

2026-2030 DIVERSITY PLAN

BUILDING TRUST THROUGH DIVERSE PERSPECTIVES



KINGSTON POLICE SERVICE BOARD

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LAND ACKNOWLEDGEMENT

We honour the histories, cultures, languages, and contributions of First Nations, Inuit, and Métis Peoples and recognize the importance of building respectful relationships founded on truth, understanding, and reconciliation.

As the civilian governing body responsible for oversight of the Kingston Police, the Board is committed to advancing reconciliation through respectful engagement, equitable governance, and meaningful collaboration with Indigenous communities. We recognize that reconciliation is an ongoing journey that requires listening, learning and accountability.

The Kingston Police Service Board respectfully acknowledges that the City of Kingston is situated on the traditional territories of the Anishinaabe, Haudenosaunee, and Huron-Wendat Peoples. This region has long been a place of gathering, travel, trade, and shared stewardship and remains home to Indigenous Peoples whose enduring relationships with these lands and waters continue today.

MESSAGE FROM THE CHAIR

On behalf of the Kingston Police Service Board, I am pleased to present the Kingston Police Service Board's 2026-2030 Diversity Plan. This Plan is intended to be practical, measurable, and focused on outcomes that strengthen public confidence, professional policing, and the workplace experience of Kingston Police members.

This Plan has been developed in accordance with the Community Safety and Policing Act (2019), which requires every police service board in Ontario to prepare and adopt a diversity plan that helps ensure the police service reflects the diversity of the community it serves. While this requirement is legislative, our commitment extends beyond compliance. It reflects our belief that diversity, inclusion, fairness, and respect are fundamental to effective governance, public confidence, and professional policing.

Kingston is a vibrant and evolving community whose strength lies in the diversity of its residents. As our community grows and changes, so too must the institutions that serve it. The Board is committed to ensuring that the Kingston Police Service continues to recruit, develop, and retain talented people from all backgrounds while fostering an organizational culture where every individual is respected, valued, and able to contribute fully.

This Diversity Plan establishes the Board's priorities for the next five years. It focuses on a small number of meaningful measures connected to recruitment and retention, workplace respect, community trust, and fair, professional and accountable policing. The Board will monitor progress over time through public annual reporting.

Achieving these goals requires collaboration between the Board, the Chief of Police, Service members, community partners, and residents.

Gregory Ridge

Chair

Kingston Police Service Board

MESSAGE FROM ***THE CHIEF OF POLICE***

Kingston Police is committed to providing professional policing that is fair, impartial, responsive, and reflective of the community we serve. I am pleased to support the Kingston Police Service Board's 2026-2030 Diversity Plan, which provides a strategic framework for advancing diversity, inclusion, accessibility, and belonging across our organization.

The strength of any police service lies in its people. Building a workforce that reflects the diversity of Kingston enhances our ability to understand community needs, make informed decisions, strengthen public confidence, and deliver effective policing. Equally important is fostering a workplace where every member is treated with dignity and respect, feels supported, and can contribute to the Service's mission.

The Kingston Police will continue to review policies, practices, and organizational culture to identify opportunities for improvement and remove barriers to recruitment, retention, advancement, and service delivery. This work will be approached in a practical and sustainable manner, with measures that support meaningful improvement.

I appreciate the leadership of the Kingston Police Service Board in developing this strategic Diversity Plan and the contributions of those who have helped shape its priorities. Together, we will continue to build an organization that reflects the values of professionalism, accountability, compassion, and service that our community expects and deserves.

Adam MacIntosh

Chief of Police

Kingston Police Service



EXECUTIVE SUMMARY

The Kingston Police Service Board 2026-2030 Diversity Plan sets the Board's strategic direction for advancing diversity, equity, inclusion, accessibility and belonging across the Kingston Police Service.

Developed pursuant to the Community Safety and Policing Act (2019), this Plan reflects the Board's commitment to ensuring that the Kingston Police Service continues to evolve as a professional, inclusive and community-focused organization that reflects the diversity of the people it serves.

This Plan establishes four strategic priorities that will guide recruitment, workplace culture, community engagement, and professional policing over the next five years. The Plan is intentionally designed to be straightforward, practical, and focused on outcomes.

OUR COMMUNITY

Kingston is one of Ontario's oldest municipalities and continues to evolve as a dynamic, diverse, and growing community. Situated on the traditional territories of the Anishinaabe, Haudenosaunee, and Huron-Wendat Peoples at the meeting of Lake Ontario, the St. Lawrence River, and the Rideau Canal, Kingston serves as an important regional centre for education, healthcare, government, tourism, and public safety.

Home to Queen's University, St. Lawrence College, the Royal Military College of Canada, numerous correctional institutions, regional hospitals, and a vibrant tourism sector, Kingston welcomes students, visitors, newcomers, and seasonal residents each year. These characteristics contribute to a community that is increasingly diverse in culture, language, age, lived experience, and socio-economic background.

According to the 2021 Statistics Canada Census, the City of Kingston had a population of 132,485, representing 7.0% growth since the 2016 Census. Kingston's population is characterized by increasing cultural diversity, a significant postsecondary student population, an aging demographic, and a growing number of Indigenous residents and newcomers.



COMMUNITY PROFILE

According to the 2021 Statistics Canada Census, the City of Kingston had a population of 132,485, representing 7.0% growth since the 2016 Census, exceeding Ontario's overall growth rate of 5.8%.

Kingston's population is characterized by increasing cultural diversity, a significant post-secondary student population, an aging demographic, and a growing number of Indigenous residents and newcomers. These demographic changes present opportunities to strengthen recruitment, employee development, community partnerships, and culturally responsive policing.

KINGSTON *AT A GLANCE*

132,485

POPULATION

7.0%

POPULATION
GROWTH (2016-2021)

5,470

INDIGENOUS IDENTITY
(APPROXIMATELY 4.1%)

17,330

VISIBLE MINORITY
POPULATION
(APPROXIMATELY 13.1%)

57,836

OCCUPIED PRIVATE
DWELLINGS

451.6 KM²

LAND AREA

Source: 2021 Census



A DIVERSE COMMUNITY



Kingston's diversity continues to grow through immigration, education, military service, and economic development. The largest racialized communities identified in the 2021 Census include people identifying as South Asian, Chinese, Black, Arab, and Latin American. The city is also home to a growing Indigenous population, including First Nations, Métis, and Inuit peoples.

These demographic trends reinforce the importance of maintaining a workforce that reflects the diversity of the community and ensures that policing services are culturally responsive, accessible, and inclusive.

A COMMUNITY OF LEARNING AND INNOVATION

Kingston is widely recognized as a centre for education, research, and innovation. The presence of major post-secondary institutions, healthcare organizations, military establishments, and public sector employers contributes to a highly educated workforce and creates opportunities to attract talented employees from diverse backgrounds.

The Kingston Police Service benefits from these community assets by building partnerships that support recruitment, leadership development, community engagement, and evidence-informed policing.



VISION, MISSION & STRATEGIC PRINCIPLES



VISION

To build and sustain a police service that reflects, respects, and serves the diverse communities of Kingston through equitable practices, inclusive leadership, cultural competence, and meaningful community partnerships.

MISSION

The Kingston Police Service Board is committed to fostering a workplace and service environment where all individuals are treated with dignity, respect, fairness, and equal opportunity. The Board will support practical actions that identify and remove barriers where they exist and strengthen trust with the communities served by Kingston Police.

STRATEGIC PRINCIPLES

- **Equity** - Support fair access, opportunities, and outcomes for employees and community members.
- **Inclusion** - Create an environment where every person is welcomed, valued, and respected.
- **Accountability** - Monitor progress through meaningful and manageable measures.
- **Transparency** - Report clearly on progress, challenges, and outcomes.
- **Community Partnership** - Engage with community organizations and residents to support informed decision-making.
- **Continuous Improvement** - Review policies, procedures, practices, and outcomes to identify practical opportunities for improvement.
- **Equity-Deserving Groups** - Equity-deserving groups are communities that experience collective barriers to equal access, opportunities and resources because of systemic discrimination or disadvantage. These may include Indigenous Peoples, racialized persons, women, persons with disabilities, members of 2SLGBTQIA+ communities, and other groups identified through legislation, community engagement or workforce data.

STRATEGIC GOALS



GOAL 1: RECRUIT, DEVELOP AND RETAIN A WORKFORCE THAT REFLECTS THE COMMUNITY WE SERVE

Objective

- Increase representation of underrepresented groups throughout sworn and civilian positions.
- Identify and remove barriers in recruitment, hiring, promotion, professional development, and retention processes.
- Support career development and succession planning opportunities.

Commitments

- Conduct intentional outreach within Kingston's diverse communities.
- Maintain accessible and inclusive recruitment, selection, promotion and accommodation processes, and identify and remove barriers to participation and advancement.
- Support employee development, advancement, long-term career development, and retention.

Performance Measures

The performance measures identify how progress will be assessed. During Year 1, the Service will establish reliable baseline data, confirm data sources and reporting frequency, and develop appropriate targets or benchmarks where sufficient data are available.

Objective	Performance Measure	Data Source and Reporting Frequency
Applicant Diversity	Report on the percentage of applicants who voluntarily self-identify as members of equity-deserving groups. Representation and advancement of equity-deserving employees across ranks, roles, supervisory positions and leadership positions, measured against established baseline data.	Annual reporting.
Hiring Outcomes	Report the number and percentage of new sworn and civilian hires who voluntarily self-identify as members of equity-deserving groups.	Annual reporting.
Retention	Compare annual voluntary turnover rates for equity-deserving employees with the organization-wide voluntary turnover rate.	Annual reporting.

STRATEGIC GOALS

GOAL 2: FOSTER A RESPECTFUL AND HEALTHY WORKPLACE



Objective

- Create a workplace in which employees feel respected, included, supported, and able to contribute.
- Reduce barriers to participation, accommodation, professional development, and advancement.
- Ensure workplace concerns are addressed appropriately and professionally.

Commitments

- Promote respectful behaviour and a workplace culture where employees feel respected, supported, and valued.
- Equip supervisors and senior leaders to effectively manage workplace needs and diverse teams.
- Provide employees with trusted mechanisms for raising workplace concerns and ensure those concerns are addressed through appropriate supervisory, Human Resources, or other designated processes.

Performance Measures

Objective	Performance Measure	Data Source and Reporting Frequency
Respectful Workplace	Employee perceptions of belonging, inclusion, respect, fairness, psychological safety and confidence in reporting workplace concerns, measured through periodic workplace surveys.	Baseline survey, then periodic measurement.
Workplace Concerns	Reported annually in aggregate form, with appropriate privacy protections, focusing on trends, themes, outcomes and organizational learning.	Annual aggregate reporting.
Leadership Training	Report on the completion of required training by supervisors and senior leaders in areas such as respectful workplace, human rights, accessibility, and inclusive leadership.	Annual reporting.

STRATEGIC GOALS

GOAL 3: STRENGTHEN COMMUNITY TRUST AND MEANINGFUL ENGAGEMENT



Objective

- Build sustained and respectful relationships with Kingston's diverse communities.
- Improve relationships with communities that may have experienced barriers or strained relationships with policing.
- Ensure community perspectives inform policing priorities, policies, and service delivery, where appropriate.
- Improve public confidence in fair, accessible, and responsive policing.

Commitments

- Engage communities consistently so residents feel comfortable interacting with Kingston Police.
- Demonstrate, where appropriate, how community input informs decisions, priorities, or service improvements.
- Prioritize engagement with communities that have historically experienced barriers or lower levels of trust with policing.

Performance Measures

Objective	Performance Measure	Data Source and Reporting Frequency
Community Trust	Report on community survey results related to trust, confidence, and comfort engaging with Kingston Police.	Reported when available through Board consultation and strategic planning processes.
Community Engagement	Report on the number and type of community engagement activities conducted, with a focus on the purpose and value of the engagement. Participation in community engagement initiatives and feedback from community partners, including participation by communities that have historically experienced barriers to engaging with police.	Annual high-level reporting.
Community Partnerships	Report active and sustained partnerships with community organizations, including those representing diverse communities.	Annual reporting.

STRATEGIC GOALS

GOAL 4: DELIVER PROFESSIONAL, FAIR, AND ACCOUNTABLE POLICING



Objective

- Ensure policing practices and services are fair, equitable, impartial, professional, unbiased, and evidence informed.
- Identify and address barriers or disparities where they may exist.
- Strengthen transparency and accountability for the fair and professional delivery of policing services.

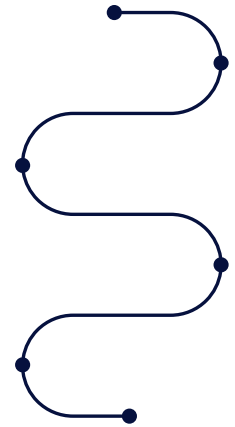
Commitments

- Apply policing policies, procedures, and practices fairly and consistently.
- Use available data, community feedback, and policy reviews to identify and address barriers or disparities.
- Ensure members have the knowledge and skills required to provide professional, respectful, and unbiased policing services.
- Support transparency and accountability in the delivery of policing services to the community.

Performance Measures

Objective	Performance Measure	Data Source and Reporting Frequency
Fair and Respectful Treatment	Report community survey results, where available, on whether individuals believe they were treated fairly, respectfully, and without bias.	Reported when available through Board consultation and strategic planning processes.
Professional Development	Report on the percentage of members who complete required professional development, recertification, and training related to fair, respectful, and professional policing.	Annual reporting.
Public Accountability	Report annual trends in public complaints involving discrimination, bias, improper conduct, or disrespectful treatment, including outcomes and corrective action where misconduct is substantiated.	Annual aggregate reporting.

IMPLEMENTATION TIMELINE



YEAR 1 - ESTABLISH PRACTICAL BASELINES AND REPORTING FRAMEWORKS

- Confirm the final KPI framework and reporting process.
- Establish baselines for the approved measures.
- Review recruitment, hiring, promotion, and retention processes to identify potential barriers.
- Establish and strengthen relationships with diverse community organizations.
- Report publicly on first-year activities, findings, and progress.
- Establish reliable baseline workforce data through a voluntary self-identification process, supported by clear communication about privacy, confidentiality and the purpose for which the information will be used.

YEARS 2-3 - IMPLEMENT, REPORT AND ADJUST

- Implement actions arising from recruitment, hiring, promotion, and retention process reviews.
- Conduct an employee workplace culture and satisfaction survey in collaboration with employee associations, where appropriate.
- Develop or strengthen mentorship, career-development, and leadership-development opportunities.
- Complete priority policy and process reviews.
- Report annually on results, challenges, and adjustments.
- Complete a midpoint review by the end of Year 3 and adjust strategies as required.

YEARS 4-5 - SUSTAIN, MEASURE AND PREPARE FOR THE NEXT PLAN

- Continue implementing and refining initiatives based on annual results and midpoint review findings.
- Repeat the employee workplace survey, where appropriate, to measure change from the baseline.
- Continue monitoring recruitment, retention, promotion, and leadership representation outcomes.
- Maintain and evaluate community partnerships and engagement activities.
- Complete a final evaluation of the 2026-2030 Diversity Plan.
- Use evaluation findings and community and employee input to establish priorities for the next Diversity Plan.

ACCOUNTABILITY



The Chief of Police and Senior Leadership Team will assign responsibility for implementation, data collection and reporting to the appropriate organizational areas, including Human Resources where workforce-related measures are involved.

Annual reports will focus on the established Key Performance Indicators, significant actions taken, and progress toward achieving the Plan's strategic goals.

Community survey results used to measure public confidence and trust will be reported when available through the Board's strategic planning and community consultation processes.

COMMITMENT STATEMENT

The Kingston Police Service Board recognizes that attracting and supporting talented people, maintaining a respectful workplace, and building community trust are essential to effective policing and public confidence. The Board is committed to meaningful action, measurable progress, and practical accountability as it works with the Chief of Police, Service members, and the community to support a safer, more inclusive Kingston.



***2026-2030 DIVERSITY PLAN
KINGSTON POLICE SERVICE BOARD***

