



**SMITHS FALLS POLICE SERVICES BOARD
AGENDA
TUESDAY OCTOBER 13, 2026
8:00 A.M.
TOWN HALL, COUNCIL CHAMBERS**

Facebook Live: <https://www.facebook.com/smithsfallspolice>

YouTube Live: <https://www.youtube.com/channel/UCBFFXhpElk-x8oDEMxY8MzQ/live>

1. **CALL TO ORDER AND LAND ACKNOWLEDGEMENT**
On October 13, 2026, we acknowledge that this sacred land on which Smiths Falls is now located has been a site of human activity for over 10,000 years and is rich in Indigenous history. This land is the ancestral and unceded territory of the Algonquin Anishinaabe Nation. We are grateful to the Algonquin ancestors who cared for the land and water in order that we might meet here today. We are also grateful to the Algonquin People for their contribution in the making of the Rideau Canal which runs thru Smiths Falls. We are mindful of broken covenants and the need to reconcile with all our relations. Together, may we care for this land and each other, drawing on the strength of our mutual history of nation building through peace and friendship being mindful of generations to come.
2. **CHAIR'S REMARKS**
3. **AMENDMENTS TO THE AGENDA**
Recommended Motion:
THAT the October 13, 2026 Police Services Board Meeting Agenda be approved as circulated.
4. **DISCLOSURE OF PECUNIARY INTEREST AND/OR CONFLICT OF INTEREST AND GENERAL NATURE THEREOF**
5. **IN CAMERA/CLOSED SESSION**
THAT the Board move In Camera at XXXX pursuant to:
 - A) Sec 42(3) of the Community Safety and Policing Act, 2019
Adoption of In Camera Minutes (Secretary)
 - B) Sec 44(2)(b) of the Community Safety and Policing Act, 2019
Personal Matters about an Identifiable Individual, including Members of the Police Service or any other Employees of the Board (Chair/Vice Chair)
 - C) Sec 44(6) of the Community Safety and Policing Act, 2019
Educational or Training Session (Chair)
THAT Council revert back into open session at XXX p.m.
Rise and Report:



6. CORRESPONDENCE

NOTE: Strategic Plan feedback to be discussed under “New Business”.

8. APPROVAL OF MINUTES

Recommended Motion: THAT the September 29, 2026 Police Services Board Meeting Minutes be approved as circulated.

9. BUSINESS ARISING FROM THE PREVIOUS MEETING

10. NEW BUSINESS

a) Strategic Plan

- Public Feedback
- Discussion on Strategic Plan

b) Budget Monitor – September (Chief)

11. OPERATIONAL REPORT

12. DATE AND TIME NEXT MEETING

Meeting Date: November 17, 2026 at 8AM

13. ADJOURNMENT

Recommended Motion:

THAT the Police Services Board adjourn its proceedings XXXX p.m. and stand so adjourned until the next duly called Committee meeting.

From: [REDACTED]
To: [Kerry Costello](#)
Subject: Feedback for the Draft Smiths Falls Police Service Strategic Plan
Date: October 6, 2026 8:12:04 AM

Hi Kerry,

Please find my feedback below for the SFPS Strategic plan draft:

Ignored Internal Priorities: The survey of SFPS employees explicitly identified "Leadership development and succession planning" as their number one internal priority. Furthermore, the operational analysis highlighted a "structural capacity gap" in middle management. Despite these clear findings, Strategic Pillar 4 ("Investing in People & Operational Excellence") completely omits any mention of leadership, middle management, or succession planning, offering only generic goals for officer training and wellness.

Vague Partnership Objectives: Stakeholder consultations revealed that "Persistent Substance Abuse Issues and Intergenerational Poverty" are underlying drivers of local crime. However, Strategic Pillar 3 ("Expanding Partners & Vulnerable Population Support") fails to address these specific issues, instead relying on hollow platitudes such as "Addressing issues before they escalate" and "Focusing on early intervention" without defining *how* this will be achieved or *which* specific partner organizations will be involved.

Contradictory Visualizations: In the "Calls For Service Statistics" section, a text box highlights a "rise of impaired operation charges" to demonstrate increased enforcement. However, the accompanying line graph shows the "Impaired Operation Charges" line remaining relatively flat near the bottom of the y-axis, while an entirely different metric—"HTA Charges (Speeding Tickets, etc)"—spikes dramatically from roughly 600 incidents in 2024 to over 800 in 2025.

Sloppy Metric Labeling: On the benchmarking page, a callout box states that Smiths Falls has the "highest weighted crime rate per \$100k". The insertion of a dollar sign into a population metric (100,000 residents) is a glaring typographical error that undermines the professional polish of a public-facing document.

Missing Resource Allocation and Budgeting: The plan notes a \$6.7M SFPS budget in its community overview and states under KPI 39(1)7 that it will "Align budget allocations with Strategic Plan goals". Yet, the document contains zero financial forecasting, resource allocation frameworks, or cost projections to explain how the \$6.7M will be deployed to support the four strategic pillars.

Missing Equity and Demographic Strategies: The mandatory statutory KPIs require the SFPS to measure its interactions with youths, racialized groups, and First Nation, Inuit and Métis communities. Despite acknowledging these reporting requirements, the four Strategic Pillars contain zero targeted initiatives, outreach programs, or operational strategies dedicated to these specific demographics.

Missing Action Plans: The "Accountability & Communication" section concedes that the service must still "develop annual operational work plans that translate broad strategic goals into specific, time-bound activities, each with a clear owner". By deferring all timelines,

specific activities, and role assignments to a secondary, unwritten document, this draft acts as a list of aspirations rather than a functional strategic plan.

Missing Target Metrics: For vital legislative requirements like community-based crime prevention initiatives, community satisfaction, and assistance to victims, the plan literally reads: "KPI details are in progress for the final draft..". A strategic plan cannot be effectively critiqued by the community or approved by a Police Services Board while its core accountability metrics are left completely blank.

I did not have time to reference check the numbers the police board is providing in this document but I assume they will be using technology to ensure that the data points are correct.

Thank you,

A solid black rectangular box used to redact the signature of the author.

From: [REDACTED]
To: [Kerry Costello](#)
Subject: Police Services policy vote
Date: October 6, 2026 8:12:03 AM

To the Smiths Falls Police Services Board:

I live in Smiths falls. I ask the Board not to adopt the draft 2026 to 2029 strategic plan on October 13th. The draft sets no measurable targets, leaves two required measures blank, and reports survey figures that don't match its own data. The complete survey results have not been released. Six residence attended the town halls, and the public had four days to comment on 28 pages.

Please release the complete survey results, extend public consultation, and bring back a plan with clear, measurable targets before you vote.

[REDACTED]

From: [Kelley Denham](#)
To: [Kerry Costello](#)
Subject: FORMAL CORRESPONDENCE FOR INCLUSION IN NEXT POLICE SERVICES BOARD AGENDA
Date: October 4, 2026 11:23:12 PM

Please confirm receipt. I respectfully request that this correspondence be formally logged and forwarded to all Board Members for inclusion on the next agenda.

Dear Members of the Smiths Falls Police Services Board,

I am writing to raise concerns about the process surrounding the draft 2026-2029 Strategic Plan. My detailed feedback on the content will be submitted separately. This letter addresses the consultation and approval process.

At the September 29 meeting, Board members stated that the draft strategic plan would be released for public review, feedback gathered, and that the plan would be presented for approval at the October 13 meeting. On October 1, the public consultation period was announced and provided only four days for residents to review a 30 page governance document that was still incomplete. A consultation period that begins after decisions have already been made and an approval date has already been set does not allow for meaningful public input and cannot meaningfully inform the Board's decision-making process.

The draft released for consultation is not complete. Parts of the document still contain drafting placeholders and internal notes. It is unclear what are actual KPIs and what are still author notes on how to structure the KPIs. During the September 29 meeting, the Chief stated that baselines and targets would be added and that key performance indicator details were still being developed. The version posted publicly does not include baselines, targets, or measurement definitions. Page 26 states that KPI details are still in progress, and many indicators contain consultant notes indicating that plan development is ongoing. These elements are required under the Community Safety and Policing Act. Releasing an unfinished draft for public review limits the ability of residents and the Board to evaluate the plan.

The draft also contains internal contradictions regarding equity. One pillar refers to "equitable service delivery", yet the plan contains no equity objectives, no equity indicators, no equity baselines and no equity targets. At the same time, the guiding principles are adapted from the Ottawa Police Service strategic plan but with all explicit equity language removed. A single reference to equitable service delivery does not meet the statutory requirements under the Community Safety and Policing Act related to diversity, inclusion and equitable policing. The public deserves clarification on the removal of equity language while retaining other copied material.

The Accountability and Communication section also describes the strategic plan as a broad document that will “continue to change” and that annual operational plans will translate its goals into specific, time-bound activities. A statutory strategic plan cannot function this way. Annual operational plans are meant to implement a complete strategic plan, not supply the measurable components that the strategic plan itself lacks. Framing the strategic plan as broad, flexible, and subject to change without process, public consultation, or Board approval reflects a fundamental misunderstanding of its statutory purpose and further demonstrates that the draft is not ready for approval.

Approving this strategic plan will bind the next Board and incoming Chief to a document they did not develop. A plan that is incomplete, internally inconsistent, not compliant with statutory requirements, missing equity commitments and released for consultation before its core components were finished should not be approved.

I am requesting that the Board defer approval of the strategic plan until a complete and compliant draft is available. I am also requesting again that the full survey results be released, that a complete draft including key performance indicators, baselines, targets, and measurement definitions be published before further consultation and that a reasonable comment period be provided once a complete draft is available. Finally, I request an explanation for why explicit equity language was removed from the guiding principles and why the draft describes the strategic plan as a document that may be changed after approval. Both issues raise process concerns that require clarification before the plan can be approved.

Sincerely,

Kelley Denham, on behalf of Smiths Falls Together!

From: [REDACTED]
To: [Kerry Costello](#)
Subject: Do not adopt the draft strategic plan on Oct. 13
Date: October 5, 2026 10:55:14 AM

To the Smiths Falls Police Services Board,
I live in Smiths Falls. I ask the Board not to adopt the draft 2026–2029 Strategic Plan on Oct. 13. The draft sets no measurable targets, leaves two required measures blank, and reports survey figures that don't match its own data. The complete survey results have not been released. Six residents attended the town halls, and the public had four days to comment on 28 pages.
Please release the complete survey results, extend public consultation, and bring back a plan with clear, measurable targets before you vote.

Cheers,

[REDACTED]