



Kingston Police

Public Agenda Information Report

To: Kingston Police Service Board
From: Scott Fraser, Chief of Police
Subject: Strategic Plan Update as of August 31, 2024
Date: September 11, 2024

Recommendation:

That the Strategic Plan Update as of August 31, 2024, Report Number 24-33 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 points outlined below 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 August 31, 2024.

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

Decrease recidivism (i.e. reoffending) rate

Detectives from our General Investigations Unit conducted a project on identifying areas and individuals believed to be responsible for ongoing Bell/copper thefts. Kingston Police Detectives worked with Bell Security Department to track, identify, and map ongoing thefts. Our Crime Analyst was also utilized to identify areas of high frequency thefts. Information garnered from this investigation was also shared and disseminated to surrounding jurisdictions.

The much-anticipated Bail Dashboard is set to come on-line in the last quarter of 2024. We also continue to return wanted persons to locations and jurisdictions in close proximity.

Decrease organized crime activity

The Kingston Police Intelligence Unit has partnered with the Correctional Service of Canada to combat the introduction of contraband into federal correctional institutions by unmanned aerial systems (drones). This new Joint Forces Operation has a dedicated officer and crime analyst from the Correctional Service of Canada working with police to combat the frequent “drone drops” at the many federal institutions in our jurisdiction. Their investigations are setting the benchmark nationally for this increasingly dangerous criminal activity. As well, the officer in charge of Special Services is chairing an OACP sub-committee into criminal use of unmanned aerial systems. The primary purpose of the committee is to coordinate efforts across various law enforcement agencies to counter the illicit use of UASs, enhance public safety, and protect critical infrastructure.

The Kingston Police Special Services Division has created an Eastern Ontario Drug Investigator network and hosts bi-annual meetings to de-conflict investigations and share intelligence. Beginning in the last quarter of 2024, Kingston Police will have a member seconded to CISO as the Regional Intelligence Coordinator, an excellent career opportunity for the officer themselves, and a boon to Kingston Police efforts to combat organized crime.

The Special Services Unit has continued with high drug trafficking and weapons offences enforcement. Up to June 30th, 2024, CDSA seizures of various substances (fentanyl, purple fentanyl, carfentanyl, cocaine, crack cocaine, crystal methamphetamine, oxycontin) totaled over \$1.75 million (street value). Also, 16 guns and 2 conducted energy weapons were seized, along with various other prohibited or restricted weapons.

Decrease crime rate in downtown

Presence in the downtown has been significantly increased. The implementation of the additional beat officer, a pilot jointly funded by the City of Kingston and the Downtown Kingston BIA has shown significant impact since May 2024. The single position alone has accounted for 73 arrests for various criminal code offences, as well as arrests under other Provincial statutes. These include 24 charges for illicit drugs, 45 provincial offence act tickets, several cautions, 90 diversions to services as intervention, and 50 self-initiated check welfares.

In addition to the new pilot beat officer position, additional resources were allocated to homelessness and encampment initiatives to create a Downtown Encampment Enforcement Team. A Sergeant and Constable are currently designated to work with City of Kingston By-Law to specifically deal with encampments and the corresponding challenges. Shopping carts are being seized as stolen property and returned to rightful

owners; trespassing and causing disturbances are being handled more appropriately utilizing tools available to officers, resulting in an impact being made to the locations historically struggling with loitering, mischief, and property damage. Officers from the Community Oriented Response & Engagement Unit (CORE) regularly walk the beat together, along with utilizing bicycles to supplement foot – and occasionally – vehicular patrols. New recruits spend time alongside CORE and perform Beat patrols as part of their initial training, and Bicycle Patrol will be expanded with training for additional officers beginning in Q3 of 2024.

More arrests and charges are impacting and improving the overall atmosphere downtown. However, this will likely not decrease the crime rate immediately, as more crime is being discovered and dealt with, the impact on the rates is yet to be determined (these rates can be deceiving in that regard). The Downtown Kingston BIA keeps their own statistics, and the Executive Director indicates that they are seeing a marked improvement so far this year, and the numbers for the statistics they track are falling steadily. While from the prior year before this pilot was implemented, Statistics Canada reported a reduction in the crime rate from 84.5 to 84.1.

Kingston Police have requested grant funding to enhance our Mobile Crisis Response Team in an effort to assist in decreasing the crime rate downtown. This submission seeks to secure additional resources to assign an addictions and mental health service worker to partner with a police officer in the downtown core and the Kings District. This collaboration would allow the team to provide critical support to vulnerable individuals, helping them stabilize their lives and access essential services, thereby reducing their involvement in criminal activities. This initiative represents a truly collaborative approach, with key partners including the Downtown Kingston BIA, a city councillor, Kingston Health Sciences Centre and Addictions and Mental Health Services – KFLA.

Implement Evidence-Based Policing

The Criminal Investigations Unit has reviewed the best usage of Detectives in terms of call volume, workload, seriousness of calls and impact on victims of crimes. As a result of the review, our Sexual Assault and Fraud Units have been allocated additional Detectives.

Detectives are continuously being sent on courses to further educate and enhance their skill sets. For example, several Detectives have recently completed the Sexual Assault Investigators course and are now due to receive training through the Offences Against Children's course. Our Internet Child Exploitation and E-Crimes Units have recently received advanced training on Digital Forensics and extractions. Select Detectives have also received training for Ontario Major Case Management and Powercase, as well as the homicide course.

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

Our Fraud Unit has completed numerous in person education sessions and rapport-building with the senior community and those most vulnerable to fraud and related crime. Detectives have attended several retirement homes throughout Kingston to answer questions and address concerns from residents. Leveraging social media outreach, media releases regarding new trends in fraud schemes (i.e. grandparent scam, driveway paving schemes, etc.) are sent via various channels to ensure that all members of the community are aware of potential risks. In addition, Detectives from both the Fraud and Vulnerable Sector Units attended and participated in the 16th Frontenac Community Services Fair. Booths were set up by the Kingston Police to offer awareness and support for those with questions or concerns within our community.

A program has been developed which is creating a meaningful opportunity for Kingston Police to engage with our newcomer population in our community. The initiative also offers youth the chance to earn volunteer hours required for high school graduation by assisting their peers. The program, a tutoring initiative for new Canadian youth, focusses on improving English comprehension and enhancing literacy skills among newcomer youth. Hosted at the police station, the program has seen active involvement from Immigrant Services Kingston & Area, which has brought youth from their network to participate. The program has been a resounding success, benefiting both the community and the participants throughout the school year and summer months.

The 2024 Community Fun Fair was a great success with similar attendance as the inaugural fair in 2023, which was in the thousands. As hoped, the culturally diverse cross section of attendees allowed for great interaction with Kingston Police staff, and provided an opportunity for recruitment initiatives that may not otherwise have materialized.

The CORE Unit has established a relationship with the City of Kingston's new EDI Manager and collaborates on important community events and initiatives as we seek to define the permanent nature of an EDI role within the Kingston Police.

A Citizens Police Academy is being revitalized for commencement in Q1 in 2025.

Decrease in complaints regarding officer conduct

The much-anticipated roll-out of ABLE training to all sworn officers and special constables is confirmed to be during the fall/winter 2024 training cycle. A selection of our own Kingston Police members have been certified to teach the course, allowing for a seamless integration into the existing training curriculum.

To ensure operations are in line with policy and procedure, a Sergeant has been assigned to work on-site at the Ontario Court of Justice to supervise the Special Constables and Court Security Officers.

The first half of 2024 saw a 39% reduction in complaints as compared to the same period in 2023 (22 complaints received in the first half of 2024, as compared to 36 complaints received in the first half of 2023).

Employee recruitment is proportional to better represent our community

During this reporting period Human Resources conducted 7 on-site recruitment sessions for new police constables. Additionally, Human Resources participated in 3 recruitment events, including the KEYS Job Fair at Portsmouth Olympic Harbour, the St. Lawrence College Police Foundations open house, and a Police Week promotional recruitment drive at Market Square. During this time, we successfully hired 9 civilian members and 5 new sworn recruits. It is anticipated that some of the civilian candidates hired are interested in a career as a police officer.

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

In early 2024 Kingston Police launched an updated and enhanced website, along with an all-new recruitment specific website. Our main website <kingstonpolice.ca> has been revamped to provide our community with an easier to navigate and more informative website. Enhancements included comprehensive information on the many specialized units and sections of Kingston Police and the roles they play in helping to combat crime and keep our community safe. This new website includes an interactive crime-mapping tool that any member of the public can navigate to and utilize. Other great features include crime prevention and personal safety tips and advice, options to file online complaints and reports, digital forms to complete victim impact statements, submit restitution forms, request police for community events, apply for background checks, and much more. Kingston Police was one of the first police services in Ontario to launch a recruitment specific website. Policing is a demanding and challenging career, with an increasingly competitive environment to attract and hire the best possible candidates. Our all-new recruitment website, <JoinKP.ca> is designed to improve and streamline the application process with Kingston Police, with the goal of encouraging diverse and high caliber candidates to apply with Kingston Police and best serve our community.

Our new sites were developed through GHD using the Govstack platform, a modern website tool designed to help ensure the sites meet modern accessibility standards. Kingston Police additionally contracted Deque, a company that specializes in online accessibility testing. GHD then worked in conjunction with Deque to help ensure our websites meet current Web Content Accessibility Guidelines (WCAG). Accessibility

standards are constantly evolving, and Kingston Police will continue to review and update our websites as needed.

We have entered into an ongoing maintenance agreement with the City of Kingston to provide timely and cost-effective maintenance and upgrades to police headquarters, consistent with other City of Kingston facilities. In addition, we are working in partnership with the City of Kingston to begin a comprehensive review of the physical space and staffing needs for police headquarters based on current and projected needs for the next 25 years.

Throughout the year, Fleet Services began a roll out of new, more robust patrol cruisers which should decrease maintenance costs and downtime over the lifecycle of a vehicle. As an added bonus, they also provide a larger, more ergonomic workspace for officers, and have a higher value at auction at end-of-life.

Progress on the installation and implementation of NG9-1-1 continues throughout 2024. We anticipate installation being completed in Q2 of 2025.

Improve member job satisfaction and engagement

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

Kingston Police have enhanced the application process for transfers to specialty units to ensure greater fairness and transparency. The new process now includes a third-party observer from Human Resources, who is present during interviews to ensure that all candidates are treated equitably. This observer also plays a key role in providing meaningful feedback to candidates upon request. Additionally, all scoring criteria for interview questions have been refined to include specific, measurable standards, further ensuring unbiased and accurate evaluations.

With increased training requirements under the new *Community Safety and Policing Act*, our Training Unit has worked diligently to ensure members are meeting not only the new standards but continuing to enrich their careers with additional training courses. While some courses are hosted outside of Kingston, and requires members to travel, we have also hosted a number of courses in our Headquarters, allowing the opportunity to meet and network with members from surrounding services.

Human Resources has implemented a more robust civilian probation evaluation form that extends across the organization. This enhanced process includes a development plan collaboratively created by both the supervisor and the members, aimed at outlining specific developmental goals that support the member's professional growth. The evaluation portion is conducted using a clearly defined performance rating guide, ensuring that both the supervisor and member can engage effectively in the assessment process. This initiative is designed to foster a sense of value and support

among members, strengthening their connection with supervisors and Senior Management.

On June 19, 2024, Kingston Police hosted the first annual Kingston Police Awards Ceremony since 2019. This event recognized the achievements and milestones of Kingston Police officers, civilians, and community members from January 1, 2021, to December 31, 2023. The ceremony took place in Memorial Hall at City Hall and was attended by approximately 200 guests. The positive feedback from members highlighted how valued they felt, reflecting the overall success of the ceremony. In addition to our own Awards Ceremony, a number of female officers attended the Ontario Women in Law Enforcement Gala, hosted in Peel. At the gala, officers were recognized for long service commitment to policing. Also in attendance were 2 Kingston Police Detectives who had been nominated by their sergeants for an outstanding achievement award.

We continue to offer bi-monthly, local, and free professional development opportunities to members on important topics that will assist them in their duties as well as educate them on exciting areas of policing. This professional development can assist in guiding independent and focused learning to pursue desired career pathways.

The Chief's Office has worked to strengthen the relationship with the Kingston City Police Association Executive, with frequent meetings where matters can be addressed, and members have their concerns brought forward anonymously by the Executive. For example, feedback from the membership on the annual deployment process was considered, and Senior Management pivoted to instead post for vacancies as they became available. An internal messaging board was installed in a high-traffic area of headquarters, cycling through a variety of community news, organization updates, and messaging. Our Joint Health & Safety Committee conduct regular meetings to address any issues in a timely manner as they arise. Department wide open lines of communication is encouraged with individual units hosting monthly meetings.

Our e-ticketing pilot has concluded successfully, and in-car printers have been purchased for an anticipated roll-out in the last quarter of 2024.

With the selection of a new Deputy Chief, the top priority for the role will be updating a new Promotional Policy. Once the policy is issued, the next priority will be supporting a promotional process for members eligible to proceed to the next rank.

Decrease absenteeism and improve employee wellness

We have increased the hours and scope of our Occupational Therapist, who has been providing mental health wellness services one morning a week at the Kingston Police station. On April 11, 2024, our therapist attended a patrol supervisor meeting to kick off wellness check-ins for every Patrol and Communication member in the department. During our wellness check-ins, our therapist hours have increased to include one

afternoon, once per week. These check-ins have proven to be very helpful for many members.

A Sergeant has been re-deployed from another unit to the Court Services Unit to screen high-risk material, preventing exposure of traumatic images and videos to civilian court staff.

Improve weighted clearance rate to 45%

Detectives are consistently assigned a wide variety of investigations allowing for cross-training amongst all units within the Criminal Investigations Unit, giving the Detectives the opportunity to gain further experience and knowledge in a variety of investigation types. During 2 recent homicide investigations, Detectives outside of our Major Crimes office were tasked to assist in the investigations, resulting in them shadowing and being mentored by more experienced Detectives.

Detectives have worked hard to build and maintain a strong working relationship with our Crown's Office. There have been several occasions where we have hosted meetings with the Crown's Office to discuss ongoing cases and strategies to ensure successful prosecutions.

Reduce property crime offences

The work being undertaken in the downtown core will continue to decrease property crime offences overall. While we have been identifying and solving offences regularly, the crime rate and clearance rate impact is yet to be determined, however, the de-facto impact downtown has been positive, and initiatives continue to evolve.

Kingston Police has increased both the number of staff and Kingston Police Community Volunteers who are qualified to perform CPTED audits.

Police the right places at the right times

Kingston Police have secured funding for the creation of 4 dashboards that will extract data from our Records Management System and merge it with our crime severity index. These dashboards are to be utilized within the Patrol Division and are designed in line with the principles of evidence-based policing, enabling the strategic deployment of frontline officers to areas identified as hot and harm spots. By using this data-driven approach, Kingston Police can proactively prevent and deter crime more effectively. This targeted resource allocation is an efficient method to help reduce crime across the community.

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

Decrease police interaction time in mental health apprehension

Additional funding has been sought for our MCRRT program through an enhancement grant from the Ministry of the Solicitor General. We have not yet been notified of the results, but if successful, this would increase both civilian and officer staff in the program.

Meetings occur with local partner organizations to establish alternative pathways to police response in mental health interactions. It is an ongoing effort between all parties with the best interests of our community members at the forefront of the discussions. We have also used our platform and position to advocate for increased resources for our partner agencies to enable extended-hours response.

Pathways to rehabilitation are established

Officers in the Vulnerable Sector Unit are actively involved with the ongoing working group Human Services & Justice Coordinating Committee (HSJCC) for the purpose of identifying and finding alternate solutions for responses to mental health related cases. This committee is comprised of numerous stakeholders including The Salvation Army, Providence Care Centre, Mental Health Services, Ontario Provincial Police, Correctional Service of Canada, Ontario Crown Attorney, AMHS-KFLA, John Howard Society Kingston, Homebase Housing, Canadian Families and Corrections Network, K3C Community Counselling Services, Kingston Police, Elizabeth Fry Society Kingston, Queen's University, HIV/AIDS Regional Services, and the Eastern Community Network of Specialized Care.

Officers in the Criminal Investigations Unit have been reviewing all reports that involve at-risk vulnerable persons that may require further follow-up and assistance from partnering agencies (e.g. AMHS). Detectives will reach out to the at-risk individual to gain a better understanding of their needs and will then be the conduit between the proper support services and the individual requiring services.

Our Youth Officer and School Resource Officers work closely with and utilize area youth services frequently to ensure that the specific needs of our youth community members are addressed.

Reduce calls for services and increase officer availability

Our Communications Operators, under the supervision of the Watch Commander, will redirect calls to partner agencies when appropriate, reducing the number of calls in the queue for sworn police officers to attend. Members of the Alternate Response Unit, who's return-to-work or accommodation plans allow for it, are also utilized to respond to low-priority calls that remain with police, supplementing available patrol officers. Work is underway to supplement patrol platoons with Special Constables, to assist with

emergency room presence when required. The new *Community Safety and Policing Act* has broadened the scope of responsibilities that Special Constables can be appointed under, and we are exploring all possibilities for utilization so that sworn officers are free to attend more high-risk calls. In this same realm, there are frequent conversations with Kingston General Hospital regarding inconsistent improvement of hospital wait times.

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