



**SMITHS FALLS POLICE SERVICES BOARD
AGENDA
TUESDAY SEPTEMBER 1, 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 September 1, 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

- Chief's Commendations

3. AMENDMENTS TO THE AGENDA

Recommended Motion:

THAT the September 1, 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 (Chief)



- C) 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 (Vice Chair)

THAT Council revert back into open session at XXX p.m.
Rise and Report:

6. CORRESPONDENCE
August 21, 2026, 2026 Letter from Kelley Denham
Re: Remarks from Previous Letter/Procedural Bylaw/Annual Report/Spit Hood Policy/Update on the Chief's Retirement
8. APPROVAL OF MINUTES
Recommended Motion: THAT the July 14, 2026 Police Services Board Meeting Minutes be approved as circulated.
9. BUSINESS ARISING FROM THE PREVIOUS MEETING
10. NEW BUSINESS
 - a) 2026 Budget Monitor (Chief)
 - b) Procedural Bylaw Refresh (Secretary)
 - c) Strategic Plan Update (Chief)
 - d) Negotiation Team - Police Association Collective Agreement (Chair)
 - e) Bike Night Update (Chief)
 - f) Election Conversations and Policing (Chief)
11. OPERATIONAL REPORT
 - a) Operational & Training Update (C Kettle)
12. DATE AND TIME NEXT MEETING
Meeting Date: October 14, 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.

Kerry Costello

From: Kelley Denham [REDACTED]
Sent: August 21, 2026 3:12 PM
To: Kerry Costello
Subject: FORMAL CORRESPONDENCE FOR INCLUSION IN NEXT POLICE SERVICES BOARD AGENDA

Please confirm receipt. I respectfully request that this correspondence be formally logged and forwarded to all Board Members for consideration as an agenda item.

To the Smiths Falls Police Services Board,

Given the Board Chair's remarks regarding my previous letter at the July meeting, I wish to note that the matters outlined below are properly before the Board, fall within its statutory responsibilities, and warrant clear responses for the public record. I am requesting updates on several governance matters that remain outstanding, as well as clarification of new issues that have arisen.

At the July meeting, my correspondence was placed on the agenda, but the Chair characterized it as "AI generated," without explaining the basis for that conclusion. The Board has not published criteria for determining what correspondence is considered on the agenda, and if correspondence is accepted only to be dismissed publicly on subjective grounds, the public has no way to understand how correspondence is assessed, selected, or valued. Clarity on the criteria used to distinguish between correspondence that is accepted for consideration and correspondence that is dismissed would support transparency and ensure consistent application of Board policy.

Later in the same meeting, the Chair stated that the Board "does not get that many requests for delegations as we are simply not as sexy as town council." This comment was made while responding to my July letter, which explicitly requested clarification of delegation rules, and follows similar requests made in April, May, and June, and after the Board invited the public to request delegations to provide feedback on the new policies. The remark therefore appears inconsistent with the public record.

The Chair also stated that "it stands to reason" delegation rules would follow those of town council. Town council's delegation rules are contained within its procedural bylaw, which specifically excludes the Police Services Board from the bodies it governs. Later in the meeting, the Secretary stated that she was "refreshing the procedural bylaw." These statements appear contradictory, as the town's delegation rules are contained within the town's procedural bylaw and the Board does not have authority to refresh a municipal bylaw enacted by council. Clarification on whether the Board is relying on its own procedural bylaw or adopting the town's bylaw would assist the community in understanding how delegations and correspondence are governed today.

The procedural bylaw should also explain how meetings are structured. Currently, the Board continues to include with its agendas non voted operational documents, such as the Operational Report, while not making available documents that are voted on during public meetings, like the recent new policies. Clarification of the lawful authority for posting non voted operational documents while not posting voted on governance documents in open session would assist the public in understanding the Board's approach to transparency. This question was raised in my previous correspondence and remains unaddressed.

With respect to response time reporting, the 2025 Annual Report contains identical language copied verbatim from 2024, stating that response times are "between one and four minutes." At the July

meeting, the Chair stated that Smiths Falls' smaller size explains the unchanging response time number and called any comparison to OPP response times "disturbing," given the size difference between jurisdictions. I did not raise any comparison to the OPP in my previous correspondence, and this mischaracterization does not address whether response times are actively tracked, how they are measured, or whether the published numbers represent verified data. An explanation of the methodology used, if any, to collect and verify response time data would assist the public in understanding the accuracy of the Annual Report and how future response time reporting will be conducted.

The public record contains conflicting statements regarding the status of the spit hood policy. The October 21, 2025 minutes state that the policy was reviewed with the Board. The FOI response dated March 9, 2026 states that the policy "has not yet been implemented" and will be approved after training is completed. The Board's newly posted policies contain no reference to a spit hood policy, and its development is notably absent from the 2025 Annual Report. A simple status update would resolve these contradictions and clarify whether the policy has been reviewed, approved, implemented, or remains pending.

Finally, the Chief's retirement was announced in May, effective December 31, 2026. As of August, no job posting or recruitment information has been published. Clarification on whether the Board intends to conduct an open, competitive recruitment process before the municipal election or defer it to the next term would assist the public in understanding how this statutory responsibility is being managed.

These matters fall within the Board's statutory responsibilities and relate directly to the Board's obligations under the CSPA to conduct business in an open and transparent manner. Clear updates on these items would help the public understand the Board's governance processes and ensure that the public record accurately reflects the status of ongoing work.

Respectfully,

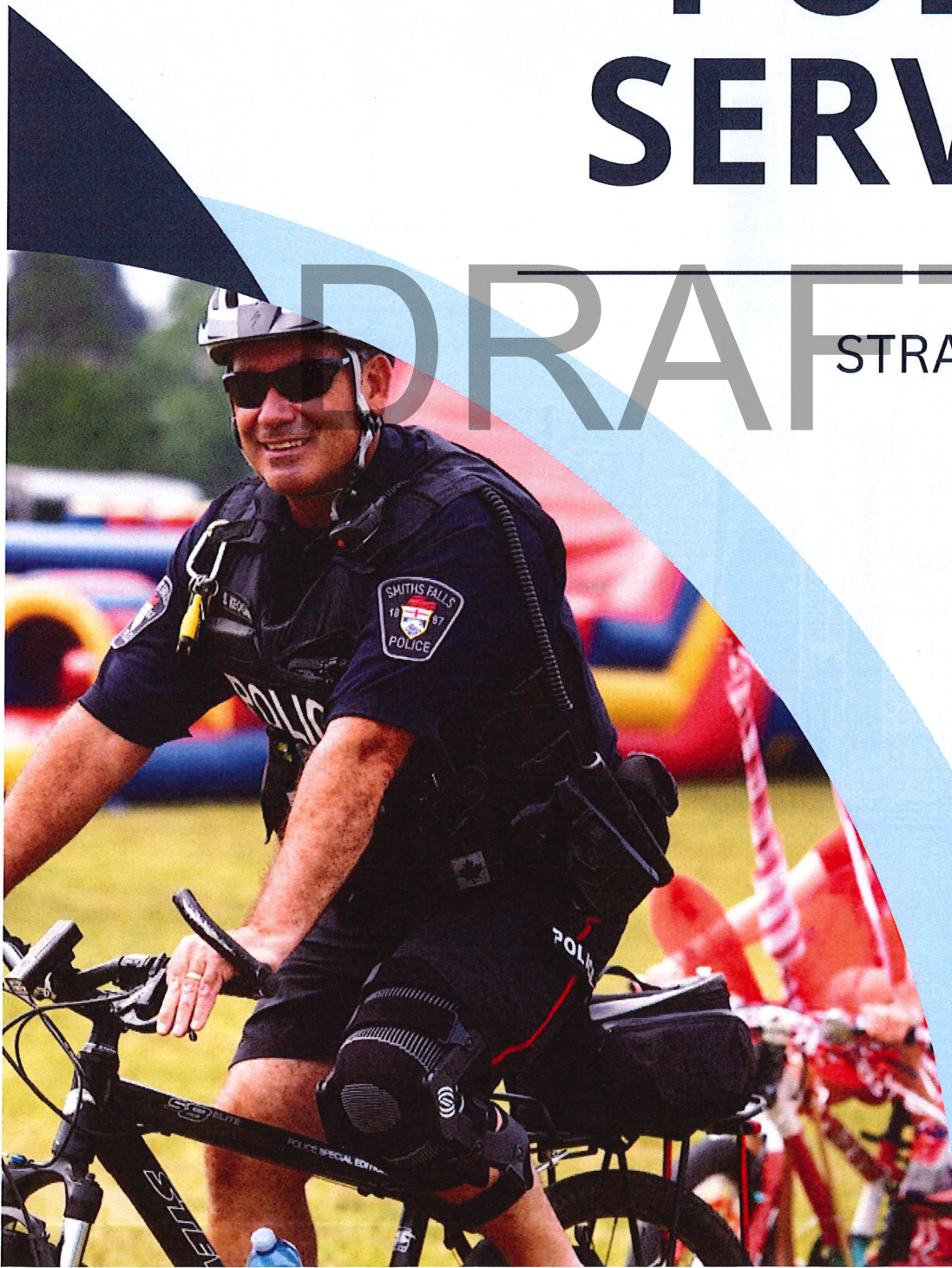
Kelley Denham, on behalf of Smiths Falls Together!



SMITHS FALLS POLICE SERVICE

DRAFT

STRATEGIC PLAN
2026-2029



LAND ACKNOWLEDGEMENT

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 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 through Smiths Falls. We recognize with gratitude the knowledge of Smiths Falls and contributions that the Algonquin Peoples bring to the Municipality of Smiths Falls. Today, Smiths Falls is also home to other Indigenous peoples from across Turtle Island. We extend our respect to all First Nations, Inuit and Métis people for their valuable past and present contributions.

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INTRODUCTION

In Smiths Falls, the Police Service is governed by the Smiths Falls Police Service Board. Established under Ontario's Community Safety and Policing Act, 2019 (CSPA), the Board represents the public interest by ensuring effective, responsive, and accountable policing that reflects the community's needs and priorities.

One key way the Board fulfills this responsibility is through the Strategic Plan, which establishes the priorities and direction for the Smiths Falls Police Service. The 2026–2029 Plan was developed through a structured, evidence-based process informed by residents, community stakeholders, partner organizations, and Service members.

The planning process combined community and stakeholder engagement with quantitative and qualitative analysis to develop a comprehensive understanding of the current policing environment and the priorities that should guide the Service over the next three years. This included reviewing local demographic and community trends, crime and public safety data, operational performance, legislative requirements, and relevant policing practices, along with input from community surveys, stakeholder consultations, engagement with Service members, and discussions with local partners. The team analyzed findings across these sources to identify recurring themes, strengths, emerging challenges, and opportunities for improvement.

Together, these insights shaped the Plan's strategic priorities, intended outcomes, and key initiatives, ensuring the direction reflects community perspectives, operational realities, legislative requirements, and Smiths Falls' evolving needs.

What's In It:

The Plan outlines the strategic direction for policing in Smiths Falls from 2026 to 2029. It includes the Service's vision, mission, and values; an overview of the community and current policing environment; and key findings from the research and engagement process.

Building on this evidence, the Plan sets out the Board's strategic priorities, intended outcomes, and key initiatives, along with a framework to measure progress, strengthen accountability, and support continuous improvement.



Message From The Chief

I would like to extend my sincere appreciation to the Smiths Falls Police Services Board for its collaboration and partnership with the Smiths Falls Police Service in developing this Strategic Plan, which reflects both our current priorities and our vision for the future.

As our community continues to grow and evolve, so does our commitment to meeting its changing needs through meaningful partnerships, innovative approaches, and responsive policing services.

Over the past several years, we have expanded our service delivery to enhance community safety and advance key priorities related to crime prevention, traffic enforcement, frontline policing, and proactive patrols by vehicle, foot, and bicycle. We are proud of our long-standing partnerships with numerous community organizations, including our strong relationship with Lanark County Interval House. Through this partnership, we have embedded a Victim Advocate within our organization to review intimate partner violence calls for service and provide critical outreach and support to those in need.

We have also expanded the role of our Special Constables, increasing their presence within the community and enhancing their contributions to community services, property management, and evidence collection. These initiatives allow our sworn officers to focus on frontline responsibilities while ensuring the continued delivery of effective and efficient policing services.

Transparency and public trust remain fundamental to our mission. Initiatives such as in-car cameras, civilian oversight, and community engagement opportunities, including our "Coffee with a Cop" events, give residents valuable opportunities to connect directly with our members and discuss issues affecting their neighbourhoods. Our active participation in community events further strengthens these relationships and fosters open dialogue. Listening to concerns related to traffic, crime, and community safety is essential to ensuring we remain responsive and accountable to those we serve.

The well-being of our members is equally important. Providing our staff with the tools, resources, and support necessary to maintain their physical and mental well-being is a priority for both the Police Service and the Police Services Board. By investing in our people, we ensure they are equipped to serve the community effectively while maintaining a healthy balance for themselves and their families.

To the members of the Smiths Falls Police Service, thank you for your dedication, professionalism, and unwavering commitment to making our community a safer place for all. To the Smiths Falls Police Services Board, thank you for your partnership, guidance, and oversight. Finally, thank you to the residents of Smiths Falls and our valued community partners for your continued support, collaboration, and advocacy. Together, we help make Smiths Falls a great place to live, work, and thrive.

Jodi Empey

Chief of Police





About The SFPS Board

The Smiths Falls Police Service Board is the civilian governing body responsible under Ontario's Community Safety and Policing Act, 2019 (CSPA) for overseeing the Smiths Falls Police Service (SFPS) and ensuring the delivery of adequate and effective policing that reflects the needs, priorities, and expectations of the community.

Acting on behalf of the public, the Board provides governance and strategic direction for the Police Service while respecting the Chief of Police's responsibility for the day-to-day administration and operation of the Service. Through community engagement, collaboration with municipal partners, and ongoing consultation with the Chief of Police, the Board establishes long-term priorities that support community safety, accountability, and organizational excellence.

Key responsibilities include:

- Setting the strategic direction and annual policing priorities for the SFPS
- Appointing members of the police service and hiring the Chief and Deputy Chiefs
- Monitoring and reviewing the Chief's performance
- Establishing policies for the administration and effective management of the police service

THE BOARD

Chris Saumure
Chair and Provincial Appointee

Shawn Pankow
Deputy Chair and Council Representative

Chris McGuire
Council Representative

Andrew Howard
Provincial Appointee

Rob Dopson
Community Appointee



How we did it?

The Smiths Falls Police Service has updated its approach to strategic planning in response to Ontario's Community Safety and Policing Act (CSPA), a legislative framework that took effect in 2024. Although the CSPA carries forward much of what was established under the former Police Services Act, it also introduced new obligations that prompted the Board to strengthen key elements of how it plans strategically. Central to these changes is a stronger focus on working collaboratively with the community, operating with greater openness, and holding the Police Service accountable to the people it protects.

To shape this plan, the Service drew on multiple sources of input: a wide-ranging scan of the current environment, direct engagement with residents and stakeholders through surveys, virtual town halls, and one-on-one interviews, along with a close review of operational and performance data. Together, these efforts form the foundation of this report, weaving together the resulting insights to chart the course for policing in Smiths Falls over the next four years.





VISION, MISSION, VALUES

The Smiths Falls Police Service Board endorses the following vision, mission, and values, which reflect its commitment to community safety and public trust. These foundational statements guide the Board's strategic direction for the Service over the next three years.

Vision: Our Vision is to continue to create a positive environment within our community by inspiring public confidence, accountable policing and providing safety and security for all.

Mission: Our mission, in partnership with our community, is to ensure the safety and security of all persons and property within the town of Smiths Falls.

Values: Our values of respect, professionalism, and community leadership guide SFPS members' actions and behaviours in achieving our vision and mission.





ABOUT THE SFPS

The Smiths Falls Police Service (SFPS) provides policing services to the Town of Smiths Falls, a community of about 10,000 residents in Lanark County. Covering 9.66 km², Smiths Falls is a compact and closely connected community where local policing plays an important role in community safety and well-being.

SFPS provides frontline response, investigations, crime prevention, traffic enforcement, community engagement, and other policing services while working closely with municipal and community partners. As an independent municipal police service, SFPS can maintain a strong local presence and develop relationships with the residents and organizations it serves.

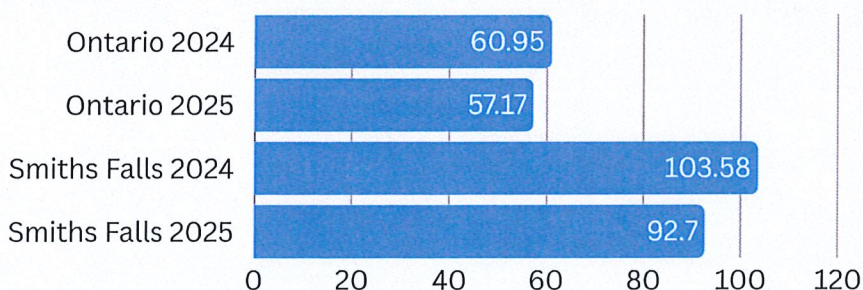
Smiths Falls also faces policing demands that are significant relative to its size. During the strategic planning process, the Town's Crime Severity Index was approximately 104, compared to an Ontario average of 61, highlighting the complexity of the local policing environment. These demands, together with emerging issues related to mental health, addictions, and social challenges, reinforce the importance of collaboration with community and regional partners.

A defining strength of SFPS is its community-first approach. Officers are not only visible in the community; they know the community and the people they serve. This local knowledge, accessibility, and ability to build lasting relationships distinguish the Service and support responsive policing tailored to Smiths Falls' unique needs.

SMITHS FALLS AT A GLANCE



Crime Severity Index: Ontario Average vs Smiths Falls



Smiths Falls' CSI is **62%** above the Ontario average but fell **10.5%** from 2024-2025



Community Input

As per the new directions of the CSPA, community input was heavily considered for the creation of this strategic plan. The Smiths Falls community was segmented into three groups for this: general public, internal members (SFPS employees), and external stakeholders (organizations that partner or work closely with the SFPS).

Town Halls

2 Town Halls were conducted, with a total of **6 participants**.

Stakeholder Consultations

8 consultations were held with external partners as 1:1 meetings.

Surveys

3 unique surveys were deployed to the community, targeted to each group.

Internal

- Employee feedback
- Strengths & challenges
- Strategic priorities

33 responses

Stakeholders

- Partner organization feedback
- Community priorities

70 responses

General

- Safety perceptions
- Trust & satisfaction
- Priorities & concerns

240 responses

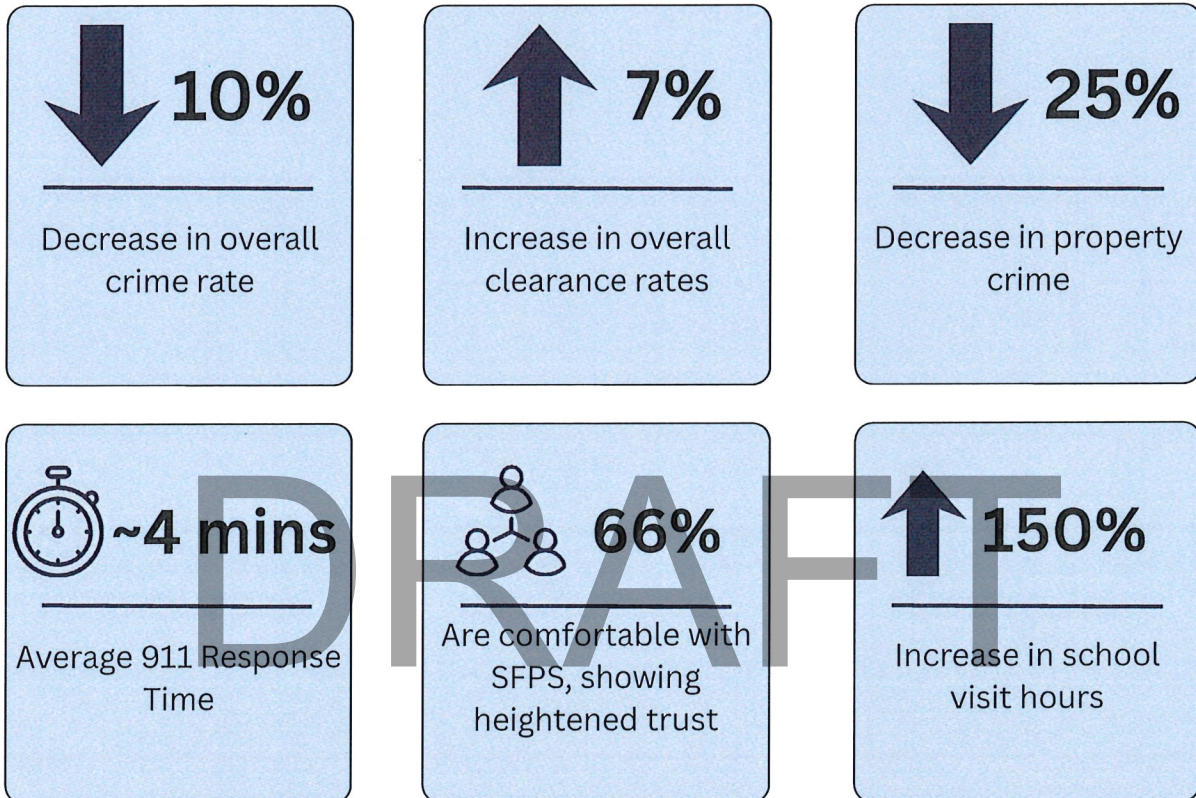
Across all the surveys, a total of **343 responses** were recorded. The surveys were anonymous to encourage honest participation. They collected qualitative and quantitative data regarding each group's focus areas, and participants also had the opportunity to provide written answers in open-ended text fields.



STRATEGIC CONTEXT

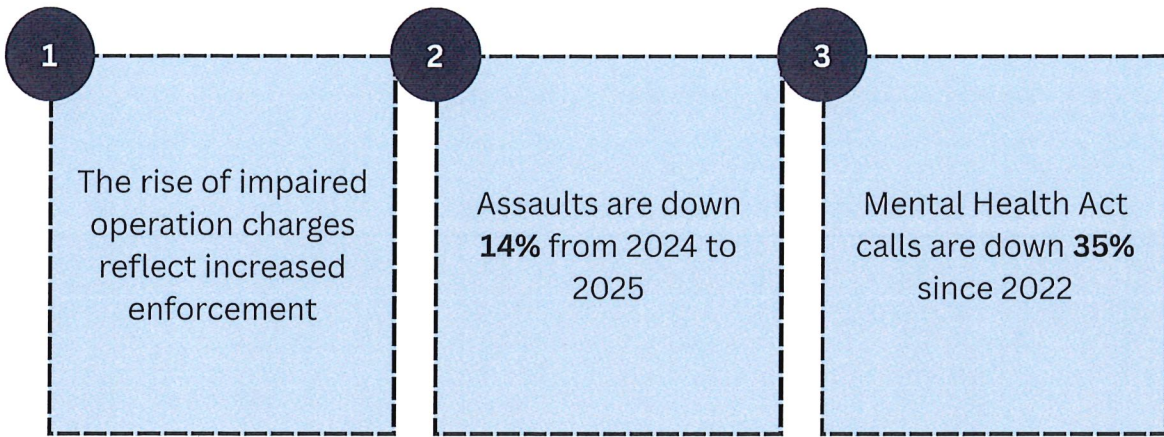
The circumstances Smiths Falls experiences today are quite different than those of the height of the Pandemic, with serious crime levels consistently decreasing. At the same time, the SFPS resolves more cases than ever before while being a proactive leader among small independent police services.

Key Findings over 2022-2025

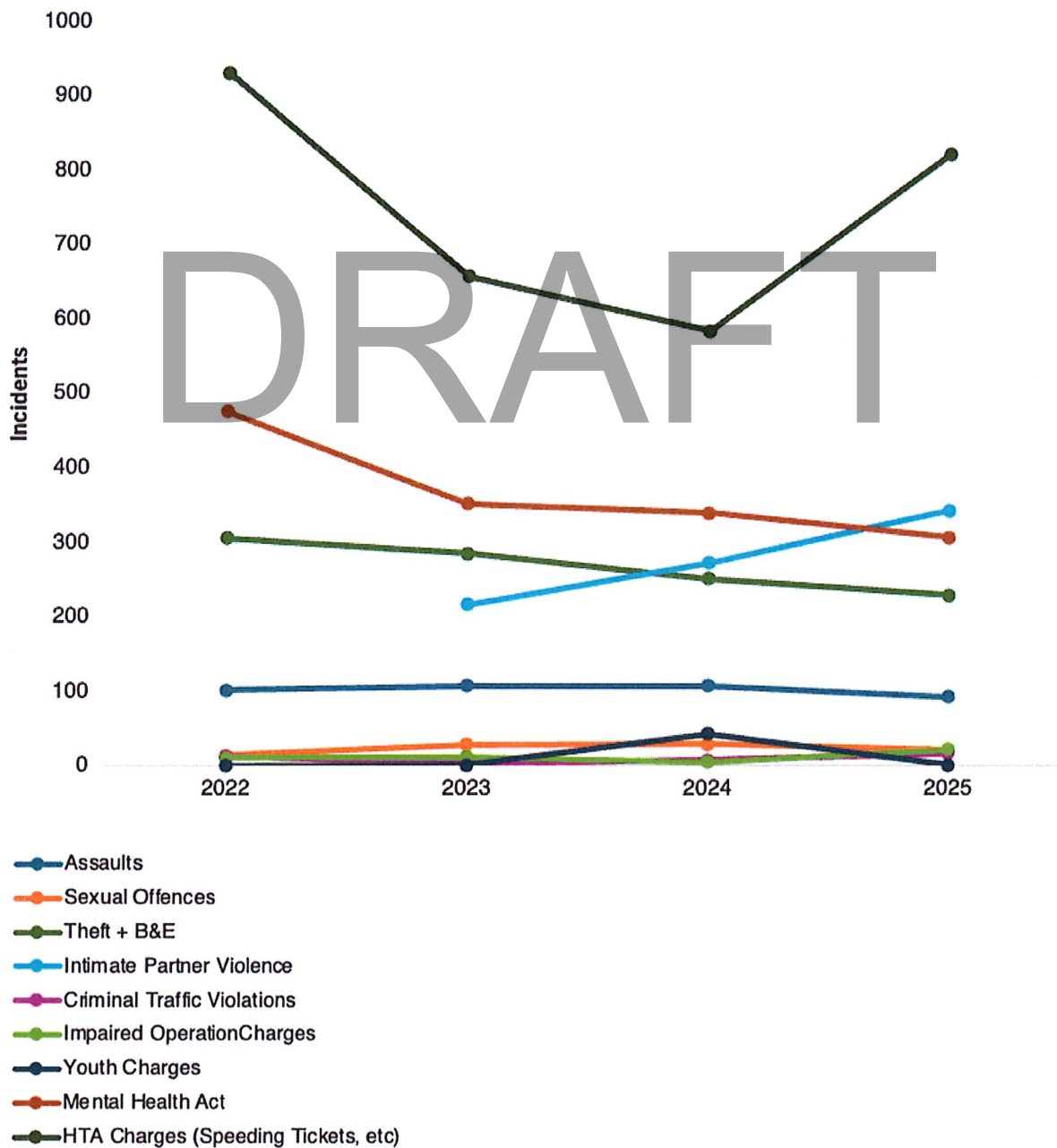




Smiths Falls Calls For Service Statistics



Smiths Falls Calls For Service 2022-2025 Comparison





Crime & Operational Analysis

SFPS exhibits a declining longitudinal crime rate and an exceptional clearance efficiency that ranks second among regional peers. However, long-term operational efficacy requires mitigating capacity strains within middle management and addressing the resource-intensive nature of complex criminal investigations.

The Core Metrics

STRATEGIC TRENDS

Longitudinal Trends: Core data from 2022 to 2025 demonstrates a decreasing overall crime rate alongside a rising clearance rate, placing SFPS second among regional municipal and provincial benchmarking peers.

Intimate Partner Violence (IPV): SFPS tracks IPV-related occurrences and executed a comprehensive charge breakdown amid elevated incidents. This proactive data classification positions the service ahead of other regional benchmarking comparators.

OPERATIONAL PRESSURES

Investigative Complexity: Growing complex and violent criminal investigations absorb significant organizational resources, creating operational trade-offs that limit frontline visibility and proactive community policing.

Operational Demands: Frontline units experience compounding service demands tied to mental health, addictions, and housing. SFPS frequently serves as the primary responder when external social service systems lack immediate capacity.

TACTICAL RESPONSES

Tactical Patrols: The service leverages localized traffic, collision, and crime pattern data to deploy directed patrols to address specific community issues like traffic complaints and break-and-enters.

Organizational Gaps & Data Frameworks

Middle Management Gaps

While frontline constable staffing continues to stabilize, a structural capacity gap remains in middle management cadres (sergeants and detectives), affecting supervisory oversight of complex investigations.

Data Reliability

Traffic records, collision data, and citizen complaint patterns represent the most reliable internal datasets for geographic analysis. We exclude low-volume criminal traffic violations from comparative benchmarks to prevent data distortion.



External Benchmarking

Smiths Falls is unique as one of Ontario's few municipalities with an independent police service, highlighting the importance of selecting geographically and operationally similar municipalities. As Smiths Falls faces unique challenges, benchmarking our performance is essential as community crime issues continually move in the right direction.



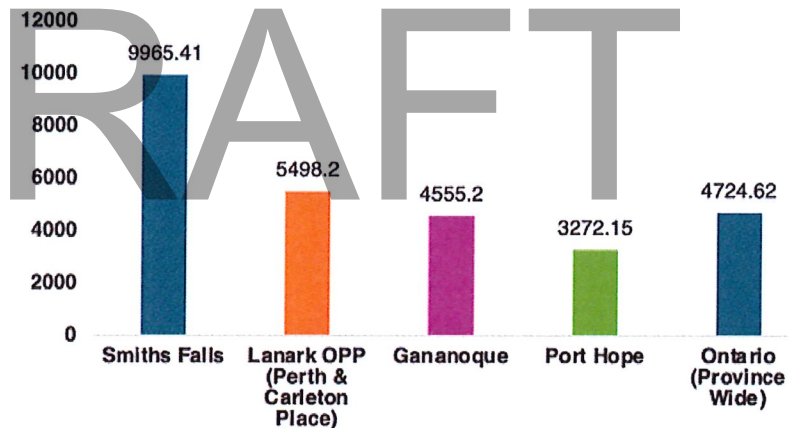
Key Findings in 2024

Smiths Falls has the **second highest** clearance rate among their peers

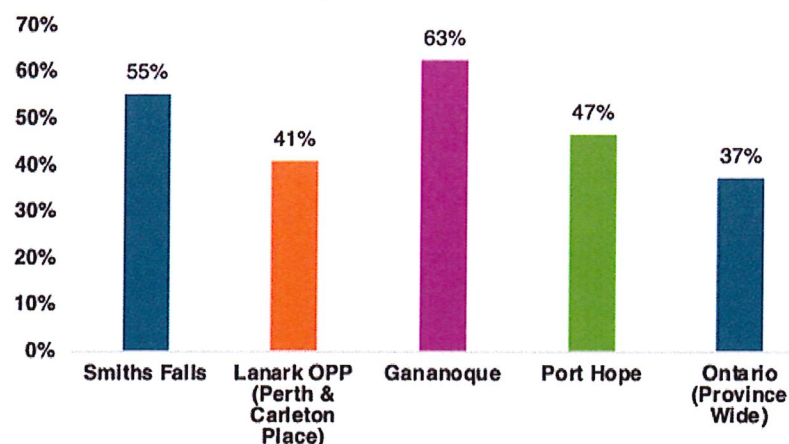
Smiths Falls has **the highest** weighted crime rate per 100k, nearly double their peers

Smiths Falls has **the highest** weighted IPV rate, highlighting our dedication to IPV support

2024 Crime Rate (Per 100k Residents)



2024 Weighted Clearance Rates





CONSULTATIONS

Consultation was central to developing the 2026–2029 Strategic Plan. The Smiths Falls Police Service Board and Smiths Falls Police Service sought input from residents, community organizations, local leaders, Service members, and other stakeholders to better understand the community's priorities, concerns, and expectations for policing.

The consultation process was designed to provide multiple opportunities for participation and to hear from a broad cross-section of the Smiths Falls community. Feedback gathered through these activities was considered alongside crime and service data, community demographics, operational trends, and legislative requirements to help establish the strategic direction for the next three years.

Community engagement included:

- Community-wide public survey
- Virtual community town halls
- Interviews with key community stakeholders
- Consultations with community organizations and service partners
- Engagement with members of the Smiths Falls Police Service
- Review of community, demographic, crime, and policing trends

Throughout the consultation process, several common themes emerged, including the importance of community safety, police visibility and responsiveness, public trust, effective communication, partnerships, and ensuring policing services continue to respond to the changing needs of Smiths Falls.

The Board is grateful to the residents, community partners, stakeholders, and Service members who contributed their perspectives. Their feedback has directly informed the priorities and objectives contained in this Strategic Plan.

Through this collaborative approach, the 2026–2029 Strategic Plan reflects both the realities facing the Smiths Falls Police Service and the priorities of the community it serves. It establishes a shared direction for strengthening public safety, building community trust, and delivering responsive and effective policing in Smiths Falls.

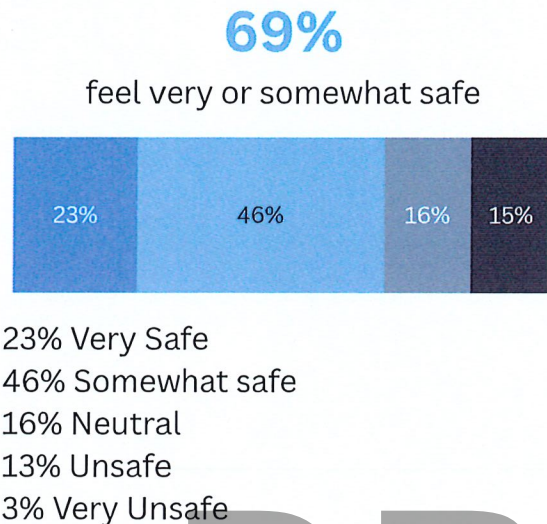




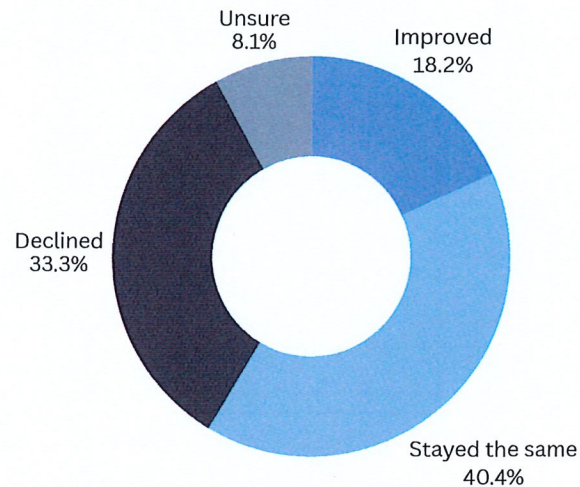
COMMUNITY SURVEY INSIGHTS

A total of 211 community members participated in the 2026 Smiths Falls Police Service Strategic Planning Community Survey. The survey provided residents with an opportunity to share their perspectives on community safety, confidence in SFPS, interactions with police, and priorities for the future.

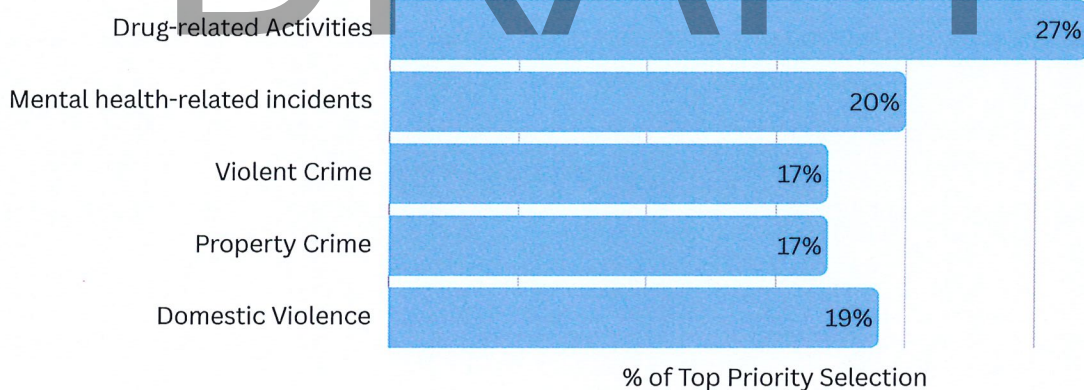
How Safe Do You Feel in Smiths Falls?



Public Safety Compared With 3 Years Ago



Top Community Safety Concerns



KEY TAKEAWAY:

Most residents feel safe in Smiths Falls. However, nearly one in six report feeling unsafe, highlighting the importance of continuing to address community concerns and ensuring public safety efforts are visible and responsive. Drug-related activity is the community's top concern, followed closely by mental health-related incidents, violent crime, and property crime. These issues reflect both traditional public safety concerns and the growing impact of complex social challenges in our community.



What We Heard About the SFPS

For many residents, their direct experiences with SFPS are positive, and a strong majority value the benefits of a local police service that understands the community and its unique needs.



72%

Say having a local police service that understands Smiths Falls and its unique needs is very or extremely important



66%

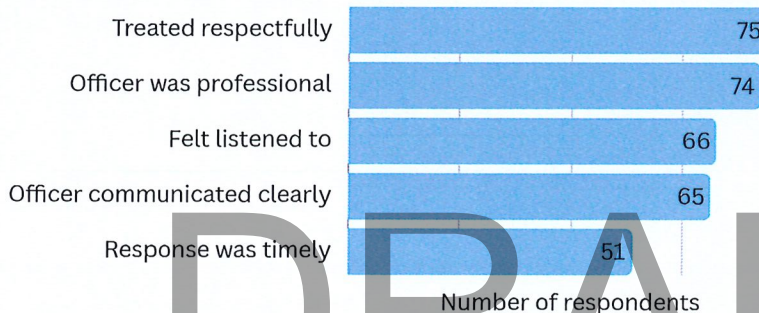
Say they feel comfortable approaching an officer, reinforcing the value of a visible and accessible local police presence



71%

Provided an overall rating of their recent experience with SFPS as good or excellent

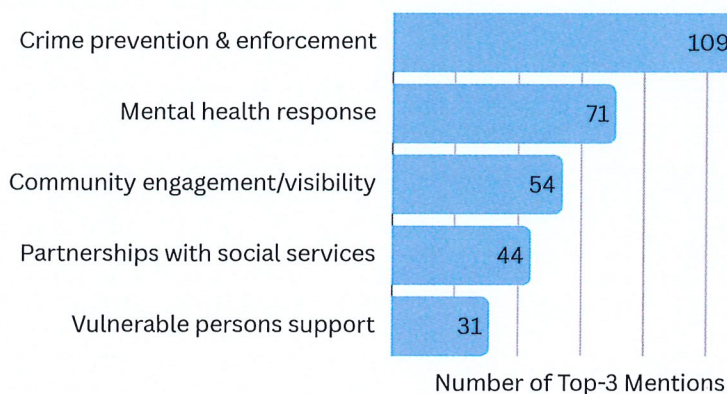
Experiences With SFPS



KEY INSIGHT:

Residents who interacted with SFPS report strong interpersonal experiences. Timeliness of response and follow-up is an area with the most opportunity for improvement.

Priorities For The Future



KEY INSIGHT:

Crime prevention and enforcement is the clear top priority, while residents also want SFPS to expand its work in mental health response, community engagement, and support for vulnerable members of the community.

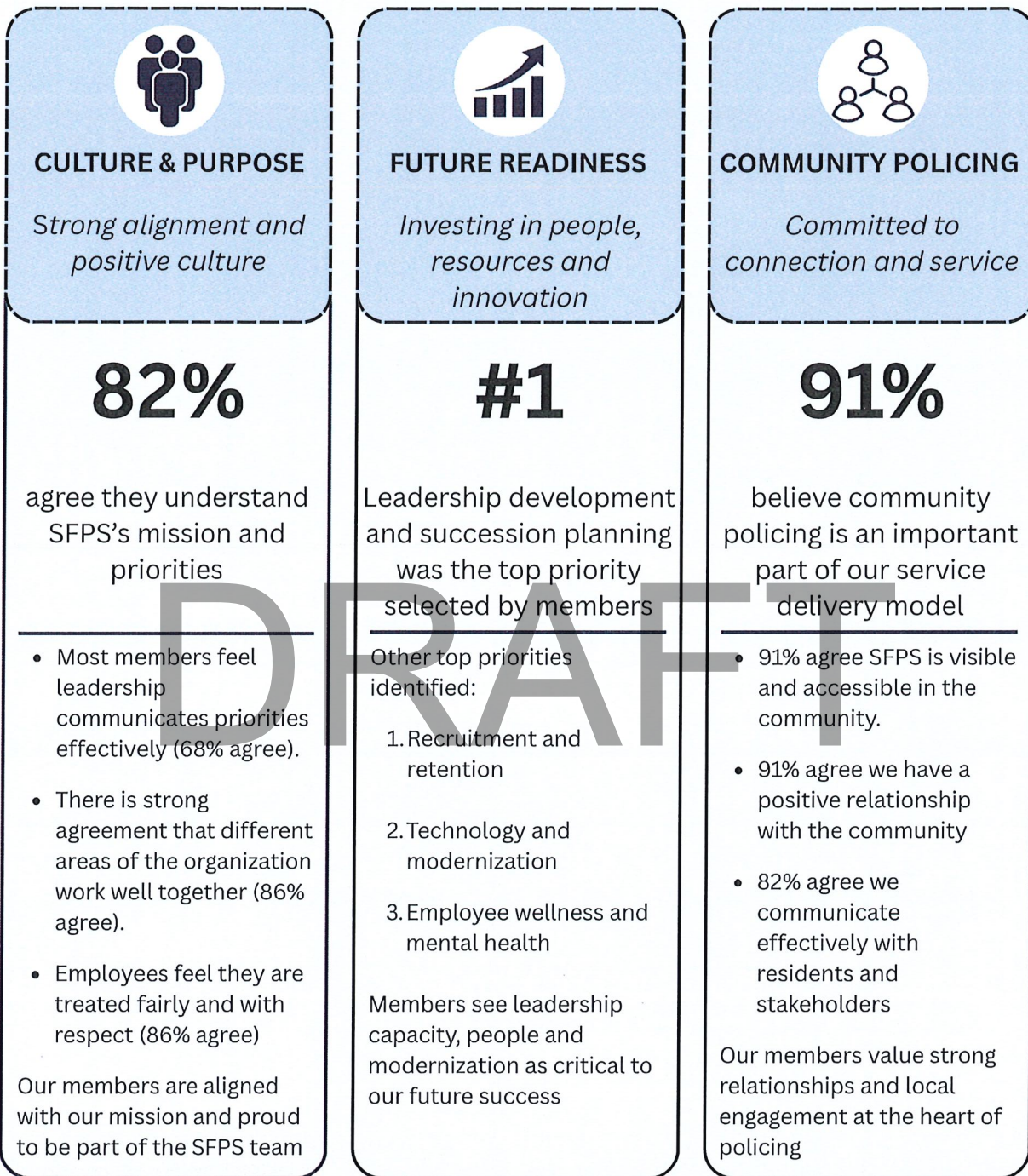
KEY INSIGHT:

Survey results show broad confidence in SFPS and a strong preference for maintaining a local police service that understands Smiths Falls. While most residents feel safe, many believe public safety has declined. This community is calling for focused action on drug-related activity, mental health, and violent crime, along with continued emphasis on visibility, communication, and partnerships to build a safer, healthier, and more connected Smiths Falls.



Internal Police Service Priorities

Police force members provided valuable insight into what's working well, where we can improve, and what should guide our 2026-2029 Strategic Plan.



KEY INSIGHT:

Our members are committed to serving Smiths Falls and have a clear message: Invest in our people, strengthen leadership and continue to build trust through visible, community-focused policing.



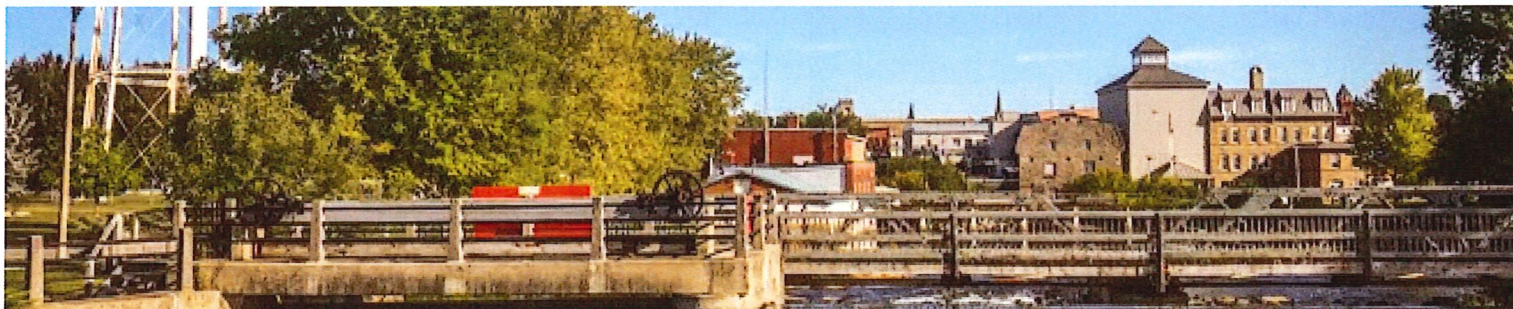
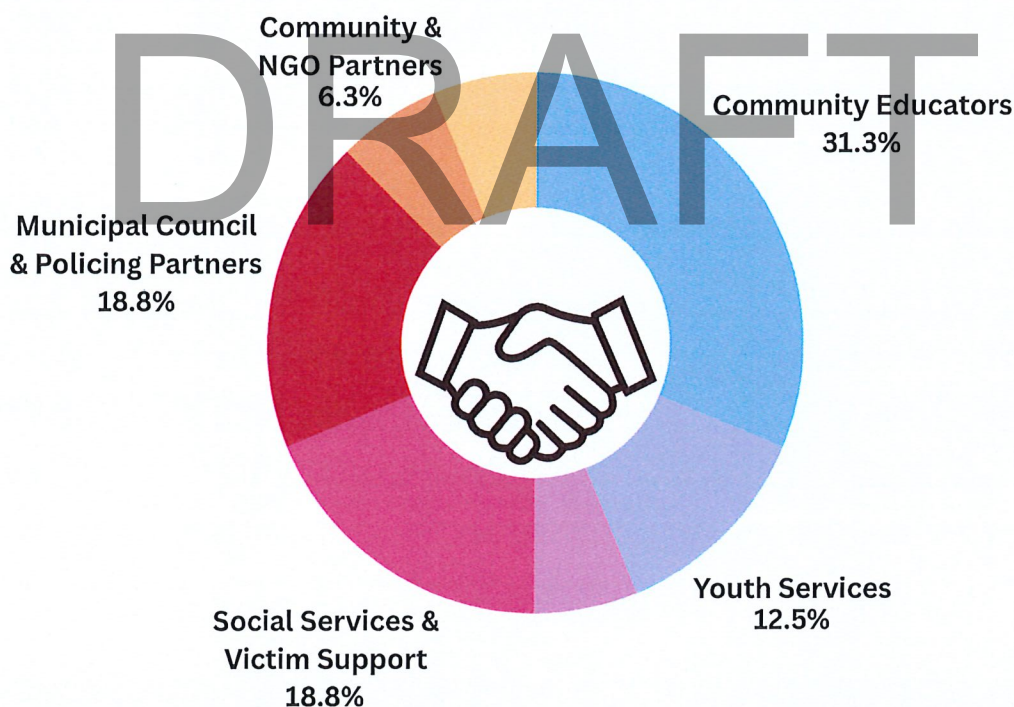
Stakeholder Discussions

Stakeholder discussions were conducted to gather diverse perspectives on community safety, policing priorities and opportunities for collaboration to help inform the development of the 2026–2029 SFPS Strategic Plan. The Board consulted seven stakeholder groups to understand a wide range of important perceptions that helped shape this Strategic Plan.

Three Key Findings

Stronger Community Support for Local, Independent Policing	Need for Stronger County Diversion Relationships	Persistent Substance Abuse Issues and Intergenerational Poverty as Underlying Drivers
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Interviews Conducted



As part of the strategic planning process, SFPS hosted a community partner town hall to gather perspectives on community safety priorities, policing needs and opportunities to strengthen collaboration across local service providers. The session brought together representatives from social services, public health and community organizations to understand how SFPS can continue to support a coordinated approach to community safety.



Communication

- Strong community partnerships
- Strengthening collaboration and communication
- Improving coordinated service delivery to support community safety



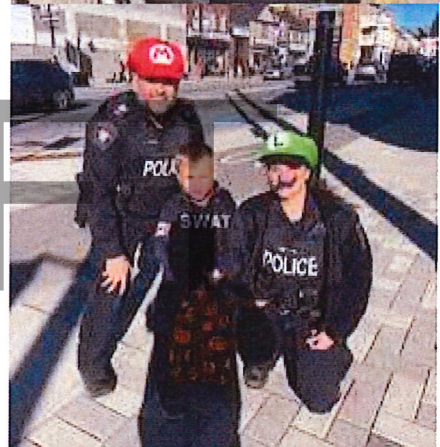
Trust

- Building community trust
- Strengthening communication, engagement and transparency
- Listening to diverse perspectives and building positive relationships



Shared Responsibility

- Shared responsibility for community safety
- Leveraging community partner resources and expertise
- Strengthening support to address evolving community needs

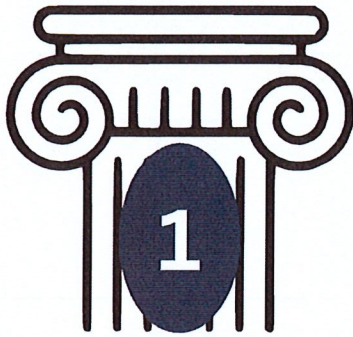




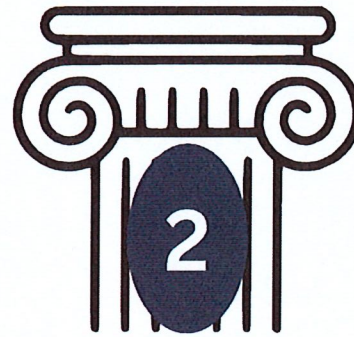
PRIORITIES FOR 2026-2029

The SFPS Board's direction is guided by four key pillars, shaping the service's priorities, actions, and relationships during the 2026-2029 period.

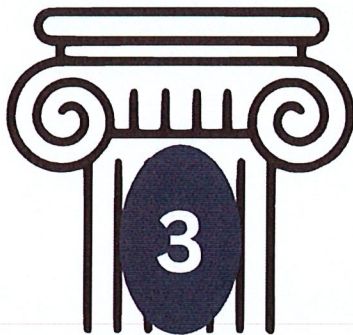
**Strengthening
Community Safety
and Crime Prevention**



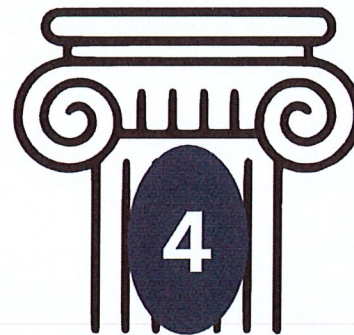
**Building Trust
Through Engagement
and Transparency**



**Expanding
Partnerships and
Vulnerable
Population Support**



**Investing in People
and Operational
Excellence**



STRATEGIC PILLARS

1 *Strengthening Community Safety and Crime Prevention*



Mental Health

- Enhancing police responses through a coordinated referral model
- Reducing repeat calls by connecting individuals with appropriate community resources



Police Presence

- Increasing visibility in high-need areas
- Deterring crime through visible presence
- Building community trust
- Strengthening community relationships
- Improving responsiveness to community needs



Homelessness

- Strengthening partnerships to address root causes
- Reducing repeat calls through referrals
- Connecting individuals to appropriate support services

2 *Building Trust Through Engagement & Transparency*



Engagement

- Increase opportunities for community input
- Strengthen relationships with residents and community groups
- Engage diverse voices in policing priorities



Transparency

- Improve communication about police services and priorities
- Share information clearly, consistently, and proactively
- Increase public awareness of SFPS initiatives and outcomes



Accountability

- Build confidence through consistent follow-through
- Respond to community concerns in a timely manner
- Foster positive and respectful interactions with residents

STRATEGIC PILLARS

3

Expanding Partners & Vulnerable Population Support



Partnerships

- Improving access to essential community services
- Identifying barriers to support
- Increasing awareness of available resources



Support

- Supporting individuals facing complex needs
- Prioritizing vulnerable community members
- Promoting inclusive and equitable service delivery



Service Gaps

- Addressing issues before they escalate
- Focusing on early intervention
- Strengthening community-based solutions

DRAFT

4

Investing in People & Operational Excellence



Development

- Strengthening officer training and professional development
- Building skills to respond to evolving community needs



Officer Wellness

- Promoting employee health and well-being
- Supporting a positive and sustainable workplace
- Reducing burnout and supporting workforce resilience



Modernization

- Modernizing processes and technology
- Improving efficiency and service delivery
- Ensuring resources are aligned with community priorities

STRATEGIC PILLARS

“

Visibility on the streets should be prioritized

”

62% believe crime prevention and enforcement should be a top priority

41% ranked Officer Wellness & Training as a top-three priority

“

Partnering with the community builds support together

”



“

Stronger partnerships and community-based solutions are needed

”

73% identified vulnerable persons support as a top-three priority

67% of respondents ranked partnerships with social services among their top three priorities

“

We should be tracking progress towards full modernization

”





MEASURING SUCCESS

The Community Safety and Policing Act (CSPA) requires the Strategic Plan to consider and address the elements listed below. These are statutory minimum obligations set by the Province.

KPI from CSPA

How it will be measured

39(1)1. How the board will ensure adequate and effective policing in accordance with population needs.

To ensure effective, community-aligned policing, the 2026–2029 Strategic Plan should explicitly reflect insights from the community survey, stakeholder consultations, and benchmarking analysis.

39(1)2. The objectives, priorities and core functions of the police service.

Building on the prior plan, the Service will maintain a "Community First" approach, anchoring future strategic direction in updated, measurable KPIs.

39(1)3(i). KPI: community-based crime prevention initiatives, community patrol and criminal investigation services.

See Note 1 regarding indicator development.

39(1)3(ii). KPI: community satisfaction with policing provided.

See Note 1 regarding indicator development.

39(1)3(iii). KPI: emergency calls for service.

See Note 1 regarding indicator development.

39(1)3(iv). KPI: violent crime and clearance rates for violent crime.

See Note 1 regarding indicator development.

39(1)3(v). KPI: property crime and clearance rates for property crime.

See Note 1 regarding indicator development.

39(1)3(vi). KPI: youth crime and clearance rates for youth crime.

See Note 1 regarding indicator development.

39(1)3(vii). KPI: police assistance to victims of crime and re-victimization rates.

See Note 1 regarding indicator development.

Note 1: Performance Indicator Development

The recommendation concerning a given indicator's development relies upon benchmarked data against comparable police services outlined in the proposal, being Gananoque and Port Hope (Municipal) and Perth and Carleton Place (OPP).



MEASURING SUCCESS

KPI from CSPA



How it will be measured

39(1)3(viii). KPI: interactions with persons described in paragraphs 4 and 5.

Addressed Below

39(1)3(ix). KPI: road safety.

See Note 1 regarding indicator development.

39(1)3(x). Any other prescribed matters.

N/A

39(1)4(i). Interactions with youths.

Continue sector outreach with education and social services while isolating under-25 survey responses to identify youth-specific policing trends with SFPS.

39(1)4(ii). Interactions with members of racialized groups.

Analyze survey data from racialized respondents to identify any KPI disparities regarding SFPS interactions.

39(1)4(iii). Interactions with members of First Nation, Inuit and Métis communities.

Recommendations follow the same structure as 39(1)4(ii) above.

39(1)5. Interactions with persons who appear to have a mental illness or a neurodevelopmental disability.

Assess SFPS interaction frequency and dynamics among respondents with mental illness or neurodevelopmental disabilities.

39(1)6. Information technology.

Establish an IT strategy outlining technology priorities and funding requirements for the plan period.

39(1)7. Resource planning.

Align budget allocations with Strategic Plan goals, accounting for projected capital expenditures and collective bargaining cycles.

Note 1: Performance Indicator Development

The recommendation concerning a given indicator's development relies upon benchmarked data against comparable police services outlined in the proposal, being Gananoque and Port Hope (Municipal) and Perth and Carleton Place (OPP).



MEASURING SUCCESS

KPI from CSPA

How it will be measured

39(1)8. Police facilities.

Discuss future plans for SFPS's office with Chief Empey and the Board, if plans exist. These plans may include revitalization, moves, funding arrangements, or reserves for replacement.

39(3)(a). Consultation with the chief of police.

Continue outreach and consultation with education and social services representatives to understand youth interactions with police. Additionally, community survey results should be analyzed from the perspective of those self-identifying as under 25 years old to identify any trends or disparities specific to youth interactions with the SFPS.

39(3)(b). Consultation with the municipal council of any municipalities in the board's area of policing responsibility.

Attempt to consult each of the six municipal councillors representing Smiths Falls to ensure that the direction of the SFPS adheres to the ultimate wishes of the residents they serve vicariously through municipal council.

39(3)(c). Consultation with the band councils of any First Nations in the board's area of policing responsibility.

The municipality of Smiths Falls does not encompass any Federally designated reserves that would require consultation under the CSPA.

39(3)(d). Consultation with groups representing diverse communities in the board's area of policing responsibility.

Utilize the stakeholder consultation results compiled to ensure that policing related issues highlighted by these groups is considered in the development of the plan.

39(3)(e). Consultation with school boards, community organizations, businesses and members of the public.

Recommendations follow the same structure as 39(3)d above.

39(3)(f). Consultation with any other prescribed persons, organizations or groups.

N/A



ACCOUNTABILITY & COMMUNICATION

The Smiths Falls Police Service recognizes that this strategic plan is not a fixed or final document, but one that will continue to change as circumstances shift and as lessons emerge from putting it into practice. To turn its priorities into real action, the Service will develop annual operational work plans that translate broad strategic goals into specific, time-bound activities, each with a clear owner responsible for delivery.

Success will be measured against the key performance indicators outlined in this plan, and results will be shared with the public on a regular basis. Through this ongoing cycle of planning, carrying out the work, measuring outcomes, and reporting publicly, SFPS is committed to remaining accountable to the community and stakeholders this plan is meant to serve.



Thank You



Smiths Falls Police Service Board

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