6	55%	11	11%
Total	16	70%	7	30%	23	7%