



TRANSCENDING DIVISION

Kingston Police Business Plan

2008–10

Approved by the Kingston Police Services Board
July 17, 2008

Prepared by
Public Safety Innovation, Inc.



ACKNOWLEDGMENTS

This document was developed by a Kingston Police business plan working group in collaboration with members of the Kingston Police Services Board. Its content reflects a considerable degree of consultation and input from various sources within the organization, as well as throughout the Kingston community. This business plan would not have been possible without the important contributions of many concerned individuals; their time, interest, and input have been greatly appreciated.

ABOUT THIS PUBLICATION

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MESSAGE FROM THE BOARD CHAIR

It gives me great pleasure to offer, on behalf of my colleagues on the Kingston Police Services Board, the most recent version of the Kingston Police Business Plan to our community. *Transcending Division: Kingston Police Business Plan 2008–10* represents a significant achievement in the life of the Kingston Police organization, as a new chapter in its long history begins.



With the transition to the new headquarters now complete, it is important to make mention of the many contributors to that undertaking. That entire enterprise benefited from the support given by Kingston City Council, members of the Kingston Police, and especially the citizens of Kingston, and we hope that everyone will have an opportunity to see what has been accomplished in this state-of-the-art facility. We also trust that the essential police services provided out of this new headquarters will be clearly reflected in the strategic objectives outlined in this business plan. This plan, which the Police Services Board has approved, provides the city of Kingston with an overview of how the Kingston Police will prepare for and respond to the public safety needs of our community over the next three-year cycle. This plan also outlines the requirement for the Kingston Police to be compliant with a broad range of legislative and regulatory requirements relevant to police services.

The evolution of this business plan relied upon input from a variety of sources, both internal and external to the Kingston Police. Preparing such a document requires a measured balance of views from elected officials, community stakeholders, members of the public, and the women and men of the Kingston Police, with the ultimate goal being strategic objectives and priorities that are realistic and relevant to the needs of the city of Kingston. As Board Chair, I wish to express our thanks to all those who contributed to the formulation of the current business plan. Over the next three years, we will have an opportunity to see this plan put into action in the service of our community.

The Kingston Police will endeavour to continue to meet the needs of our community in a competent, courteous, and cooperative way. With a renewed sense of commitment to the city of Kingston and a growing capacity to deliver adequate and effective police services to the community, we look forward to the next three years with confidence.

Sincerely,

Carol Allison-Burra
Chair, Kingston Police Services Board



MESSAGE FROM THE CHIEF OF POLICE

It is my pleasure to present to our community the *Kingston Police Business Plan 2008–10* and to join with the entire Kingston Police organization in expressing our gratitude for and satisfaction with the new facilities with which we have been provided to serve the community. We have entitled the document *Transcending Division* to emphasize that, in spite of our relocation to our splendid new headquarters on Division Street, we remain committed to the entire city of Kingston in the provision of our services. This business plan provides an outline of our key strategic directions over the next three years and has been approved by the Kingston Police Services Board as the fundamental guide for our police force.



This document is the result of much consultation, research, and consideration. It also marks the first opportunity for the Kingston Police to draw upon an online survey of community members. It is essential that a police service's business plan reflect several aspects, including a consideration of mandated police services as set out in legislation and regulations, a review of internal operational goals and objectives, and substantial community feedback dealing with satisfaction with programs and priorities. We trust that our consolidation of all of this input within the business plan has resulted in strategic objectives for the maintenance of efficient and effective police services in our city.

It is also essential that there be a strong link between front-line service delivery and the force's overall strategic objectives. Accordingly, the substance of this business plan will be fulfilled through a process whereby individual unit commanders within the Kingston Police formulate specific operational goals and objectives to ensure that accountabilities, performance measurements, and timelines are in place to deliver key services to the community and to achieve the major strategic objectives set forth in this document.

We believe that the *Kingston Police Business Plan 2008–10* provides a clear blueprint for the immediate future of the Kingston Police as we continue to provide a wide range of services to the city of Kingston, but we encourage your feedback in the spirit of continuous improvement. Therefore, please review the substance of the plan and provide us with the benefit of your comments. We renew our commitment to meeting the policing and public safety needs of our community, while recognizing that our best efforts rest upon your confidence, support, and trust.

Yours truly,

William J. Closs
Chief of Police



EXECUTIVE SUMMARY

Transcending Division: *Kingston Police Business Plan 2008–10* represents the approved course that the Kingston Police seek to pursue over the next three-year period and has been designed to offer overall guidance to the women and men who deliver the wide range of services provided by the Kingston Police. This document is based upon substantial input received from the force's civilian governing authority, elected municipal representatives, and a broad spectrum of Kingston's citizens, and it has been further substantiated by means of the force's own internal deliberations. As a planning document that has been approved by the Kingston Police Services Board, it speaks to the overall goals and objectives that the Kingston Police seek to achieve during the time-frame indicated.

The city of Kingston has maintained a challenging cycle of growth and change over the last several years. The Kingston Police continue to be dedicated to providing police services to Kingston's citizens in a manner that not only meets the diverse needs of the community but also is fully consistent with the rigorous requirements of federal and provincial legislation. Kingston has many unique features that impact on policing programs and services, and this business plan endeavours to identify and outline how the Kingston Police plan to address those features. It also provides the public with current information on the general direction of the force.

Much effort has been invested in gathering substantial input from both internal and external stakeholders. Staff members have closely deliberated with representatives of the community, members of City Council, and the Police Services Board, as well as sworn and civilian personnel within the Kingston Police. The strategic objectives outlined herein represent a synthesis of the comprehensive input received, and these objectives will ultimately be further expanded into specific operational and functional goals for the individual units within the Kingston Police. In this way, the individual units will be guided as to activities and accountabilities for achieving overall organizational results.

The intention of this business plan is to provide solid guidance for the Kingston Police during this three-year time-frame and offer an open and largely transparent insight into the world of policing within the city of Kingston. To be fully effective and realistic, however, this business plan remains both flexible and adaptable, to respond to the challenges that will inevitably occur over the next three years. This business plan allows the Kingston Police to establish a basic roadmap for the future and yet remain flexible in the face of change, challenge, and continuous improvement as they collectively work toward the achievement of their goals.

STRATEGIC STAFFING MODEL

There is an inextricable link between adequate and effective staffing and adequate and effective police services. The realization of the strategic objectives outlined in this business plan relies in part upon the fulfilment of the Strategic Staffing Model detailed in section 5.9.



1. INTRODUCTION

1.1 BACKGROUND

In November 2000, the Kingston Police produced their business plan for 2001–3, entitled *Safe and Sound*. That plan was prepared in accordance with section 30 of Regulation 3/99 under the *Police Services Act* of Ontario (Adequacy and Effectiveness of Police Services, herein referred to as the Adequacy Standards Regulation) and in response to the needs of the community. The 2001–3 plan was updated in 2004 with *Safe and Sound: Moving . . . Forward*.

In 2005, the Kingston Police Services Board approved its second three-year business plan, entitled *Responding Now: Building for the Future*, which covered the 2005–7 period. These earlier business plans underlined the reality that the Kingston Police often lacked the necessary resources to support the organization properly. Accordingly, the organization was compelled to draw heavily on the professional dedication of its members to provide a cost-effective service to the community.

The business planning process affords the Kingston Police an opportunity to demonstrate to taxpayers where resources and support are lacking and to begin the process of addressing those challenges, with a recognition of the unique policing requirements of the city of Kingston. The Kingston Police Services Board and the members of the Kingston Police continue to acknowledge the strong community support that emerged during elements of the consultation processes that led up to the formulation of this business plan.

To address immediate and pressing administrative and operational issues and challenges, the Kingston Police Services Board has been working toward focussed business plans for the Kingston Police that form the basis for more extensive operational priority planning documents containing goals and objectives for senior management and unit commanders within the force. Much has been accomplished from the 2005–7 Business Plan, the following being some of the more notable goals that have been achieved:

- providing the Kingston Police with a facility appropriate to the needs of the community and the organization;
- identifying current and future fleet vehicle needs;
- completing a pay equity review process;
- exploring alternatives to utilizing constables for court security;
- responding appropriately during high-profile events at Queen’s University, such as Homecoming, utilizing all necessary police resources;



- delivering Police Service Excellence training within the Kingston Police;
- conducting quality assurance interviews with members of the community, complainants, victims of crime, and accused persons to determine satisfaction with services received;
- developing a Cold Case Unit investigator business case;
- developing a Sexual Assault and Child Abuse Unit investigator business case;
- developing and implementing a Crime Management Plan;
- developing policies and training intended to commit all members of the Kingston Police to support victims from the outset to the conclusion of the investigative and legal process;
- ensuring that all appropriate Kingston Police officers receive refresher training on domestic violence investigation and understand the revised regulations and/or policies;
- providing in-service training to all required members so that they will be more effective in handling calls related to mental health issues;
- linking the Kingston Police to a direct and full-time Internet/intranet service;
- reviewing the current Kingston Police telephone response system with a view to improving accessibility; and
- renewing the Kingston Police radio communications system.

In spite of these accomplishments, many of the initiatives, goals, and objectives identified for 2005–7 continue to warrant ongoing effort; these were revised and refocused for this business plan. Moreover, several operational goals are characteristically of an ongoing nature and thus will require continued review, revision, and reassignment during this current business cycle.



1.2 DEVELOPMENTS IN CANADIAN POLICING

In August 2007, the Canadian Association of Chiefs of Police (CACP) adopted several major resolutions to guide its business operations for the future. These resolutions speak directly to issues that Canadian police leaders have identified as priorities. Of course, all of these themes have, to a greater or lesser extent, potential impact on the citizens of Kingston. It remains critical for the Kingston Police to consider how these issues might be relevant to their current cycle of business planning. The following list provides an insight into the areas in which the CACP has resolved to take action:

- national security;
- federal funding for DNA analysis;
- Aboriginal occupations and protests;
- access to encrypted electronic media;
- cyber-threatening, cyber-stalking, and cyber-messaging;
- organized crime law reform;
- Canadian law enforcement strategy to combat organized crime;
- automated criminal intelligence information system;
- disposition of seized property; and
- drug policy.

While it is neither reasonable nor feasible to make each of these items a strategic priority for the Kingston Police, it is essential that they are aware of the immediate and potential impact of these issues on their jurisdiction. Police planners are challenged to establish meaningful goals and objectives for the police service that are consistent with those of the larger law enforcement, safety, and security environment. Of course, the force continues to look to the members of the Kingston Police Services Board, Kingston City Council, and the community at large to offer a local and particular perspective on key public safety issues and to guide it in the process of establishing that hierarchy of goals and objectives during the period 2008–10.

To frame some of the issues that may be relevant to business planning within the city of Kingston, the following general trends¹ in policing may be seen as prominent:

- crime, security, and order;
- integrated policing;
- urbanization and Aboriginal policing;
- policing costs and competencies; and
- policing governance.

¹ Murphy, Christopher. (2007). *The implications of current policing trends for Aboriginal policing and policy: Discussion paper*. Ottawa: Aboriginal Policing Directorate, Public Safety Canada.



Each of the aforementioned areas may impact upon or influence the overall mandate and mission of the Kingston Police. Additionally, policing trends may have direct impacts upon the operational realities that exist for the Kingston Police. More immediately, however, the Kingston Police must collaborate within their community to explore ways in which they may address local concerns in meaningful ways.

Other reviews and research reports have indicated that policing is in a state of transition whereby the entire definition of “policing” is being re-examined and “re-imagined” for possible policy implications.² Also, an increasing emphasis is being placed on the concept of operational risk management within police services. This has also been topical for civilian governing authorities, as witnessed by its selection as the theme of the 2007 annual meeting and conference of the Canadian Association of Police Boards. Social change and legislative reform have produced conditions that have had significant impacts upon the whole nature of policing in Canada.³

It has become commonplace to state that policing is becoming increasingly complex; however, this statement is based in reality. At all levels of government—municipal, regional, provincial, federal, and international—issues around public safety and security have become profoundly challenging. To address this reality, police officers, police managers, police executives, and police oversight bodies must move forward with dedication, determination, and decisiveness.

Furthermore, the human resource issues that are confronting police services across Canada will also be fully apparent in Kingston, as the Kingston Police work to ensure that their processes, programs, and policies are carefully managed and clearly focussed.⁴ The latter reality further underlines the importance of not only fulfilling the Strategic Staffing Model outlined in section 5.9 but also continuing to monitor the staffing level of the Kingston Police vis-à-vis community needs and expectations.

² Cooley, Dennis (Ed.). (2005). *Re-imagining policing in Canada*. Toronto: University of Toronto Press.

³ Law Commission of Canada. (2006). *In search of security: The future of policing in Canada*. Ottawa: Author.

⁴ Johnson, Philip, et al. (2007). *A national diagnostic on human resources in policing: Prepared for the Police Sector Council*. Ottawa: Hay Group.



1.2.1 Demographic Trends

Kingston continues to form part of the Federation of Canadian Municipalities Quality of Life Reporting System (QOLRS), which examines many variables that measure changes in social, economic, and environmental factors. As one of the 20 Canadian municipalities that participate in the QOLRS, the City of Kingston generates data relating to trends that are highly relevant to the work of the Kingston Police within the community.

1.2.2 Criminal Code Incidents per Officer

The number of *Criminal Code* incidents (excluding traffic) per officer is often used as one of the indicators of police workload. This rate is influenced by several factors, including the number of police officers, as well as the actual number of crimes reported to the police. Generally, trends in this area have a tendency to follow changes in the overall crime rate. In Canada there has been a steady rise in the number of *Criminal Code* incidents per officer, from 20 in 1962 to a high of 51 in 1991. This rate has been decreasing since 1991 and is summarized in Table 1.1.⁵

Table 1.1

Year	<i>Criminal Code</i> Incidents/Officer
1991	51.1
1992	50.0
1993	48.1
1994	47.4
1995	48.0
1996	48.7
1997	46.3
1998	44.9
1999	42.6
2000	42.0
2001	41.6
2002	41.4
2003	43.4
2004	43.7
2005	41.0

These statistics should, however, be viewed in the context of the growing reality that now it takes a police officer significantly more time to process individual incidents or occurrences than in the past. Virtually every offence, including a traffic offence, requires a substantial amount of effort to process it accurately and adequately for court purposes. Recently, a 30-year study was conducted on the time it actually takes for police officers to process their

⁵ *Police Resources in Canada, 2006*. Ottawa: Statistics Canada, Canadian Centre for Justice Statistics, p. 22.



work.⁶ The impact of legislation, regulation, policies, procedures, and routine orders has resulted in significant increases to the amount of time required to complete the core functions that constitute police work. Table 1.2 outlines the estimated time to complete all of the steps required for three occurrence types.

Table 1.2

Occurrence Type	1975	1985	1995	2005
Break & Enter	Up to 1 hour	5 to 7 hours	6 to 10 hours	5 to 10 hours
Domestic Assault	Up to 1 hour	1 to 2 hours	3 to 4 hours	10 to 12 hours
Driving Under the Influence	1 hour	2 hours	3 hours	5 hours

Source: Malm et al. (2005), p. 19.

The impact of increased processing times upon police officer workload is significant. With the requirement to ensure that a greater number of procedural steps are taken to conclude an incident properly, officers need to devote a greater proportion of their time on every file that they are responsible for completing. This has important ramifications when placed in the context of the caseload assigned to each officer. It also impacts on officer availability for calls for service and hence response times, as detailed in section 1.2.6.

1.2.3 Youth Crime

National youth crime statistics reveal that in 2006 the overall youth crime rate increased by 3 percent from 2005, although it was still 6% lower than the 1996 rate. However, these statistics also revealed a 12% increase in youth violent crime over the previous decade, mostly attributable to increases in assaults.

1.2.4 Victimization

According to the latest General Social Survey (conducted by Statistics Canada in 2004), nearly three out of ten Canadians aged 15 years or older indicated that they had been victims of at least one crime in the previous year. This survey also revealed that there were over two million violent incidents in Canada in 2004 against persons aged 15 years or older, one-quarter of which resulted in an injury.

1.2.5 Traffic

The general public continues to be endangered by drivers under the influence of drugs or alcohol. The Kingston Police experienced an increase of 21 percent in the number of impaired / refuse breathalyzer offences in 2007 as compared to 2006.

⁶ Malm, Aili et al. (2005). *A 30 year analysis of police service delivery and costing: E Division: research summary*. Abbotsford, BC: School of Criminology and Criminal Justice, University College of the Fraser Valley and the Institute for Canadian Urban Research.



1.2.6 Calls for Service

Calls for service are a central element in a police service’s business plan. The Kingston Police are constantly monitoring their calls for service to determine if they are providing adequate and effective levels of response to the community. As Table 1.3 indicates, calls for service within the city of Kingston, while fluctuating over the years whether from topical concerns or crime trends, have remained high, and the Kingston Police 2007 Community Survey revealed that some crimes still go unreported for various reasons.

Table 1.3

Year	Calls for Service	Population	Note
1994	31,553		Before municipal restructuring
1997	27,610	59,624	
2000	40,106		After municipal restructuring
2001	42,791	114,195	
2002	41,066		
2003	40,549		
2004	42,303	117,144	
2005	43,238		
2006	41,629	117,207	
2007	39,483	117,828	

Closely related to the topic of calls for service is the question of response times, i.e., the time that it takes for a call to be received by dispatchers and some form of response to be delivered. This is an important piece of the business planning process, and every police service must consider how it will prioritize the wide range of calls received so as to provide the appropriate level of service required by the community.

The priority placed on individual calls for service is, of course, closely tied to governing authority directives, legislative requirements, and to the operational priorities identified by the Kingston Police through their community consultations.

1.2.7 Urban Trends

The Kingston Police must be alert to developments within the city of Kingston to determine if there are any relevant policing, public safety, or law enforcement issues that require response. As the City continues to expand its economic base, the Kingston Police will be expected to ensure that public safety issues are addressed in a satisfactory manner.

1.2.8 Technology Trends

Child pornography has become an increasingly important priority for police services across Canada, and computer technology, including web-based systems, can assist police services in locating information through a database of known offenders. Police services must become more adept at dealing with the challenges related to identity theft and other



crimes facilitated through computer technologies. These technology trends, of course, require that police executives find ways to enhance their internal capacities to identify, intercept, and investigate these kinds of criminal activities.

1.2.9 Police Resources and Strategic Staffing Model

In seeking to provide an adequate and effective level of service as the municipality has grown, the Kingston Police Services Board has increased the authorized strength of the Kingston Police; however, there are important decisions that still need to be made with regard to matters such as response time and human resource deployment. Business planning is essential for making those kinds of determinations.

The Kingston Police must carefully consider the mix of sworn and civilian staffing, as well as the concentration of officers in community patrol as opposed to investigative and specialized support services. All police services must examine their human resources from a strategic standpoint, to ensure that they are replacing officers and civilian employees who are retiring, establishing open and equitable recruitment processes, and providing ongoing training, education, and development for their members. It is essential to remember that policing is a service industry, with people helping people; with approximately 90 percent of the Kingston Police budget dedicated to salaries, wages, and benefits, it is essential that human resources receive appropriate attention and assistance.

The lack of sufficient staffing for the Kingston Police—an issue identified in the 2001–3, 2004, and 2005–7 business plans—continues to be a significant concern. Section 5.9 speaks to the development of the 2006–10 Strategic Staffing Model and the inextricable link between adequate and effective staffing and adequate and effective police services.

1.2.10 Public Perceptions

As part of the current business planning process, the Kingston Police completed their first online public survey to explore in a preliminary manner the levels of satisfaction with various elements of service delivery provided to the city of Kingston, the results of which are of value in coming to an understanding of some of the issues and concerns significant to members of the public. Additionally, the business planning process included consultation with key stakeholders who represent the citizens of Kingston in several important capacities, including City Council, local social service agencies, and the justice system. One indicator of perception of police performance relates to public complaints. All sworn officers within the Kingston Police (current authorized strength being 188 officers) are subject to Part V of the *Police Services Act*, Complaints. Table 1.4 provides a summary of public complaints over the period 2001–7.

Table 1.4

2001	2002	2003	2004	2005	2006	2007
26	21	25	33	26	25	23



1.2.11 Legislative and Related Impacts

Several pieces of important legislation have had an impact on the delivery of policing in the city of Kingston, including but not limited to the following examples.

- **Public Complaints System.** Changes to the *Police Services Act* enacted but not yet proclaimed establish an Independent Police Review body in Ontario (Bill 103, *Independent Police Review Act*). Because the associated regulations have not yet been drafted, the full impact of this amendment is as yet unknown.
- **Road Safety.** Regarding strengthening the approach to drunk drivers and street racing, Bill 203, *Safer Roads for a Safer Ontario Act*, has been enacted.
- **Court Security and Prisoner Transportation.** Efforts are ongoing to encourage the provincial government to assume costs associated with providing court security in the province, along with attendant prisoner transportation costs.
- **Disclosure.** Police are obliged to adhere to a time-consuming and resource-intensive process of disclosure of police and Crown records relating to criminal, civil, family, and tribunal matters.
- **Proceeds of Crime (Funding of Asset Forfeiture Unit).** Annual funding should be earmarked by the provincial government for its Proceeds of Crime Fund, to strengthen asset forfeiture strategies for Ontario's police services.
- **Pawnbrokers Legislation.** It has been suggested that legislation is required to address shortcomings of existing statutes dealing with pawnshops and second-hand stores.
- **Expanded Use of Conducted Energy Devices (CEDs).** A change to legislation has been proposed to allow the expansion of CEDs to front-line officers in Ontario.
- **Intercept Technology.** There has been a proposal for Ontario legislators to accept federal legislation (*Modernization of Investigative Techniques Act*, 2005) requiring communications companies to provide police with technology to intercept communications based on judicial order.

The Kingston Police must be prepared to address ongoing legislative and regulatory change at both the federal and provincial levels, which frequently involves complex planning, program modification, and training, education, and development within the police service.



2. BUSINESS PLANNING PROCESS, 2008–10

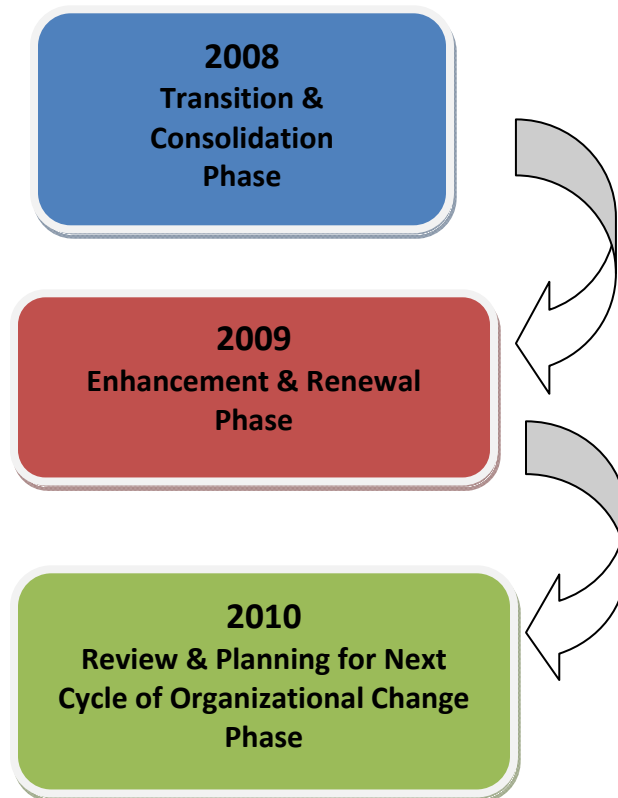
This business plan has been prepared to address the needs of the community beyond those outlined in the 2005–7 Business Plan, and the formulation and development of the current plan has drawn significantly upon contributions from a wide range of sources, both external and internal.

The Kingston Police Services Board is grateful to have received insight, information, and interest from numerous stakeholders who are directly or indirectly concerned with police services in the city of Kingston. Internal consultations were also conducted with respect to organizational and operational requirements of the Kingston Police in ensuring adequate and effective police services for the community into the future. The following details various sessions that were conducted in support of the current business plan document:

- an information session was held with members of Kingston City Council on May 16, 2007, to discuss policing issues and priorities;
- a meeting of the Chief’s Advisory Council was held on March 1, 2007, with a discussion of issues and a preview of the Kingston Police online survey questionnaire;
- the first online public survey was conducted;
- Kingston Police internal consultations and focus groups were conducted;
- the Kingston City Police Association was invited to submit information to the project consultant on work-related issues and concerns; and
- interviews were conducted with members of Kingston City Council and the Kingston Police Services Board.



During the 2008–10 business cycle, the force’s corporate planning efforts will be broadly focussed in the following manner.



Specifically, 2008 will involve the Kingston Police in a process of refining operations from the new headquarters facility and ensuring that they are consolidated in a cost-effective and sound manner.

As discussed in section 5.9, it had also been intended to implement the next phase of the 2006–10 Strategic Staffing Model in calendar year 2008; however, because of budgetary constraints, it will be necessary to delay this aspect of the business plan until 2009. Nevertheless, the importance of fully implementing the staffing model as required to meet the community’s needs and expectations for police services cannot be understated. By advancing the approved Strategic Staffing Model for the Kingston Police, the force will be allowed to grow at a measured pace consistent with provincial standards and operational requirements. Moreover, the Strategic Staffing Model continues to provide the Kingston Police Services Board and City Council with a clear template for delivering adequate and effective services while facilitating better financial planning into the future. It also allows the force to enhance both sworn and civilian human resource levels within a responsible risk assessment context.

This business plan details the mandate, mission, vision, and corporate values of the Kingston Police, linking them to the strategic objectives identified by the Kingston Police



Services Board. These objectives standing alone, however, will not achieve much. Each objective is supported by specific operational priorities. Together with performance indicators, target dates, and accountabilities, the business planning process is designed to ensure that organizational objectives will be realized.

Through the creation of action plans with the involvement of front-line employees, the ownership of the corporate strategy is shared rather than remaining only with the Police Services Board or the Kingston Police Executive. Achieving success is truly an organization-wide, cooperative endeavour that flows to every front-line officer and civilian member.

In accordance with the overall framework of the Ontario Adequacy Standards Regulation, which is the provincially mandated direction to Ontario police services boards and police forces on how to provide adequate and effective police services, the *Kingston Police Business Plan 2008–10* outlines service delivery requirements in key operational areas in section 5.

3. MANDATE, MISSION, VISION, AND CORE VALUES

3.1 MANDATE AND DECLARATION OF PRINCIPLES FROM THE *POLICE SERVICES ACT*

The following principles have been identified under the Ontario *Police Services Act*:

1. the need to ensure the safety and security of all persons and property in Ontario;
2. the importance of safeguarding the fundamental rights guaranteed by the *Canadian Charter of Rights and Freedoms* and the *Human Rights Code*;
3. the need for cooperation between the providers of police services and the communities they serve;
4. the importance of respect for victims of crime and understanding of their needs;
5. the need for sensitivity to the pluralistic, multiracial, and multicultural character of Ontario society; and
6. the need to ensure that police forces are representative of the communities they serve.

Additionally, the *Police Services Act* states that, at a minimum, adequate and effective police services must include the following core functions:

- crime prevention;
- law enforcement;
- assistance to victims of crime;
- public order maintenance; and
- emergency response.



3.2 KINGSTON POLICE MISSION STATEMENT

The Kingston Police endeavour to enhance safety and to protect the quality of life of everyone in the city of Kingston, whether resident, worker, or visitor.

3.3 KINGSTON POLICE MOTTO

Serving Our Community Since 1841.

3.4 KINGSTON POLICE VISION

The vision of the Kingston Police organization is to be a service that:

- provides a highly visible presence in the community, with enhanced personal interaction of front-line officers with community groups through collaboration with community agencies;
- constitutes a model for other police services in terms of leadership, training, clearance rates, communications, and proactive planning;
- commits itself to educating the public on the role of policing in the community and how the various stakeholders can be involved in preventing and controlling crime;
- sustains a sharp focus on the prevention of crime through partnership programs with stakeholders, the community, and in cooperation with municipal, provincial, and federal levels of government;
- is supported with appropriate resources, including required technology and accommodation suitable for its service role in the community;
- provides a consistently structured approach to dealing with traffic control and violations;
- provides a safe community through the effective management of traffic-related issues;
- manages human resources with sensitivity, skill, and respect;
- provides an effective mixture of generalist and specialist skills;
- provides a consistently high quality of services across the community; and
- consults with the public and its representative agencies as a regular feature of service to the community.



3.5 KINGSTON POLICE CORPORATE VALUES

In the conduct of their services, the members of the Kingston Police value:

- the right of all individuals in the community to be treated with understanding, compassion, dignity, and respect;
- the rule of law and its fair, impartial, and sensitive application;
- a work environment that recognizes the contribution of all employees and promotes respect, understanding, accessibility, communication, cooperation, and trust;
- a commitment to working with and in the community to identify and solve problems, prevent crime, and resolve conflict;
- the importance of providing assistance to victims of crime;
- continuous improvement and a desire to provide consistently more effective services;
- effective, efficient, and sound economical management of human, physical, technological, and financial resources; and
- a timely response to enquiries and emergency situations.

KINGSTON POLICE CORE VALUES

- **Practise the Golden Rule.**
- **Listen to both sides of a dispute.**
- **Demand excellence.**
- **Care about people.**



4. LINKAGES TO KINGSTON COMMUNITY AND CORPORATE STRATEGIC PLANS

In addition to addressing the vision of the *Kingston Community Strategic Plan (FOCUS Kingston)*, it is important that the Kingston Police acknowledge and advance the overall strategic direction of the Corporation of the City of Kingston. *Responding Now: Building for the Future, Kingston Police Business Plan 2005–7*, represented a dynamic document that was designed to grow and evolve over time consistent with the needs of the City. Currently, it is equally important that the new business plan support the advancement of the goals and objectives set by Kingston City Council.

In broad terms, the Kingston Police will continue to work toward ensuring that their mission, values, and vision contribute to the realization of the City's Community Strategic Plan, particularly in the following priority areas:

- access;
- infrastructure;
- environment;
- local governance;
- planning; and
- additional action priorities (support for volunteers; promotion of neighbourhood associations; support for young people; and support for elders).

As well, the overall themes of the Kingston City Council Priority Planning Report 2008–10 were also kept in mind as this planning document was prepared. These themes included sustainability (economic, environmental, social, and cultural factors); environmentally friendly considerations; promotion of neighbourhoods; promotion of quality of life enhancing activities; social consciousness; and creating a progressive and dynamic city.

Consideration was also given to the objectives under the Municipal Performance Measurement Program, a provincial initiative that requires municipalities to collect data to measure their performance in 12 core municipal service areas, including police services.

4.1 ACCESS

Information technology makes it possible for the police to serve their citizens better. Creating better-coordinated information and referral systems can facilitate better response time and enhanced services to the city, with a wider range of information and clearer direction provided. Effective use of information technology allows the Kingston Police to respond to citizens' needs efficiently and to provide a better understanding of police programs, services, and systems. Fully automated services can eventually lead to "one-stop shopping" for police services.



4.2 INFRASTRUCTURE

Economic prosperity of the community is impacted by the quality of the city's infrastructure, and good planning is needed to ensure that roads and other infrastructure requirements are being met. The new police facility, which met high environmental standards in both construction and design, is a positive example of diligence in planning.

4.3 ENVIRONMENT

This *FOCUS Kingston* priority area seeks to achieve improvements in the quality of air, water, and land through the protection, prevention, and remediation of the environment. The new Kingston Police headquarters was the first police building in Ontario and the first police headquarters in Canada to achieve accreditation under the Leadership in Energy and Environmental Design (LEED®) standard, and the Kingston Police will continue to explore "green" options for other areas of the service.

4.4 LOCAL GOVERNANCE

Municipal governments are responsible for ensuring the delivery of many of the services and programs that have a bearing on their citizens' daily lives, including police services. Within the Corporation of the City of Kingston, there is an ongoing effort to transform municipal government into a service-oriented organization that encourages citizen input in local government decision-making. This perspective is endorsed and advanced by the Kingston Police. Also, consistent with the view of the City, the Kingston Police believe that a citizen focus will help to ensure that the policies developed for police services will be truly reflective of citizens' wants and needs. The Kingston Police also understand that, to the greatest extent possible, open, accessible government and improved access to civic and community information can empower residents and help to create a better community.

Consistent with the *FOCUS Kingston* theme of "Getting Our House in Order," the Kingston Police seek to take consistent and appropriate steps that shall:

- address staffing shortfalls that impact on timely front-line service delivery;
- lead to organizational effectiveness and service excellence;
- identify short- and long-term improvement opportunities;
- provide the information needed to set priorities and implement solutions; and
- lead to the development and implementation of a continuous process of improvement.

For the above activities, the following are possible progress indicators:

- increased citizen satisfaction with municipal (i.e., police) services;
- increased recognition for progressive improvements; and
- increased level of public participation in local government decision making.



4.5 PLANNING

4.5.1 Official Plan

One of the goals of planning is to build on strengths while protecting assets for future generations. There is a continuing focus on the City's Transportation Master Plan, which is linked to the needs of rural and urban users, businesses, and visitors. Herein the Kingston Police can play a key role, particularly in the area of safety, for transportation and traffic issues are interdependent.

4.5.2 Downtown Action Plan

Internal and external consultations pointed to an expressed need for the Kingston Police to ensure that appropriate Crime Prevention Through Environmental Design (CPTED) aspects are incorporated in the planning processes within the city of Kingston. This is an area where valuable partnerships can be fostered and sustained, with accredited members of the Kingston Police facilitating the implementation of CPTED principles by the City's planning department.

4.6 ADDITIONAL ACTION PRIORITIES

4.6.1 Support for Volunteers

There are substantial benefits to community involvement, and volunteerism needs to be recognized. To maintain the ongoing vitality of this sector, support must be shown to the volunteers who contribute time and talent to the Kingston Police. Recognition can take many forms and should include an annual gala event for volunteers.

4.6.2 Promotion of Neighbourhood Associations

There is an important role for neighbourhood associations to play in improving the quality of life for Kingston's residents. Volunteer organizations should be encouraged to take a lead role in identifying and resolving neighbourhood issues. This is directly connected to the best tradition of community policing, and considerable effort is being made to facilitate and coordinate these efforts through the Chief's Advisory Council in Kingston. There is growing recognition that these groups are capable of providing leadership in the assessment of local needs, and the Kingston Police seek to work closely with representatives of existing associations to develop guidelines to assist new neighbourhood groups in getting started.



4.6.3 Our Young People

Kingston’s future rests with its young people, and this community has identified the need to attend to teenagers, young adults, and newborns/infants. The Kingston Police endeavour to support existing programs and adapt to new programs that focus on parents and children in the first years of life. It is also important for the force to work with youth aged 16–24. The Kingston Police can play a useful role in helping to coordinate community and government resources aimed at making an impact on Kingston’s youth.

4.6.4 Our Elders

Working to support the security and safety concerns of seniors is important. The Kingston Police value their partnerships with various organizations to address the concerns of the city’s elderly residents and the reality of elder abuse, as well as providing support and assistance to those in the community needing guidance on residential and personal safety and security issues and measures. The Kingston Police also work toward recognizing seniors as volunteers and valuable mentors within the community.





4.7 MUNICIPAL PERFORMANCE MEASUREMENT

Consistent with the annual reports by the City of Kingston under the Ontario government's Municipal Performance Measurement Program, the Kingston Police will continue to work toward the following objectives.

4.7.1 Efficiency

The Kingston Police must identify the operating costs required to meet the legislated requirements of the federal and provincial governments. At the same time, however, they must also remain cognizant of the importance of maintaining operating costs that are realistic and appropriate to the service needs of the community. The Kingston Police have proven to be cost-effective and will continue to practise responsible financial management while ensuring necessary service levels.

4.7.2 Violent Crime Rate

In striving for a safer community, the Kingston Police must deal with any increase in the level of violent crime in the community and address the challenge of repeat offenders. They will continue to undertake preventive and investigative approaches in this area of concern.

4.7.3 Property Crime Rate

There have been increases in property crime rates, and there are causation linkages to illegal drug use and dependency. The Kingston Police will continue to target property crimes, as well as working to reduce illegal drug activity in the city.

4.7.4 Total Crime Rate

This measure represents the total crime per 1,000 persons in the city and takes into account all *Criminal Code* offences (excluding traffic). In 2007, the Kingston Police responded to 39,483 calls for service, and they must take appropriate steps to apply both proactive and reactive measures to promote a safe community.

4.7.5 Youths Charged

The *Youth Criminal Justice Act* seeks to keep youth from entering the formal justice system. The Kingston Police will continue to apply the elements of this legislation.



5. STRATEGIC OBJECTIVES 2008–10

In Ontario, the Adequacy Standards Regulation, which requires police services to be compliant with its considerations for adequate and effective policing, stipulates that the Kingston Police Services Board will address the objectives, core business functions, and performance objectives and indicators for the eight areas listed below:

1. community-based crime prevention initiatives, community patrol, and criminal investigation services;
2. community satisfaction with police services;
3. emergency calls for service;
4. violent crime and clearance rates for violent crime;
5. property crime and clearance rates for property crime;
6. youth crime and clearance rates for youth crime;
7. assistance to victims of crime and revictimization rates; and
8. road safety.

In these eight functional areas, there will be a concentration on the mandatory services required by the Adequacy Standards Regulation. Where there has been a determination that additional human resources are required to meet these service requirements, a justification or business case will be included outlining the number of officers required for the function identified. Appropriate support services will also be incorporated in this section as they pertain to delivering the range of mandatory police services required under the Adequacy Standards Regulation.

This document also outlines strategic objectives in other critical areas of activity, namely:

9. human resources and organizational development;
10. police facility management;
11. fleet and equipment management;
12. property and evidence management;
13. community services and service delivery;
14. standards, policies, and procedures; and
15. information technology.

The strategic objectives for each area have been structured according to the business planning framework outlined in the Adequacy Standards Regulation and include specific statements that will address the objectives, goals, and human resource requirements for each of the eight functional areas. This section will also provide a detailed focus on the human resource requirements for the provision of adequate and effective police services during 2008–10 and the Strategic Staffing Model in particular.

Note: As noted in section 5.9, despite the hiring deferral imposed during the 2008 budget deliberations, the Strategic Staffing Model remains an important aspect of the force's strategic plan for providing adequate and effective service to the Kingston community.



5.1 COMMUNITY-BASED CRIME PREVENTION INITIATIVES, COMMUNITY PATROL, AND CRIMINAL INVESTIGATION SERVICES

The consultations conducted for this report focussed mainly on the visibility of the police and their involvement with the community. During these consultations, appreciation for the efforts of the Kingston Police with youth programs was expressed; however, many wanted a greater focus on youth outreach and the investigation of youth crime. Members of the community also indicated that they wished to have a better understanding of police initiatives, programs, and challenges, with crime prevention through education being a common theme.

The quality of life of Kingston residents could be enhanced by the judicious application of proven crime prevention initiatives. Many of the people interviewed recognized that the force's current crime prevention programs were effective but were also hampered by insufficient staffing in community patrol as a result of budgetary restraints beyond the control of the Kingston Police.

Unfortunately, the goal of addressing staffing shortfalls that impact on timely front-line service delivery (outlined in section 4.3) has been delayed by the provisional suspension of the 2006–10 Strategic Staffing Model for the 2008 budget year. Nevertheless, the Kingston Police will endeavour to pursue the strategic objectives in the area of community-based crime prevention initiatives, community patrol, and criminal investigation services.

5.1.1 Strategic Objective:

- Increase the focus on preventing crime within specific neighbourhood communities.

5.1.2 Strategic Objective:

- Increase front-line officer visibility and availability for foot patrols, bicycle patrols, and other street-level operations.

5.1.3 Strategic Objective:

- Increase the sense of personal safety within the community.

5.1.4 Strategic Objective:

- Increase the focus on youth within the community, including engagement with schools, parents, and the general community, aimed at the consequences and means of preventing youth crime.



5.1.5 Strategic Objective:

- Increase involvement with the community in the prevention of crimes committed against property.

5.1.6 Strategic Objective:

- Focus on liaison and public order issues in the university community.

5.2 COMMUNITY SATISFACTION

All survey data and community consultations have indicated a general level of satisfaction with the community patrol provided by the Kingston Police. As well, there is strong support for the efforts of the Kingston Police in the area of criminal investigation and a general recognition of the unique challenges faced by officers. Interviews with key community representatives revealed a high level of support for the Kingston Police and their overall effectiveness within the city of Kingston, as well as a significant degree of satisfaction. However, this cannot lead to complacency or self-satisfaction on the part of the Kingston Police. A community satisfaction survey is a valuable tool, not only for pinpointing existing levels of satisfaction with regard to police service delivery but also for identifying important gaps in service delivery and establishing clear priorities for operational emphasis within the community.

5.2.1 Strategic Objective:

- Solicit input on community satisfaction with police services, using accurate, approved, and accepted survey and statistical research methods.

5.2.2 Strategic Objective:

- Reduce the number of public complaints regarding Kingston Police service delivery or other issues, including streamlining the resolution process for complaints received.

5.2.3 Strategic Objective:

- Increase the use of online surveys and other web-based applications for generating input on community and stakeholder satisfaction (cross-referenced to Strategic Objective 5.15.6).

5.3 EMERGENCY CALLS FOR SERVICE

The 2007 online survey indicated that, within the city of Kingston, residents were generally satisfied with the response of the Kingston Police to emergency calls.

5.3.1 Strategic Objective:

- Ensure that the Communications Centre is adequately and effectively supervised and staffed.

5.3.2 Strategic Objective:

- Improve the overall management of emergency calls for service.

5.3.3 Strategic Objective:

- Improve approaches, procedures, and protocols respecting officer deployment, to address operational requirements and officer safety.

5.3.4 Strategic Objective:

- Examine public satisfaction with response times provided by the Kingston Police and determine if adjustments are required.





5.4 VIOLENT CRIME

Consultations within the Kingston Police have revealed that additional resources are urgently required to address the demands on the service for dealing with violent crime. For example, the caseload within the Criminal Investigation Division continues to be one of the highest in the province. Because crimes of violence can have a profound impact on victims, it is essential that the Kingston Police work to address deficiencies in this area of operation and investigation. The force's most recent public surveys indicated that people have great concern about sexual assault and wish to see the Kingston Police give serious attention to such crimes.

5.4.1 Strategic Objective:

- Decrease the incidence of violent crime in the city of Kingston.

5.5 PROPERTY CRIME

The reduction of property crimes is seen as a natural benefit of enhanced crime prevention programs. In public surveys, respondents indicated that break-and-enter offences were among the most serious crimes about which they had concerns in their community. In the past, intensive efforts in this area identified key offenders in the commission of property offences, improved police ability to clear investigations successfully, and ultimately led to a short-term reduction in occurrences. However, a critical failing in the past has been the withdrawal of resources after temporarily addressing the situation.

5.5.1 Strategic Objective:

- Decrease the incidence of property crime in the city of Kingston.



5.6 YOUTH CRIME

Youth violence was identified in public surveys as an area of serious concern within the community. This is an area that requires the specialized investigative skills of Kingston Police youth officers, and it remains the case that the deployment of designated investigators in this area will lead to a reduction in overall caseload and to more consistent investigations. Also, the utilization of urban foot or bicycle patrol in areas known to have a high incidence of criminal offences is viewed as one means to reduce crime and therefore investigative caseloads. The work of the Kingston Police *Youth Criminal Justice Act* Coordinator will continue to foster effective linkages between the Kingston Police and community youth programs, such as Youth Diversion.

5.6.1 Strategic Objective:

- Decrease crime committed by youths in the city of Kingston.

5.6.2 Strategic Objective:

- Increase the use of diversion mechanisms when dealing with young offenders in the city of Kingston.

5.6.3 Strategic Objective:

- Decrease the number of youths charged by the Kingston Police.





5.7 VICTIM ASSISTANCE

When surveyed, Kingston residents indicated that they were reasonably content with past efforts at assisting victims of crime. However, consultations revealed a strong message respecting the need to improve referral services provided by the Kingston Police. The move to the new police headquarters in October 2007 enabled the Kingston Police to enter into an agreement with the Frontenac Victim Crisis Assistance and Referral Service to use a portion of the building for the purposes of operating the latter's victim assistance program.

5.7.1 Strategic Objective:

- Support victims from initial contact with the Kingston Police to the conclusion of the investigative and legal process.

5.7.2 Strategic Objective:

- Increase the use of referrals to the Frontenac Victim Crisis Assistance and Referral Service within the city of Kingston.





5.8 ROAD SAFETY

Community consultations, including the online public survey, indicated that many people were increasingly concerned about impaired driving, speeding, and other forms of aggressive driving within the city of Kingston. The force's continued participation in RIDE programs, increased focus on traffic management through the assignment of officers dedicated to traffic enforcement duties, and closer communication with the community are mechanisms that can be applied to these challenges.

5.8.1 Strategic Objective:

- Deal more extensively and effectively with aggressive driving.

5.8.2 Strategic Objective:

- Increase the focus on the effective management of the full range of traffic issues within the city of Kingston.





5.9 HUMAN RESOURCES AND ORGANIZATIONAL DEVELOPMENT

Members of the Kingston Police face significant workloads. In community patrol, staffing shortages have impacted the manner in which coverage can be maintained, and accurate staffing level assessments are clearly called for in this area. The timelines within which employees are hired, trained, and placed in service was also identified as an area for improvement. The staffing of a dedicated Human Resources Coordinator has reduced some of these concerns, but further efforts in the human resources area are necessary.

The lack of sufficient staffing for the Kingston Police is a significant concern. In March 2006, the Kingston Police Services Board approved in principle a viable staffing model to remedy identified deficits while spreading the financial impact over a five-year period. This staffing model was to address not only the shortfalls identified at that time from common issues of citizen concern but also the forecast future requirements of the community. Much effort was put into developing this model, which was ultimately validated by the staffing shortfalls identified in 2006 by the Ministry of Community Safety and Correctional Services during an adequacy and effectiveness inspection of specific areas of the force’s operations.

During the 2008 budget process, however, the 2006–10 Strategic Staffing Model was suspended for one year, because the required financial support was not forthcoming for six additional sworn officers. As a result, the Board subsequently approved the following revised model for the years 2009 and 2010.

STRATEGIC STAFFING MODEL

POSITIONS	TOTAL	2009	2010
SWORN			
Professional Standards	1	1	
Polygraph	1		1
Forensic Identification Officer	1	1	
Corporate Support Supervisor	1	1	
Property & Stores Unit	1	1	
Special Services Supervisor	1	1	
Cold Case Squad	2	1	1
CID/CPU	3	1	2
Drug Squad	2	1	1
Patrol	4	4	
TOTAL SWORN	17	12	5
CIVILIAN			
Court Office Staffing	1		1
Video/Disclosure	1		1
Human Resources Clerk	1	1	
Information Technology Assistant	1	1	
TOTAL CIVILIAN	5	2	2
TOTAL STAFF	21	14	7

Note: Shaded cells represent positions earmarked for community patrol (new and to fill vacancies created by the Cold Case Unit and the additional position for Forensic Identification).



In terms of staffing, it is also important to emphasize that the Kingston Police continue to work diligently at making the best determinations with regard to personnel deployment. By carefully examining calls for service, the structure of patrol shifts, officer availability, and other considerations, decisions can be made pertaining to adequate and effective response time and adequate and effective staffing. Based on earlier studies conducted during previous business planning processes, the Kingston Police will continue to work toward a responsible and realistic staffing model for the city of Kingston, despite the challenges inherent in the temporary delay of the fulfilment of the approved 2006–10 Strategic Staffing Model. The Kingston Police will also closely monitor decisions within the Ontario Ministry of Community Safety and Correctional Services with regard to the funding of additional police officers so as to benefit from any such initiative.

Training has also been an ongoing priority for the Kingston Police, and the organization has benefited from the training received by many of its newer members with prior policing experience with other agencies. However, proper recording of the training received by members, identifying when training is due, and maintaining the most viable training schedule have been identified as areas requiring improvement. Performance management issues and career planning are also viewed as key areas to be addressed by the force.

5.9.1 Strategic Objective:

- Effectively manage the overall human resources of the Kingston Police.

5.9.2 Strategic Objective:

- Establish a closer working relationship with the Kingston City Police Association.

5.9.3 Strategic Objective:

- Respond to employee shortfalls resulting from long-term illness and disability.

5.9.4 Strategic Objective:

- Increase the focus on the implementation of the Kingston Police Strategic Staffing Model.

5.9.5 Strategic Objective:

- Resolve the next phase of the pay equity requirements of the Kingston Police.

5.9.6 Strategic Objective:

- Increase the focus on effective human resources recruitment, screening, selection, and background investigation.



5.9.7 Strategic Objective:

- Increase the focus on recruitment being reflective of the diverse community.

5.9.8 Strategic Objective:

- Introduce the Human Resource Information System within the Kingston Police, including attendance management capabilities.





5.10 POLICE FACILITY MANAGEMENT

In October 2007, the Kingston Police moved to their new headquarters on Division Street. This represents an important milestone for the force, as well as for the city. Detailed information on the evolution and details of this major capital project can be found on the Kingston Police website, more particularly at www.kpf.ca/New%20Headquarters.htm.

5.10.1 Strategic Objective:

- Manage and market the new Kingston Police headquarters in a manner that is cost-effective for the needs of the community and the organization.

5.11 FLEET AND EQUIPMENT MANAGEMENT

The Kingston Police are committed to the acquisition of high-quality equipment and to keeping pace with new developments in police equipment. There is a need for an equipment inventory database and a funding and replacement strategy, as well as a review of best practices related to internal rather than external sourcing of fleet maintenance.

5.11.1 Strategic Objective:

- Provide the Kingston Police with fleet vehicles, services, and management appropriate to the needs of the community and the organization.

5.12 PROPERTY AND EVIDENCE MANAGEMENT

While the Property and Stores Unit is one of the most important functions of the Kingston Police organization and is recognized in the Adequacy Standards Regulation as an integral part of police operations, it has historically been overlooked for improvements in processes and staffing requirements. Due to the risk associated with handling seized property, it is necessary to maintain continuity and eliminate the risk of error and/or loss, and good property and evidence management practices can avoid serious and costly oversights.

5.12.1 Strategic Objective:

- Manage property and evidence in a manner consistent with the provincial Adequacy Standards Regulation.

5.13 COMMUNITY SERVICES AND SERVICE DELIVERY

Current mental health legislation allows persons needing psychiatric treatment to live outside of a psychiatric facility under a community treatment order. The relevant statute facilitates community treatment orders by expanding the current assessment and committal criteria of chronically mentally ill persons, thereby enabling health professionals



to intervene at an earlier stage in the committal process. The designation of a Kingston Police Mental Health Liaison Officer has made this transition much easier, but the Kingston Police must maintain this level of service to accomplish procedures set out in the detailed guidelines.

The Court Services Unit also maintains and supports a primary function of this organization and acts as a hub for all units but has historically been overlooked for improvements in processes and staffing requirements. Due to the risk associated with handling court documents, it is necessary to maintain continuity and eliminate the chance of error and/or loss. Processes and staffing requirements need to be continually reviewed, since the demands placed on this unit are directly proportional to the operational expansion of the force.

The Kingston Police have set out effective measures to ensure that law enforcement activities are carried out in a manner that respects the community's rights and freedoms. The Kingston Police do not tolerate acts of bias-based policing and have provided a mechanism for the review and monitoring of police service delivery, especially as it impacts members of various racial or ethnic groups.

5.13.1 Strategic Objective:

- Deal more effectively with mental health issues.

5.13.2 Strategic Objective:

- Respond to the potential increase in service demands resulting from mental health restructuring for adults and children.

5.13.3 Strategic Objective:

- Ensure that legitimate requirements are fulfilled by the Kingston Police Court Services Unit.

5.13.4 Strategic Objective:

- Increase the focus on identification of and response to diversity issues in the Kingston community.



5.14 STANDARDS, POLICIES, AND PROCEDURES

External consultations indicated community support for enhanced policies and protocols to guide the interaction of the Kingston Police with the public, and employees at all levels of the organization have identified the continuing need for progressive policies and procedures within the Kingston Police. Moreover, it is essential for police agencies to reflect contemporary standards of policing.

The Adequacy Standards Regulation under the *Police Services Act* requires evidence of a continuous business planning process. The Kingston Police recognize that this approach not only has great potential for the improved allocation of human and financial resources but also demonstrates due diligence to community stakeholders and helps to reduce liability in the event of litigation.

The Kingston Police must also work diligently to incorporate, integrate, and institutionalize directives, policies, and practices that originate from federal and provincial bodies retaining a public interest in policing, law enforcement, and public safety issues. While these activities are not often conducted in full public view, they are critical to the administration and operation of the Kingston Police and therefore must be undertaken with great care and in a timely manner.

5.14.1 Strategic Objective:

- Improve operational response to provincial standards and create consistent Kingston Police policies and procedures to implement provincial standards.

5.14.2 Strategic Objective:

- Activate the widest range of options for developing future Kingston Police business planning documents.



5.15 INFORMATION TECHNOLOGY

The technology and information management capability of the Kingston Police is an area that was criticized both internally and externally during the consultation process. Externally, the public continues to express concerns with regard to the force's telephone voice-mail systems. However, although there is a strong demand for initial contacts to be made with staff directly, the benefit of a voice-mail system cannot be discounted. As well, representatives of external stakeholders, such as the media and legal services, argued for a more modern and timely method of locating and disseminating information.

The multitasking of the present Information Services personnel is seen as a major impediment to those staff persons accomplishing their primary duties, and specialized training needs to be coordinated with Human Resources and the Training Unit to ensure that system knowledge is properly distributed.

5.15.1 Strategic Objective:

- Provide the Kingston Police with access to information technology that integrates all data management functions.

5.15.2 Strategic Objective:

- Align the Kingston Police with the technology needs of policing in Ontario and Canada.

5.15.3 Strategic Objective:

- Develop a capital and operational plan for the replacement of the Kingston Police computer network server.

5.15.4 Strategic Objective:

- Develop a capital and operational plan for full activation of in-car reporting capability within the Kingston Police.

5.15.5 Strategic Objective:

- Focus on the acquisition of hardware and software leading to the implementation of processes, procedures, and products to allow crime data mapping within the Kingston Police.

5.15.6 Strategic Objective:

- Increase the focus on improvements to the online presence of the Kingston Police (cross-referenced to Strategic Objective 5.2.3).



6. CONCLUSION

This three-year plan for the Kingston Police has been developed with significant input from a number of areas and attempts to look into the future of the organization. However, it is essential that this document be seen as one that reflects an ongoing process and one that will require continuous refinement, revision, and reflection to adapt to the developing circumstances and needs that arise within the Kingston community. The restrictions noted in section 5.9 regarding the previously approved Strategic Staffing Model underline the need for flexibility within this business plan.

The 2008–10 Business Plan will be analysed and assessed, on an annual basis, to ensure that the Kingston Police remain consistent with their mandate, mission, vision, goals, and objectives at the strategic, administrative, and operational levels. This plan represents the end result of an enormous amount of hard work and dedicated service; however, it is only a plan. The ongoing commitment of the Kingston Police is to realize the substance of this business plan and bring the goals and objectives to fruition for the benefit of Kingston's citizens.

The Kingston Police Services Board also must remain cognizant of the major effect of the Adequacy Standards Regulation on the Kingston Police because of the following factors, which directly impact the demand for police services and the manner in which the Kingston Police provide those services: demographic changes; increased densities and higher traffic volumes brought about by new housing and businesses; changing demographics, including an aging population and the popularity of Kingston as a retirement location; more youth in an age range at risk to commit crime; evolving trends and concerns, including heightened concern about traffic congestion and vehicular and pedestrian safety; diversity issues; public perceptions about violent crime and youth violence; increased sophistication of crime, multijurisdictional crime, and organized crime; concerns about levels of police visibility; the impact of court decisions, legislated requirements, and liability issues; and the need to stay abreast of continued technological advancements, including their use in committing cybercrime, e.g., sexual entrapment, child pornography, or fraud.

FOR MORE INFORMATION

Further information on the 2008–10 Kingston Police Business Plan, including how to participate in the next planning cycle, is available by contacting the Kingston Police at 613-549-4660, extension 2213.

Transcending Division: Kingston Police Business Plan 2008–10 is also posted on the Kingston Police website, www.kpf.ca.