KINGSTON POLICE SERVICE BOARD

Strategic Planning Policy (AI-001)

Adopted: October 22, 2026 (26-113)
Reviewed:
Revised: this policy replaces the Strategic Plan Policy adopted September 25, 2025 (Res. 25-91)
Expires: Indefinite

Rescinds:

Legislation: Community Safety and Policing Act, 2019, s39.

Policy Statement

1. The Strategic Plan is one of the key governance tools for fulfilling the Board's role: ***Ensuring Adequate & Effective Policing in the City of Kingston***.

   In accordance with Section 39 of the *Community Safety and Policing Act, 2019*, the Board shall prepare and adopt a Strategic Plan at least once every four years.

2. The Strategic Plan is grounded in the Board's assessment of the community's safety and policing needs, values and expectations. It complements the Board's provision-of-policing policies by focusing proactive initiatives and activities (including financial planning, procurement, training, deployment, front-line initiatives and supervision) towards priorities and objectives that are community-inspired, community-facing and results-based.

Board Policy

3. The Strategic Plan shall address:

   3.1 objectives, priorities and core functions of the police service;

   3.2 results of an environmental scan;

3.3 consultation views, and how they are reflected in the Strategic Plan;

3.4 quantitative and qualitative performance objectives and indicators of outcomes relating to:

a. the provision of community-based crime prevention initiatives, community patrol and criminal investigation services,
b. community satisfaction with the policing provided,
c. emergency calls for service,
d. violent crime and clearance rates for violent crime,
e. property crime and clearance rates for property crime,
f. youth crime and clearance rates for youth crime,
g. police assistance to victims of crime and re-victimization rates,
h. interactions with members of racialized groups,
i. interactions with members of First Nation, Inuit and Métis communities, and
j. road safety;

3.5 Interactions with:

a. youth,
b. members of racialized groups and First Nation, Inuit and Métis communities, and
c. persons who appear to have a mental health condition; and

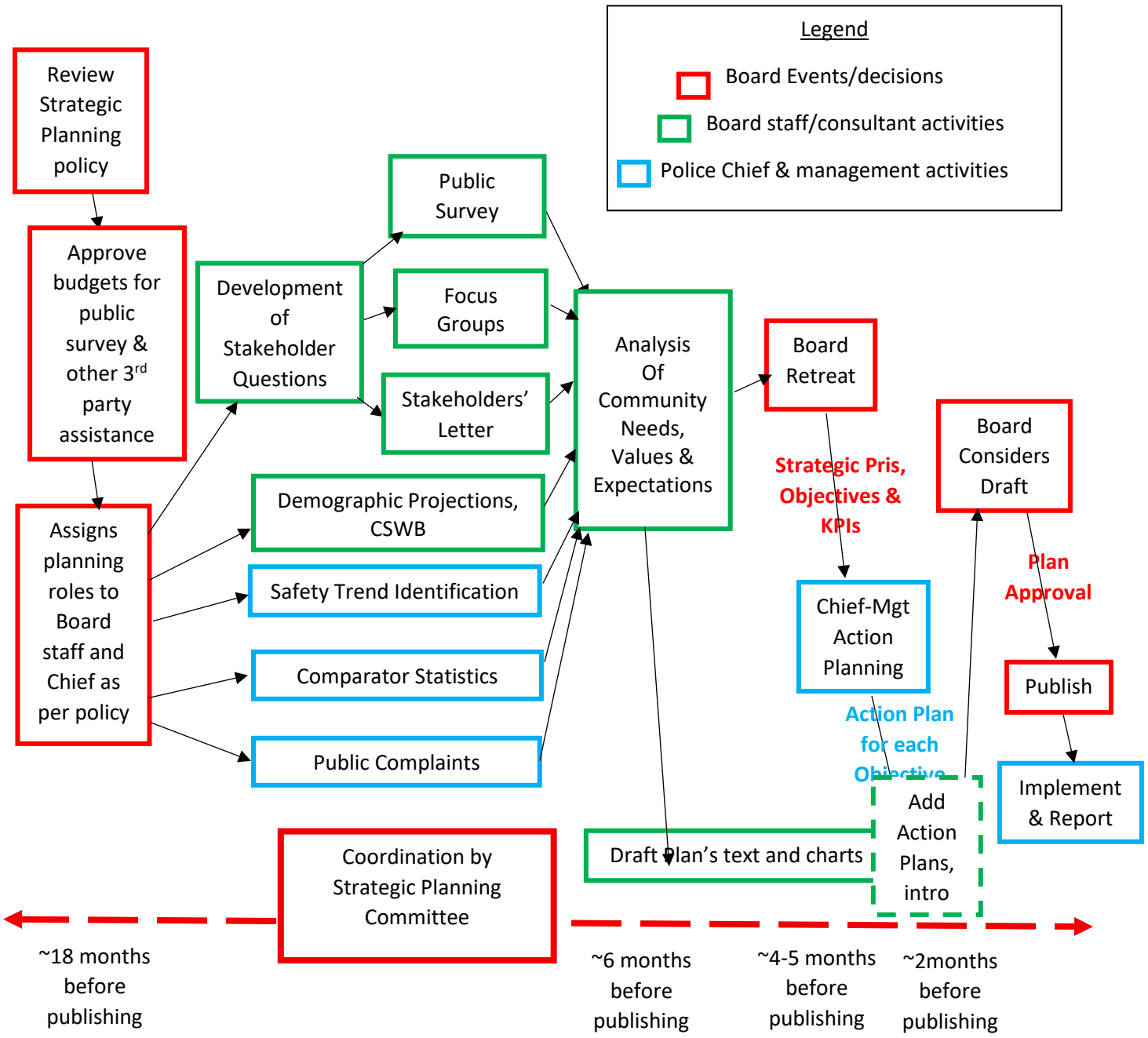
3.6 information technology, resource planning, and police facilities;

3.7 recruitment and retention of officers; and

3.8 creating a respectful internal community within the Kingston Police Service.

Planning Process

4. The following flowchart depicts the Strategic Planning Process.



Costs associated with the development of the Strategic Plan will be borne under the Board's Governance Budget.

5. **Community Consultations**. Early in the planning process, Board staff/consultants shall consult the following community stakeholders regarding their community safety concerns and desired improvements:

Stakeholder	Consultation Method
Members of the Public	Public third-party survey
Mayor and City Council	Individual letter to Mayor and each
First Nations	Letters to First Nations leadership in the community
Groups representing diverse communities	Third-party facilitated focus groups
Community organizations, businesses	Letters to community organization and business leaders
Post-secondary institutions	Letters to each Registrar
Local school board trustees	Letters to each Trustee, Superintendent

6. **Statistical Analysis**. Strategic Planning shall also consider past results. The Chief of Police shall provide sufficiently detailed statistical information for the past five years for the Service and each of the comparators (Guelph, Peterborough, Sarnia, Greater Sudbury, Thunder Bay, Chatham-Kent and Barrie), identifying major trends and any growing gaps, regarding:

6.1 crime statistics including the overall weighted crime rate;

6.2 clearance rates including the weighted clearance rate;

6.3 calls for service;

6.4 cost per capita;

6.5 the overall cost of policing relative to budget; and

6.6 any other safety trends deemed strategically relevant.

7. **Strategic Objectives and Action Planning**. Board Staff/consultants shall prepare a high-level primary analysis of the stakeholder consultations (para 6 above), the statistical information provided by the Chief of Police (para 6 above) and demographic and CSWB information provided by city staff. This draft Analysis of

Community Needs, Values and Expectations will be provided to all Board members and police executives prior to the Strategic Planning Retreat. The purpose of the **Strategic Planning Retreat** is to determine the community-inspired, community-facing, results-based Strategic Objectives and their Key Performance Indicators (KPIs).

8. **Plan Layout.** The general layout of the Strategic Plan shall be:

   8.1 cover

   8.2 letter from the Chair

   8.3 letter from the Chief

   8.4 Table of Contents

   8.5 Executive Summary

   8.6 Planning Process (including statistics, survey and focus group results, and how community stakeholder needs and concerns are reflected in this Strategic Plan)

   8.7 Priorities, Objectives and Action Plans

   8.8 High-level overview of Infrastructure and Technology plans

9. **Plan Communication**. The Strategic Planning Committee shall coordinate the public release of the Strategic Plan including publication on the internet and sharing with City Council.

Monitoring and Reporting Requirements

10. The Board will monitor KPS progress attaining the Strategic Plan's objectives in terms of specific Key Performance Indicators (KPIs) and publicly report it in each Annual Report as the publication's primary focus.

11. The Chief shall provide written Strategic Plan Implementation Status Reports quarterly as per the Governance Calendar.

"original signed by Chair"
Chair

"original signed by Board Administrator"
Board Administrator