



## Kingston Police

### Public Agenda Information Report

To: Kingston Police Service Board

From: Scott Fraser, Chief of Police

Subject: Strategic Plan Update as of June 30, 2025

Date: July 9, 2025

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#### Recommendation:

**That** the Strategic Plan Update as of June 30, 2025, Report Number 25-21 is for information only.

#### Summary

The purpose of this report is to provide the Kingston Police Service Board with a progress update for the work outlined in the 2023-2026 Strategic Plan, as released in March 2023. Some steps taken may address multiple strategic objectives, however, to reduce redundancy, have been included only once under the most relevant strategic objective. With the collaboration of all members of the organization, Kingston Police is meeting its Strategic Plan objectives while upholding fiscal responsibility, carefully managing the budget, optimizing resources, and controlling costs to ensure overall financial sustainability. This report includes information as of June 30, 2025.

#### Contact:

Scott Fraser, Chief of Police

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#### Appendices:

Appendix A – Strategic Plan Report Card



# 2023-26 KINGSTON POLICE STRATEGIC PLAN REPORT CARD

ACHIEVED  
IN PROGRESS



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



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



Improve member job satisfaction and engagement



Improve weighted clearance rate to 45%



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





# 2023-26 KINGSTON POLICE STRATEGIC PLAN

For the period of September 1, 2024 to June 30, 2025

Strategic Objective	Action Plans	Steps Taken
	<ul style="list-style-type: none"><li>• Increase patrol staffing</li><li>• Decrease recidivism (i.e. reoffending rate)</li><li>• Decrease organized crime rate in downtown</li><li>• Implement Evidence Based Policing</li></ul>	<ul style="list-style-type: none"><li>• Implementation of Community Safety &amp; Support Initiative, dedicating 2 officers to encampment enforcement and homelessness in the Downtown Area</li><li>• Hosted Beyond Boundaries, a groundbreaking conference bringing together police and community agencies to combat human trafficking</li><li>• Spearheaded joint task force with Corrections Canada to combat prison drone-drops</li><li>• Partnership with City placing a dedicated officer at City Hall/Market Square</li></ul>
	<ul style="list-style-type: none"><li>• Initiate new community engagement programs, with particular emphasis on relationship-building with equity deserving persons</li><li>• Decrease in complaints regarding officer conduct</li><li>• Employee recruitment is proportional to better represent our community</li><li>• Enhance cultural competency, anti-racism and diversity training for all staff</li><li>• Audit police facilities, and website, and ingoing communications means to ensure AODA and NG9-1-1 compliance</li></ul>	<ul style="list-style-type: none"><li>• Implementation of Alertable, a third-party app to send alerts and day-to-day notices to community members</li><li>• Further enhancement and deployment of Police Liaison Team to labour disputes, protests, and mass gatherings</li><li>• Fraud Unit Detectives proactively provide educational seminars to vulnerable sectors</li><li>• All Kingston Police officers now trained in ABLE</li><li>• Citizens Police Academy reintroduced February-April 2025</li></ul>
	<ul style="list-style-type: none"><li>• Members feel more valued and supported by supervisors and senior management alike</li><li>• Improve morale and retention of members</li><li>• Decrease absenteeism and improve employee wellness</li><li>• Kingston is a more desirable location for new employee applicants</li></ul>	<ul style="list-style-type: none"><li>• Annual Awards Ceremony recognizing member achievements for the calendar year 2024</li><li>• Facility improvements/updates to member areas</li><li>• Creation of Senior Crime Analyst role to provide leadership experience, job enrichment, and supervisory potential to incumbent</li></ul>
	<ul style="list-style-type: none"><li>• Improve high risk crime clearance rates</li><li>• Reduce property crime offences</li><li>• Police the right places at the right times</li></ul>	<ul style="list-style-type: none"><li>• Digital display board strategically placed where most officers pass by cycles through various charts of high traffic complaint areas to quickly inform targeted enforcement</li><li>• Increased Crime Analyst staffing to better distribute demanding workload and tasks, gathering evidence-based analytics to inform needed enforcement areas</li></ul>
	<ul style="list-style-type: none"><li>• Decrease police interaction time in mental health apprehension</li><li>• Reduce repeated interactions with at-risk individuals</li><li>• Pathways to rehabilitation are established</li><li>• Reduce calls for service and increase officer availability</li></ul>	<ul style="list-style-type: none"><li>• Community Engagement Substance Use Support Initiative- referring individuals to AMHS-KFLA</li><li>• Partnering with By-law for strategic, targeted community safety initiatives</li><li>• Improving existing relationship to build a trusting partnership with the Integrated Care Hub</li></ul>