



**SMITHS FALLS POLICE SERVICES BOARD
AGENDA
TUESDAY SEPTEMBER 29, 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 29, 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 September 29, 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 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)
 - B) 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
September 18, 2026, Letter from Kelley Denham
Re: Draft Strategic Plan
8. APPROVAL OF MINUTES
Recommended Motion: THAT the September 1, 2026 Police Services Board Meeting Minutes be approved as circulated.
9. BUSINESS ARISING FROM THE PREVIOUS MEETING
10. NEW BUSINESS
 - a) Procedural Bylaw Refresh (Secretary)
 - b) Strategic Plan Update (Chief)
 - c) Budget Monitor – August (Chief)
11. OPERATIONAL REPORT
12. DATE AND TIME NEXT MEETING
Meeting Date: October 13, 2026 at 8AM
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: [Kelley Denham](#)
To: [Kerry Costello](#)
Subject: FORMAL CORRESPONDENCE FOR INCLUSION IN NEXT POLICE SERVICES BOARD AGENDA
Date: September 18, 2026 2:59:36 PM

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

Dear Members of the Smiths Falls Police Services Board,

I am writing regarding the draft strategic plan presented at the September 1 meeting and the process surrounding its development. The Board paid \$7,200 for this document, which was described at the meeting as a template, and has indicated it intends to invest additional funds to revise it. Core responsibilities such as strategic planning, policy maintenance, and administrative support are currently being outsourced. At the same time, the Chief is retiring and the Board's term is ending, creating a significant transition period.

A major concern is the handling of the public survey results. The full results were provided to the Board, yet the draft plan includes only a small portion of quantitative data and none of the required qualitative data. Most of the results are missing, including entire questions and sections. The public paid for this work, and the public participated in the survey. Residents deserve to see the complete results that were collected and delivered to the Board. Many participated in the survey with the expectation that the results would be publicly released, as is standard practice for municipal engagement. Open-ended responses can be anonymized and summarized as needed, but the underlying data should be released in full.

The draft plan states that survey results show "a strong preference for maintaining a local police service." This is even centered as a key insight on page 17. However, the survey did not ask any question about whether residents support keeping or changing the policing model. The conclusion appears to be drawn from the question: "How important is it to you that Smiths Falls has a local police service that understands the community and its unique needs?" This question measures perceived importance of local understanding, not preference for maintaining SFPS. It cannot be interpreted as support for keeping the current policing model. This should be corrected in the final document.

Given the incomplete deliverables, the missing survey data, the misinterpretation of survey findings, the outsourcing of core responsibilities, the upcoming leadership transition, and the draft plan's failure to meet CSPA requirements, the Board should defer final approval of the strategic plan until it is CSPA compliant, the new Chief is appointed, and the complete survey results are available and accurately represented.

The Board is responsible for strategic planning, policy oversight, and ensuring adequate and effective policing. These responsibilities require continuity, transparency, and access to complete information. Accordingly, I am requesting the following:

1. Release the full survey results provided by the consultant, including all quantitative data and anonymized or summarized qualitative data.
2. Correct the interpretation of the survey to reflect that it did not measure preference for maintaining SFPS.
3. Defer approval of the strategic plan until it is CSPA compliant, the new Chief is appointed, and the complete survey results are incorporated into a revised draft.
4. Clarify the Board's plan for governance continuity during the transition, including how core responsibilities will be managed without repeated consultant expenditures.

Sincerely,

Kelley Denham, on behalf of Smiths Falls Together!



A BY-LAW TO REGULATE THE PROCEEDINGS AND CONDUCT OF THE POLICE SERVICES BOARD AND COMMITTEES OF THE BOARD

WHEREAS, a Police Services Board may, by By-Law, make rules for the effective management of the police service under the Community Safety and Policing Act, 2019, S.O. 2019, c. 1, Sched. 1, as amended;

AND WHEREAS, it is deemed appropriate to make and establish rules governing the proceedings of the Smiths Falls Police Services Board and Committees, the conduct of its Members and the calling of meetings, pursuant to the Community Safety and Policing Act, 2019, S.O. 2019, c. 1, Sched. 1, as amended;

Therefore, the Smiths Falls Police Services Board enacts as follows:

DEFINITIONS

"Act" means the Community Safety and Policing Act, 2019, S.O. 2019, c. 1, Sched. 1, as amended from time to time;

"Acting Chair" means a Member required to act from time to time in the place and instead of the Chair;

"Board" means the Smiths Falls Police Services Board and shall be composed of such Members appointed under the Act;

"Chair" means Chair of the Board;

"Chief of Police" means the Chief of the Smiths Falls Police Service and includes an acting Chief of Police;

"Committee" means a Standing or Ad-Hoc Committee and any other similar entity composed of individuals of the Board pursuant to the Act;

"Days" means calendar days;

"Delegation" means an address to the Board or its Committees at the request of a person wishing to speak;

"Secretary" means Secretary to the Board;

"Member" means a Member of the Smiths Falls Police Services Board;

"Motion" means an oral notice or written motion received by the Secretary, moved by a Member and seconded by another Member;

"Notice of Motion" means an oral notice or written motion received by the Executive Assistant, moved by a Member and seconded by another Member, for inclusion on an agenda of a meeting of the Board or a Committee;

"Point of Order" means a question by a Member with the view to calling attention to any issue relating to this bylaw or the conduct of the Board's business or in order to assist the Member in understanding the Board's procedures, making an appropriate motion, or understanding the effect of a motion;

"Quorum" shall be a majority of the Board Members;

"Recorded Vote" means the making of a written record of the name and vote of each Member present who votes in a question and of each Member present who does not vote.

"Vice Chair" shall act as the chair if the chair is absent or if the chair's position is vacant.

APPLICATION

The rules or procedures contained in this By-Law, unless exempted herein, shall be observed in all proceedings of the Board and shall be the rules for the order and dispatch of business before the Board, and with necessary modification in a Committee of the Board.

Except as provided elsewhere in this By-Law, the Board may, by a vote of 3/5 of the Members present, temporarily suspend one or more of the following rules:

- a) Rules with respect to a change in agenda order of proceedings and content;
- b) Rules respecting notice of delegation status; and
- c) Rules with respect to the increase or decrease of delegation and debate limitations.

All points of order or procedure for which rules have not been provided in this By-Law shall be decided by the Chair.

The Community Safety and Policing Act, 2019, S.O. 2019, c. 1, Sched. 1, as amended, and amended from time to time, shall take precedence over this By-Law and any other such By-Laws and policies established by the Board.

COMPOSITION OF THE BOARD

In accordance with Section 31(4) of the Act, the Board will consist of five (5) Members, composed of:

- (a) the head of the municipal council or, if the head chooses not to be or is ineligible to be a member of the board, another member of the municipal council appointed by resolution of the municipality;
- (b) one member of the municipal council appointed by resolution of the municipality;
- (c) one person appointed by resolution of the municipality, who is neither a member of the municipal council nor an employee of the municipality; and
- (d) two persons appointed by the Lieutenant Governor in Council.

SELECTION OF THE CHAIR AND VICE CHAIR

In accordance with Section 36(1) and (2) of the Act, the Members of the Board shall, in the first meeting held in January of each year, select from among its Members, a Chair and Vice-Chair for the year.

- The election of the Chair and Vice-Chair shall be conducted by the Chief of Police;
- Nominations shall require a mover and seconder, both of whom shall be Members of the Board;
- The Nominee will confirm acceptance of the nomination and willingness to perform the duties required of the Chair or Vice-Chair;
- Where more than one nominee stands for election, a vote shall be taken;

If the nominees are tied on the first vote, a ten (10) minute recess shall be held and a second vote shall be taken. If on the second vote, the nominees remain tied, a further ten-minute recess shall be held and a third vote shall be taken. If nominees remain tied after the third vote, the election of the Chair or Vice-Chair shall be decided by lot drawn by the Secretary or designate.

Any votes required under this section, shall be taken as described by the provision of Section 243 and 244, 244, 245, 246(1) and 246(2) of the Municipal Act, R.S.O. 1990 as amended, which states:

- Except as otherwise provided, every member of a council shall have one vote.
- No vote shall be taken by ballot or by any other method of secret voting, and every vote so taken is of no effect. Each Member present must indicate their vote openly.
- Any question on which there is a tie vote shall be deemed to be lost, except where otherwise provided by any Act.

- If a member present at a meeting at the time of a vote requests immediately before or after the taking of the vote that the vote be recorded, each member present, except a member who is disqualified from voting by any Act, shall announce his or her vote openly and the Secretary shall record each vote.
- A failure to vote under subsection (1) by a member who is present at the meeting at the time of the vote and who is qualified to vote shall be deemed to be a negative vote.

The Vice-Chair shall act as the Chair if the Chair is absent or if the Chair's position is vacant as per section 28 (2) of the Act.

DUTIES AND RESPONSIBILITIES OF THE BOARD

As per the Act Section 37(1);

The police service board shall,

- (a) ensure that adequate and effective policing is provided in the area for which it has policing responsibility as required by section 10;
- (b) employ members of the police service;
- (c) appoint members of the police service as police officers;
- (d) recruit and appoint the chief of police and any deputy chief of police and determine their remuneration and working conditions, taking their submissions into account;
- (e) prepare and adopt a diversity plan to ensure that the members of the police service reflect the diversity of the area for which the board has policing responsibility;
- (f) monitor the chief of police's performance;
- (g) conduct a review of the chief of police's performance at least annually in accordance with the regulations made by the Minister, if any;
- (h) monitor the chief of police's decisions regarding the restrictions on secondary activities set out in section 89 and review the reports from the chief of police on those decisions;
- (i) monitor the chief of police's handling of discipline within the police service;
- (j) ensure that any police facilities, including police lock-ups, used by the board comply with the prescribed standards, if any; and
- (k) perform such other duties as are assigned to it by or under this or any other Act, including any prescribed duties.

The Members of the police service, whether they were appointed by the Board or not, are under the Board's jurisdiction.

The Board may give orders and directions to the Chief of Police, but not to other Members of the police service, and no individual Member of the Board shall give orders or directions to any Member of the police service or the Chief of Police.

The Board shall not direct the Chief of Police with respect to specific operational decisions or with respect to the day-to-day operation of the police service.

The Board shall not direct the Chief of Police with respect to specific operational decisions or with respect to the day-to-day operation of the police force.

The Board shall ensure that its Members undergo any training provided by the Solicitor General or required in the Act. A member of a police service board or of a committee of the board shall successfully complete the following training:

1. The training approved by the Minister with respect to the role of a police service board and the responsibilities of members of a board or committee.
2. The training approved by the Minister with respect to human rights and systemic racism.
3. The training approved by the Minister that promotes recognition of and respect for,
 - i. the diverse, multiracial and multicultural character of Ontario society, and
 - ii. the rights and cultures of First Nation, Inuit and Métis Peoples.
4. Any other training prescribed by the Minister.

As per the Act, the police service board shall establish policies respecting,

- the administration of the police service;
- the provision of adequate and effective policing in accordance with the needs of the population of the area for which it has policing responsibility;
- disclosure by the chief of police of personal information about individuals;
- disclosure of secondary activities under section 89 and decisions under that section;
- the handling of discipline within the police service;
- subject to subsection (4) of Section 38 of the Act, the indemnification of members of the police service for legal costs; and
- any other prescribed matters.

In addition to the policies listed above , a police service board may establish policies respecting any other matters related to the police service or the provision of policing.

DUTIES OF THE CHAIR

It shall be the duty of the Chair to:

Act as the sole spokesperson for the Board;

Represent and support the Board, declaring its will and implicitly obeying its decision in all things;

Approve the agenda for all meetings;

Open the meeting of the Board by taking the chair and calling the Members to order as soon as a quorum is present;

Announce the business before the Board and the order in which it is to be acted upon;

Vote with the other Members of the Board upon all matters;

Speak to all business of the Board as a Member;

Put to a vote all motions that are moved and seconded or that necessarily arise in the course of the proceedings and to announce the result thereof;

Sit ex-officio as a Member of all Committees of the Board and be entitled to participate and vote at the meetings;

Decline to put to vote motions that infringe upon the rules of procedure or that are beyond the jurisdiction of the Board;

Enforce on all occasions the rules of procedure and the observance of order and decorum among the Members;

Where it is not possible to maintain order, to adjourn or suspend the meeting to a time specified by the Chair, without any motion being put;

Permit any question to be asked through the Chair or the Chief of Police, or a person designated by the Chief of Police, in order to provide information to assist any debate when the Chair deems it proper;

Adjourn the meeting when the business is completed or upon a motion to adjourn.

DUTIES OF THE SECRETARY

The Secretary will:

- Serve as the Administrative link between the Board, the Chief, the Board's Legal Counsel, Committees of the Board and Members of the Community.
- Attend all public, in-camera and special meetings of the Board and record the minutes, orders and requests of all such meetings;
- Organize meetings, prepare the agenda as well as any reports or supporting documents, in consultation with the Chair and ensure the distribution of the agenda to the Board Members and publicly posting to the website.;
- Print the minutes of the meeting and include a copy with the agenda packages for the next regular meeting of the Board;
- Receive all communications addressed to the Board and deal with them as follows:
 - o Acknowledge receipt and confirm that attention is being given on such items that are not general correspondence;
 - o Refer them to the Chief of Police to take such action as is immediately necessary and to report to the Board at the next meeting;
 - o Report to the Chair immediately if the matter is, in the opinion of the Secretary, necessary for immediate attention by the Board.
- Prepare and issue all communications and reports arising from the proceedings of the Board, unless otherwise directed by the Board.

COMMITTEES OF THE BOARD

The Board may determine the need for an Ad-Hoc Committee(s) and will appoint at that time no more than two Members to the Ad-Hoc Committee.

Committee Members shall deal directly with the Chief of Police or a designate person, or in their absence, the Deputy Chief or a designated person, when services are required from Members of the Smiths Falls Police Service to assist the Committee.

Membership, statutory authority and responsibility of the Committees are determined in the Terms of Reference of the Committee as set out by the Board.

When a Committee meeting is open to the public, the date, time, location, Agenda and Minutes will be made available on the web site.

The Committee shall report on its work to the Board at the regular meeting of the Board.

MEETINGS OF THE BOARD

Subject to section 44 of the Act, meetings conducted by the police service board, or by a committee of the board, shall be open to the public. Notice of Meetings shall comply with the Act

Regular Meetings

The Board shall hold its first regular meeting in January following the election of the Chair and Vice-Chair in the Council Chambers, Town Hall (77 Beckwith Street North, Smiths Falls).

Changes to the date, time or location of the meeting shall be posted with the agenda package. Notice of the change shall also be posted on the website, social media and Council Chamber door at the Town Hall.

The Board shall hold regular public meetings at 8:00 a.m. in the Council Chambers, Town Hall (77 Beckwith Street North, Smiths Falls) or at such other place or time as may be determined by the Board. Meeting dates, times and locations shall be posted on the Police Service (Board) website.

The Secretary, in consultation with the Chair may re-locate the meeting due to a special or extraordinary circumstance. The location of the meeting must be included on the agenda and posted by giving forty eight (48) hours (not including weekends or holidays) prior to the meeting. The location of the meeting must be advertised on social media, the website and through the regular agenda release procedure. Notice will also be posted on the public door to the Council Chambers.

The Chair of the Board, at any time, may call a Special Meeting of Board to deal with time sensitive or emergent issues, that is in addition to the published Meeting Schedule approved annually by the Board.

The only business to be dealt with at a Special Meeting shall be that stated on the Agenda of the Meeting.

Emergency Meetings/Extraordinary Circumstances

The Chair at any time may, in the event of an Emergency, call an Emergency Meeting of the Board without giving forty-eight (48) hours' notice of the Meeting, provided that the Secretary has diligently attempted to advise all Members immediately upon being advised of the intention of the Chair to hold an Emergency Meeting.

The only business to be dealt with at an Emergency Meeting of Council shall be with respect to that Emergency.

In the case of an Emergency Meeting, the Board may hold its Meeting(s) and keep its public office at any convenient location within or outside of the Municipality.

Notice of all Emergency Meetings of the Board shall be given to the Members and the public by posting the Meeting on the website and distributed via the newsfeed feature on the Town's website. Notice may be given after the Emergency Meeting.

CLOSED MEETING

A meeting or part of the meeting may be closed to the public if the subject matter being considered is,

- (a) the security of the property of the board;
- (b) personal matters about an identifiable individual, including members of the police service or any other employees of the board;
- (c) a proposed or pending acquisition or disposition of land by the board;
- (d) labour relations or employee negotiations;
- (e) litigation or potential litigation affecting the board, including matters before administrative tribunals;
- (f) advice that would be inadmissible in a court by reason of any privilege under the law of evidence, including communications necessary for that purpose;
- (g) information explicitly supplied in confidence to the board by Canada, a province or territory or a Crown agency of any of them, a municipality or a First Nation;
- (h) a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization;
- (i) a trade secret or scientific, technical, commercial or financial information that belongs to the board and has monetary value or potential monetary value;
- (j) a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the board;
- (k) information that section 8 of the *Municipal Freedom of Information and Protection of Privacy Act* would authorize a refusal to disclose if it were contained in a record; or
- (l) an ongoing investigation respecting the police service board.

A meeting or part of a meeting of a police service board, or of a committee of the board, shall be closed to the public if the subject matter being considered is a request under the *Municipal Freedom of Information and Protection of Privacy Act*.

A meeting of a police service board, or of a committee of the board, may be closed to the public if the following conditions are both satisfied:

1. The meeting is held for the purpose of educating or training the members of the board or of the committee.
2. At the meeting, no member of the board or committee considers or otherwise deals with any matter in a way that materially advances the business or decision-making of the board.

No person other than Board Members, Secretary and invited persons will attend in-camera meetings, unless specifically invited by the Board.

Insofar as possible, in-camera meetings will precede the public meetings of the Board. In-camera meetings will normally commence at 8:00 a.m. If necessary, in-camera meetings may reconvene following the completion of the business of the public meeting.

The Chair may cause to be expelled any member of the public who creates any disturbance or acts improperly during a meeting of the Board.

VIRTUAL ATTENDANCE AT MEETINGS

Electronic participation of members in meetings taking place at the Council Chambers is permitted.

The Member shall be deemed to have been present at the meeting for the purposes of the Act and the Minutes shall reflect that the Member attended via conference call or means of video conferencing.

Quorum includes all members whether participating in person or electronically.

Members can participate in meetings electronically for an unlimited period of time.

All members participating electronically shall be responsible for maintaining their own internet connection to effectively participate in the meeting.

Members participating electronically shall remain subject to all provisions of this bylaw, legislation or policies that pertain to conduct, ethics etc during the proceeding of Board meetings.

The Member will inform the Secretary, at least 24 hours in advance of the meeting, if he/she wishes to participate by means of conference call or video conferencing. The Secretary will inform the Chair and ensure the necessary arrangements are made.

The Member must have the meeting materials in advance in order to teleconference.

Members are permitted to attend a closed session electronically.

Members participating electronically during a closed or in camera session shall ensure that they are in a private space with no opportunity for household members or others to overhear or otherwise violate the confidentiality of the information being discussed or presented.

Any members attending electronically must attest that they recognize that they will be in a closed session and are able to ensure confidentiality.

CALLING OF BOARD MEETINGS TO ORDER AND QUORUM

A Quorum shall be a majority of the Members according to Section 43(2) of the Act.

As soon as possible after the hour of the meeting, and where a quorum is present, the Chair shall take the chair and call the meeting to order.

If a quorum for either the regular, special or emergency Board meeting is not present within fifteen (15) minutes of the time fixed for the commencement of the meeting, the Secretary will record the names of the Members present, indicate that no quorum is present and the meeting shall stand adjourned until the next meeting of the Board.

If, during the course of a Meeting, quorum is lost, the Chair shall declare that the Meeting shall stand recessed temporarily or be adjourned until the date of the next Meeting called in accordance with the provisions of this by-law.

If the Chair or Vice-chair do not attend within fifteen (15) minutes after the appointed time and no notice of their imminent attendance has been received the Secretary will call the Members to order. If a quorum is present, a Chair will be chosen who will preside as the Chair until the arrival of the Chair or Vice-Chair.

Absences – Every effort shall be made to attend however absences time to time are inevitable physical attendance is not possible every effort shall be made to attend remotely, if possible. If a member constantly fails to attend, the Chair will inform sponsoring body to appoint a replacement member.

BOARD AGENDA

The Secretary shall, in consultation with the Chair, prepare an agenda with related attachments to be prepared in the following order for meetings of the Board:

CALL TO ORDER AND LAND ACKNOWLEDGEMENT

CHAIR'S REMARKS

APPROVAL OF THE AGENDA

DISCLOSURE OF PECUNIARY INTEREST AND/OR CONFLICT OF
INTEREST AND GENERAL NATURE THEREOF

IN CAMERA/CLOSED SESSION

CORRESPONDENCE

APPROVAL OF MINUTES

BUSINESS ARISING FROM THE PREVIOUS MEETING

NEW BUSINESS

OPERATIONAL REPORT

DATE AND TIME NEXT MEETING

ADJOURNMENT

Members wishing to discuss a matter may request that it be placed on the agenda of the upcoming meeting by contacting the Secretary.

Items not included on the print agenda cannot be introduced at meetings without the consent of a majority of the Members present.

The agenda and/or Notice of Meetings shall be posted on the website in accordance with the Act and this bylaw.

Upon request to the Secretary copies of the public meeting package will be made available.

CORRESPONDENCE

Every letter, petition and other communication addressed to the Board shall be received by the Secretary who, in consultation with the Chair shall either:

- place it on the Agenda; or
- refer to the Chair for necessary action.

CONFLICT OF INTEREST DISCLOSURE

The Chair and Members shall be governed by the Municipal Conflict of Interest Act, RSO 1990 and amendments thereto, and regulations hereunder, and the agenda shall include a provision for Members to declare conflict(s) of interest or a pecuniary interest in a matter.

Prior to a particular matter being addressed, Members shall declare any pecuniary interests they may have, and the general nature thereof, in connection with that matter pursuant to the *Municipal Conflict of Interest Act, R.S.O. 1990, c. M.50*, as amended. Such Members shall then be precluded from participating in any way regarding the matter in question.

A Member shall declare a direct or indirect pecuniary interest or a conflict of interest to any consideration of a matter where the Member has a pecuniary interest or conflict of interest and shall declare and the Secretary to make note.

If the declared pecuniary interest or conflict of interest is with respect to an item on a Closed Session Agenda, in addition to complying with the requirements of this subsection, the Member shall forthwith leave the Closed Session, or that part of the Closed Session during which the matter is under consideration.

Where the interest of a Member has not been disclosed as required above, by reason of the Member's absence from the Meeting, the Member shall disclose the interest at the first subsequent Meeting thereafter.

If the item is on the public agenda, the Member may remain but will not participate in the discussion or vote. The Member shall not attempt, in any way, to influence the Board's decision on that matter.

MINUTES

The Secretary shall include the following in the Minutes of the Board meetings:

1. Date, time the meeting commences and ended, location
2. Who was in attendance
3. Motions
4. Verbal and written reports
5. The Chair's remarks
6. If a decision is deferred or only part of a motion is decided, the reason why.
7. Reasons for any deviation should the Board make a decision that is materially different from what is recommended or proposed in a committee report or other report.
8. When the Board is not unanimous in its decision. If a Member asks for their dissent to be noted and what the point of contention is.
9. Any direction the Board gives that is not captured in a motion.
10. Any information the Chief or Secretary are to provide later or at a subsequent meeting.
11. The substance of any verbal reports.

HEARING OF DELEGATIONS

When delegations desire to be present at meetings to address the Board, such individuals will be permitted to do so at the discretion of the Chair, provided that the matter(s) to be addressed falls within the jurisdiction of the Board, every attempt will be made to direct the delegation to the appropriate venue.

Delegations appearing before the Board are subject to the following:

Person(s) wishing to address the Smiths Falls Police Services Board must submit a written request to the Secretary to the Board at least one week prior to the meeting they wish to attend.

Upon receipt of written notice requesting a delegation, the Secretary shall list the delegation(s) on the next appropriate meeting agenda at the discretion of the chair.

All materials to be considered by the Board will be submitted with the written submission.

Speakers are allotted ten (10) minutes to make their presentation.

The Secretary shall confirm with the delegation(s) the time and place at which the delegation(s) will address the Board, and will also inform them of the provisions relating to the delegations.

Delegations shall address the Board through one speaker and shall address their remarks to the stated business. The time allotted for any delegation may be extended an additional five (5) minutes at the discretion of the Chair;

Upon completion of a presentation to the Board by a delegation, any discussion between Members of the Board and the delegation shall be limited to Members asking questions for clarification and obtaining additional and relevant information. Members of the Board shall not enter into debate with the delegation respecting the presentation.

The number of Delegations per Agenda shall be limited to two (2) unless otherwise approved by the Chair.

The role of Delegations is to provide information and not enter into debate with Committee or Staff.

Delegations shall be limited to appearing once per year on the same subject matter.

Questions directed to Staff by any delegate shall be received through the Chair.

Delegations requesting to appear at a Meeting may be declined if they have failed

to follow established by-laws, policies, procedures or protocols or as prescribed in an applicable governing statute

Delegations requesting to appear at a Meeting regarding operational matters may be declined in order that the matter be referred to the Chief or designate.

No delegation shall:

- Speak disrespectfully of any person;
- Use offensive words or unparliamentarily language;
- Speak on any subject other than the subject for which they have received approval to address the Board;
- Challenge the rules of procedure or a decision of the Chair.

The Chair may curtail any delegation, any questions of a delegation or debate during a delegation for disorder or any other breach of this policy and, where the Chair rules that the delegation is concluded, the person or persons appearing shall immediately withdraw.

CONDUCT OF BOARD MEMBERS

All Members of the Board shall abide by the Code of Conduct as set out in the Act (0. Reg. 408/23). Attached as Appendix A and forming part of this bylaw.

No Board Members shall:

- Use offensive words or unparliamentarily language in the meetings of the Board or against any fellow Member, Staff Member or Member of the Public;
- Speak on any subject other than the subject in debate;
- Criticize any decision of the Board except for the purpose of moving that the question be reconsidered;
- Disobey the provisions within this policy or a decision of the Chair on questions of order or procedure as set out in this policy or resolution of the Board, or upon the interpretation of the rules of the Board.
- When the Chair is putting the motion, no Member shall leave or make a disturbance.

If a member persists in disobedience after having been called to order by the Chair, the Chair shall move to order the Member to leave their seat for the duration of the meeting. No amendment, adjournment or debate will be allowed. If a Member who has been ordered to leave apologizes to the Chair and the other Members, he/she may, by vote of the Members, be permitted to retake his/her seat.

If a Member persists in disobedience after having been called to order by the Chair, the Chair shall forthwith put the question, no amendment, adjournment or debate being allowed: "That [such Member] be ordered to leave his or her seat for the duration of the meeting of the Board". If a Member who has been ordered to leave his or her seat apologizes to the Chair and the other Members,

RULES OF DEBATE

Every Member, before speaking to a question or motion shall first receive recognition from the Chair and then the Member shall address the Chair.

When a Member wishes to speak to any question, motion or items, he/she shall, in an orderly fashion, attempt to obtain the Chair's attention to indicate that he/she wishes to speak. The Chair shall then recognize the Member(s) who wish to speak in order in which his/her intention have come to the Chair's attention.

All remarks and comments must be relevant to the question under consideration and the chair shall be the judge of such relevancy.

When a Member is speaking, no other Member may interrupt that Member except to raise a point of order.

A Member may request the question or motion under discussion to be read at any time during the debate.

No Member shall speak for more than five (5) minutes without the leave of the Chair.

If a Member considers that a ruling by the Chair is not in order an appeal may be made. When challenged, the Chair may give a brief explanation of the ruling and ask the Members by way of motion: "Is the ruling of the Chair upheld?" In the event of a tie vote, the ruling is upheld. The decision of the Board under this section is final.

MOTIONS

Motions may be proposed for any or all items on the Agenda and may be proposed by the Chair or by any Member of the Board. A motion shall be moved and seconded prior to discussion taking place. Motions will be disposed of only by a vote of the Board unless the mover and seconder, by permission of the assembly, withdraw said motions.

When a motion is under debate, motions of procedure may be put as listed below:

"Motion to Amend" shall be relevant to the question to be decided and shall not be received if it in essence constitutes a rejection of the main question.

"Motion to Postpone to a Certain Time" shall be made only if the postponement is until a fixed date or until some specific and known event has occurred.

"Motion to Refer" shall include the name of the Committee, other body or official to whom the question is to be referred, and the terms upon which the question is to be referred.

"Motion to Defer" means a motion to delay consideration of a matter until later in the same meeting or to a future meeting of the Board or a Committee.

"Motion to Receive" means a motion to acknowledge a particular item, report or recommendation under consideration and to have it placed under the records of the Board with no additional action being taken.

After a motion has been moved and seconded, it can be amended "primary amendment". The primary amendment may also be amended by moving a secondary amendment (an amendment to the amendment). The secondary amendment is resolved first and then the primary amendment is resolved.

When one or both amendments have been resolved, a further primary amendment or a secondary amendment, as the case may be, can be entertained by the Chair. After all amendments have been resolved, the Board will vote on the main motion as amended.

A motion shall be deemed "as carried" when a majority of the Members present are in agreement with the resolution.

VOTING ON MOTIONS

Motions made at any meeting will be decided by a majority of votes. All Members of the Board, including the Chair, shall vote as follows: yeah, nay, abstain.

As per the, the Municipal Act, 2001, s. 246(2) which provides that when a recorded vote is requested, a member who is present and qualified to vote but fails to vote is deemed to have voted in the negative.

Members are entitled to only one vote on any motion before the Board.

Votes will not be recorded unless requested by at least one Member, and such requests must be made before the Chair calls upon the Members to vote upon the Motions.

In all cases where there is a tie, motions or amendments shall be declared lost.

BYLAWS

A new or amended By-Law shall be introduced by motion and multiple By-Laws may be introduced together in one motion. The Chair may, at the request of a Member, deal separately with any By-Law.

When introduced, Bylaws shall be in printed form and shall be complete with the exception of the number and date of the By-Law.

By-Laws shall have three readings prior to being passed.

Every By-Law which has been passed by the Board shall be numbered, dated and signed by the Chair and an original copy of the By-Law will be filed by the Secretary.

NOW THEREFORE the Smiths Falls Police Services Board enacts as follows:

1. That all other Procedural Bylaws enacted by the Smiths Falls Police Services Board be repealed.
2. THAT The provisions of this by-law shall come into force and take effect on the passing thereof.

Read a first and second time this _____ day of September, 2026

Read a third time and passed this 2nd day of September, 2026

Chair

Secretary

ONTARIO REGULATION 408/23

APPENDIX A SMITHS FALLS POLICE SERVICES BOARD PROCEDURAL BYLAW

CODE OF CONDUCT FOR BOARD MEMBERS

made under the

COMMUNITY SAFETY AND POLICING ACT, 2019

Made: December 14, 2023

Filed: December 18, 2023

Published on e-Laws: December 18, 2023

Published in *The Ontario Gazette*: January 6, 2024

CODE OF CONDUCT FOR POLICE SERVICE BOARD MEMBERS

APPLICATION AND INTERPRETATION

1. (1) This Regulation sets out the code of conduct with which every member of a police service board must comply.

(2) For greater certainty, the existence of a good faith exception in this code of conduct does not limit the grounds on which it may be determined that a member of a police service board has not contravened this code of conduct.

2. In this Regulation,

“conflict of interest” means a situation in which a member of a police service board’s private interests or personal relationships place, or may reasonably be perceived to place, the member in conflict with their duties as a member of the police service board; (“conflit d’intérêts”)

“personal relationship” includes, but is not limited to, a relationship with any of the following persons:

1. A current or former spouse or common-law partner of the board member.
2. A current or former intimate partner of the board member.
3. The board member’s children, including biological and adoptive children and stepchildren.
4. The legal dependants of the board member.
5. A child in the board member’s care.
6. The board member’s grandparents, parents or siblings, including grandparents-in-law, parents-in-law and siblings-in-law. (“rapports personnels”)

CONDUCT BECOMING OF A BOARD MEMBER

3. (1) A member of a police service board shall not conduct themselves in a manner that undermines or is likely to undermine the public's trust in the police service board or the police service maintained by the police service board.

(2) A member of a police service board shall not be subject to discipline for a contravention of subsection (1) if, on a balance of probabilities, their conduct was in the good faith performance of their duties as a board member.

4. A member of a police service board shall comply with the Act and the regulations made under it.

5. A member of a police service board shall not, by act or omission, conduct themselves in a manner that is likely to cause the board to fail to comply with the Act or the regulations made under it.

6. A member of a police service board shall comply with any rules, procedures and by-laws of the police service board.

7. A member of a police service board shall not substantially interfere with the conduct of police service board meetings.

8. A member of a police service board contravenes this code of conduct if they are found guilty of an offence under the *Criminal Code* (Canada), the *Controlled Drugs and Substances Act* (Canada) or the *Cannabis Act* (Canada) that was committed after they were appointed as a member of the police service board.

9. (1) A member of a police service board shall not, in the course of their duties, treat any person in a manner that the member, at the time, knows or reasonably ought to know would contravene the *Human Rights Code*.

(2) A member of a police service board shall not be subject to discipline for a contravention of subsection (1) if, on a balance of probabilities, the member's conduct was in the good faith performance of their duties.

10. (1) A member of a police service board shall conduct themselves in a professional and respectful manner in the course of their duties including, without limitation, not using abusive or insulting language in the course of their duties.

(2) A member of a police service board shall not be subject to discipline for a contravention of subsection (1) if, on a balance of probabilities, the member's conduct

was in the good faith performance of their duties.

STATEMENTS AND ATTENDANCE

11. A member of a police service board shall not knowingly make false statements pertaining to the duties of a member of a police service board.

12. A member of a police service board shall not purport to speak on behalf of the police service board unless authorized by the board to do so.

13. A member of a police service board shall clearly indicate when they are expressing a personal opinion when commenting on an action or omission of the police service board, the police service maintained by the board or a member of the police service.

14. A member of a police service board shall not access, collect, use, alter, retain, destroy or disclose to any person information that has been obtained by or made available to the member in the course of their duties if doing so would be contrary to law.

15. (1) A member of a police service board shall not disclose to the public information obtained or made available in the course of the member's duties except as authorized by the police service board or as required by law.

(2) Subsection (1) does not apply to information that was already made available to the public by a person who was authorized to do so prior to the member's disclosure.

16. A member of a police service board shall attend all police service board meetings unless able to provide a reasonable explanation for the absence.

MISCONDUCT AND CONFLICTS OF INTEREST

17. A member of a police service board shall disclose any conduct of another member of the police service board that the member reasonably believes constitutes misconduct,

(a) to the chair of the board; or

(b) if the misconduct involves the chair, to the Inspector General.

18. (1) A member of a police service board shall disclose any charges laid against them under the *Criminal Code* (Canada), the *Controlled Drugs and Substances Act* (Canada) or the *Cannabis Act* (Canada) and any finding of guilt made in relation to those charges.

(2) Subsection (1) only applies to charges or findings that were made after the member's appointment to the police service board.

(3) The disclosure required by subsection (1) must be made to the person or body that appointed the individual as a member of the police service board or, in the case of a member appointed by the Lieutenant Governor in Council, to the Minister.

19. A member of a police service board shall not apply for employment with the police service maintained by the police service board unless they resign from the board before applying.

20. (1) A member of a police service board shall promptly disclose any conflict of interest,

(a) to the chair of the board; or

(b) if the conflict of interest involves the chair, to the Inspector General.

(2) After making the disclosure required by subsection (1), the member shall disclose the conflict at the next meeting of the police service board.

21. A member of a police service board shall not use their position as a police service board member to,

(a) benefit themselves;

(b) benefit one or more persons with whom they have a personal relationship; or

(c) interfere with the administration of justice.

22. A member of a police service board shall not participate in discussion of or voting with respect to matters at police service board meetings if the member has a conflict of interest in the matter.

COMMENCEMENT

Commencement

23. This Regulation comes into force on the later of the day subsection 35 (6) of Schedule 1 (*Community Safety and Policing Act*,

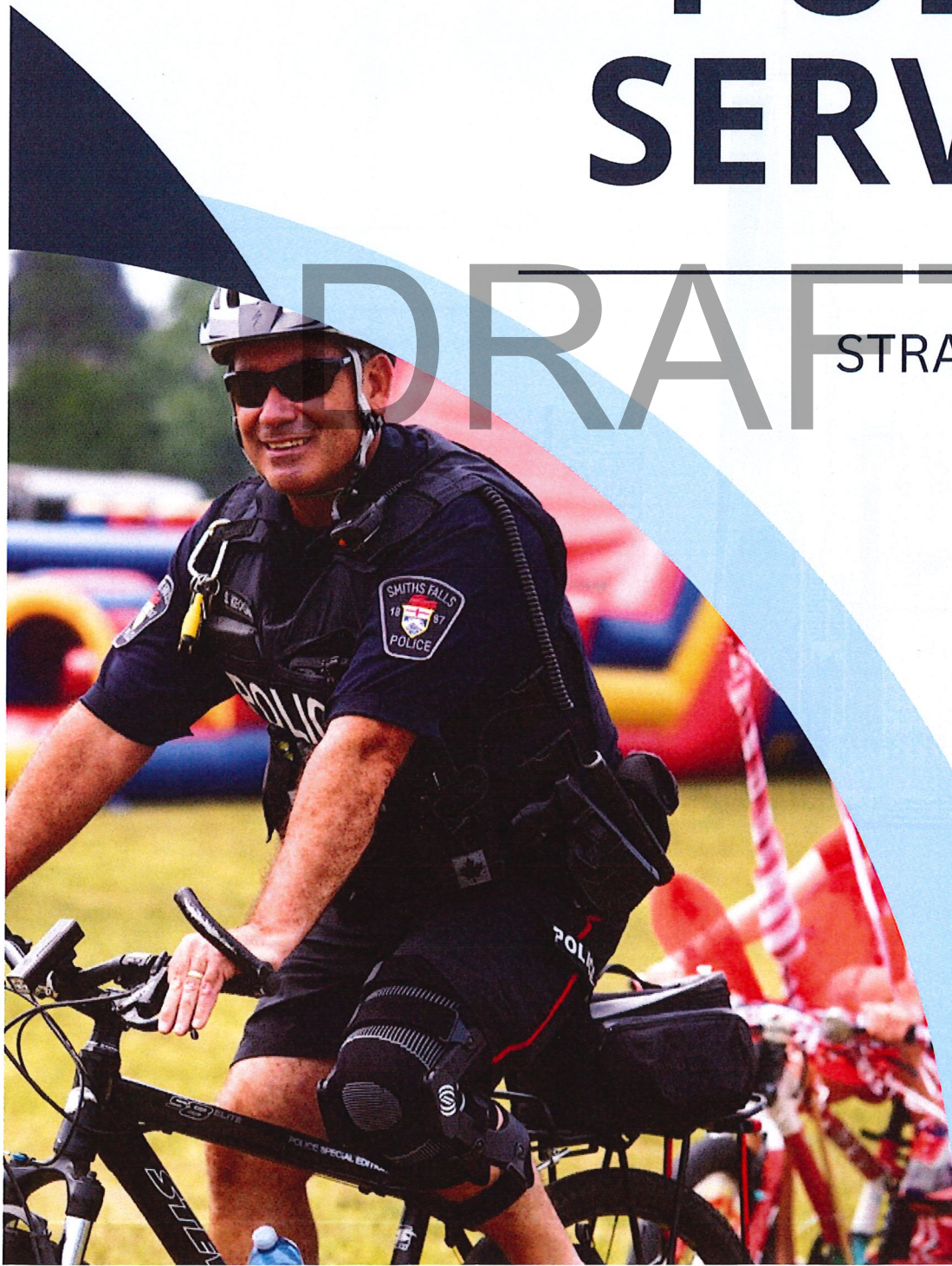
2019) to the *Comprehensive Ontario Police Services Act, 2019* comes into force and the day this Regulation is filed.



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.

TABLE OF CONTENTS

- 1 Introduction
- 2 Vision, Mission and Values
- 3 About the SFPS
- 4 Strategic Context
- 5 Consultations
- 6 Community Surveys
- 7 Priorities for 2026-2029
- 8 Strategic Pillars
- 9 Measuring Success
- 10 Progress and Accountability





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.

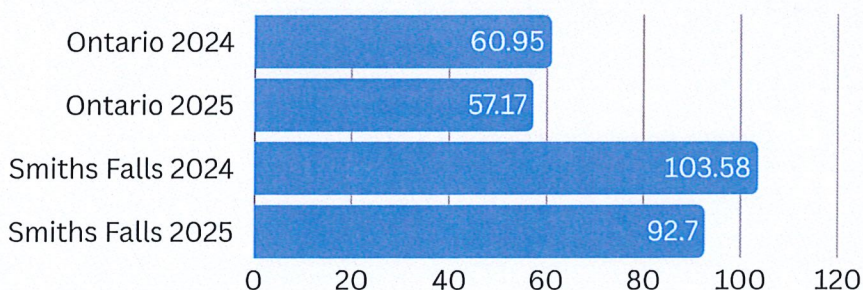
Smiths Falls also faces policing demands that are significant relative to its size. During the strategic planning process, the Town's Crime Severity Index was approximately 104, compared to an Ontario average of 61, highlighting the complexity of the local policing environment. These demands, together 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

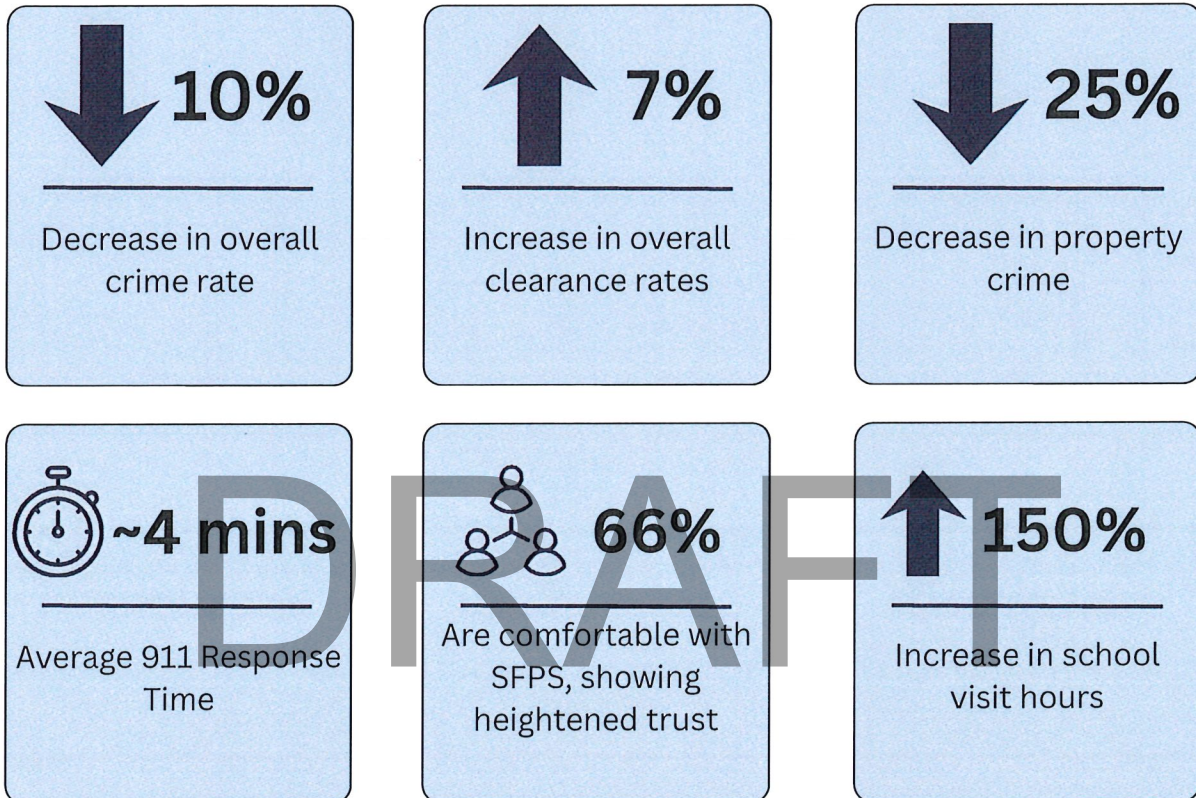
Across all the surveys, a total of **343 responses** were recorded. The surveys were anonymous to encourage honest participation. They collected qualitative and quantitative data regarding each group's focus areas, and participants also had the opportunity to provide written answers in open-ended text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



STRATEGIC CONTEXT

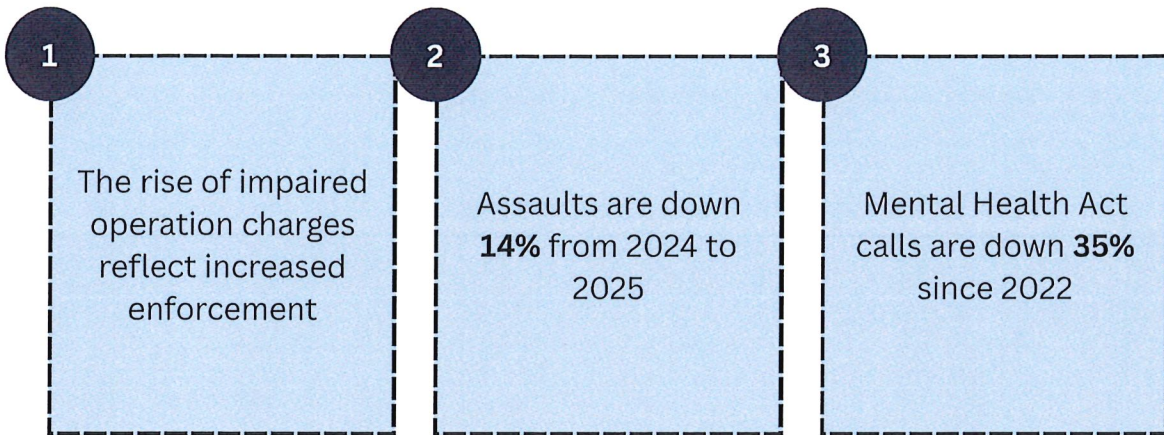
The circumstances Smiths Falls experiences today are quite different than those of the height of the Pandemic, with serious crime levels consistently decreasing. At the same time, the SFPS resolves more cases than ever before while being a proactive leader among small independent police services.

Key Findings over 2022-2025

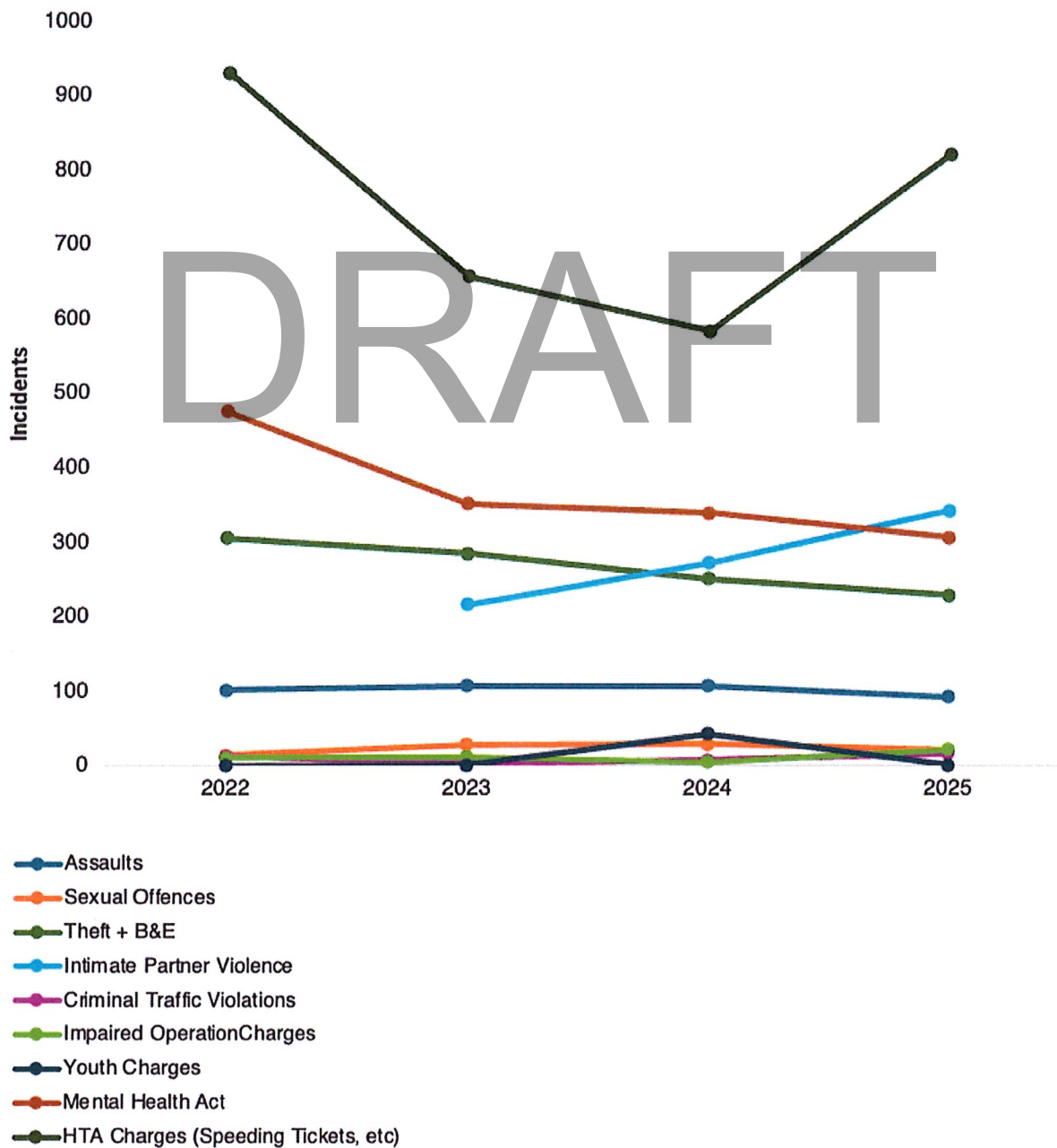




Smiths Falls Calls For Service Statistics



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.



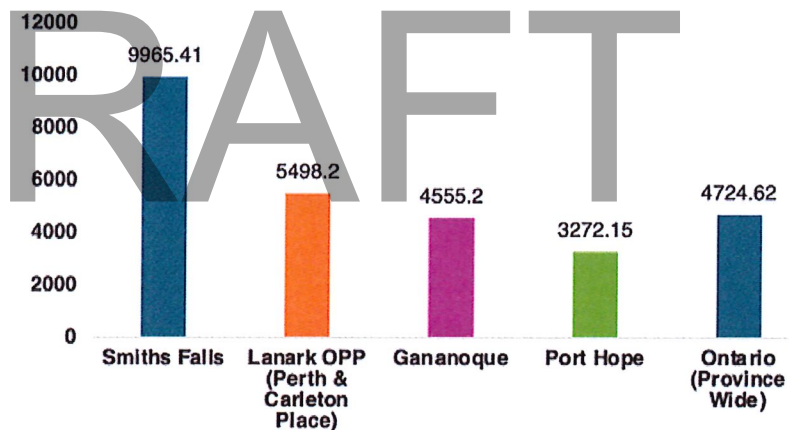
Key Findings in 2024

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

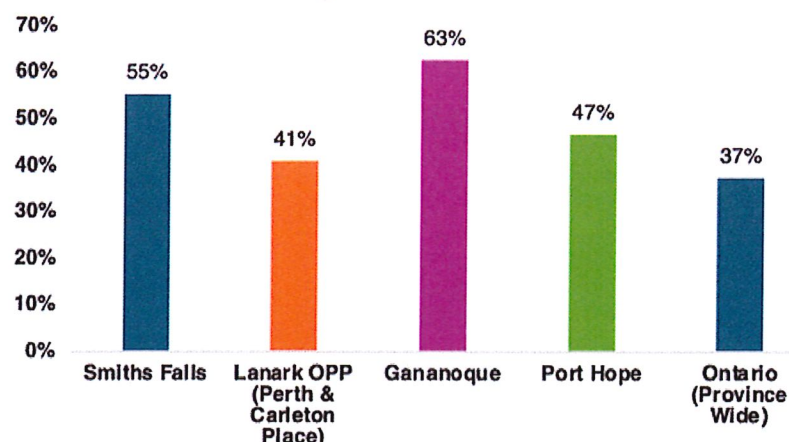
Smiths Falls has **the highest** weighted crime rate per 100k, nearly double their peers

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.

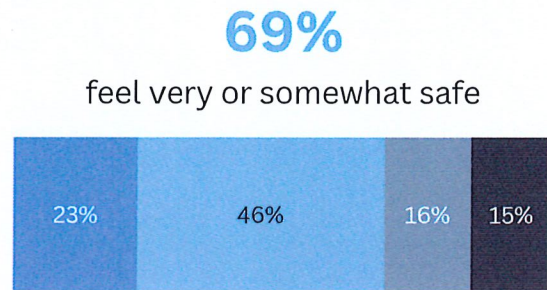




COMMUNITY SURVEY INSIGHTS

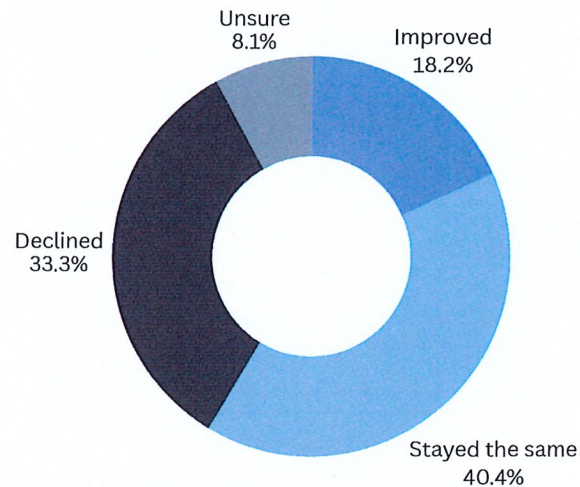
A total of 211 community members participated in the 2026 Smiths Falls Police Service Strategic Planning Community Survey. The survey provided residents with an opportunity to share their perspectives on community safety, confidence in SFPS, interactions with police, and priorities for the future.

How Safe Do You Feel in Smiths Falls?

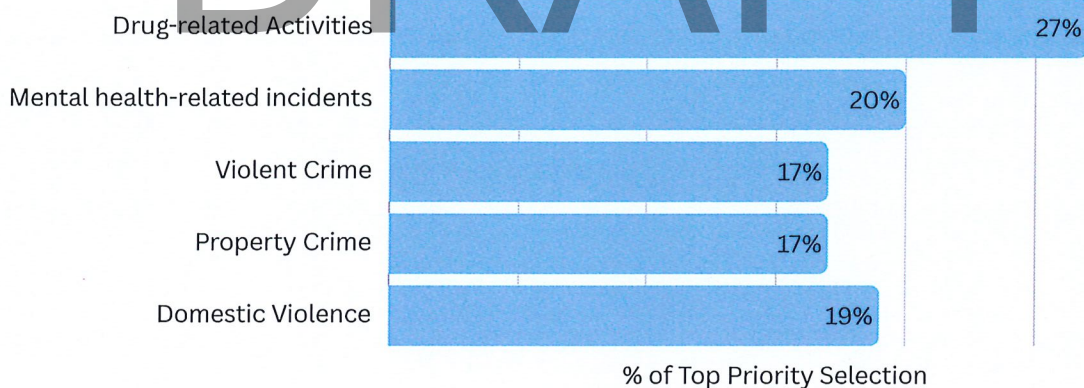


23% Very Safe
46% Somewhat safe
16% Neutral
13% Unsafe
3% Very Unsafe

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%

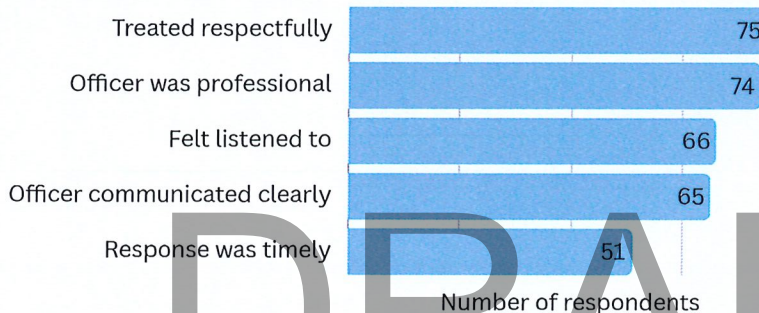
Say they feel comfortable approaching an officer, reinforcing the value of a visible and accessible local police presence



71%

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

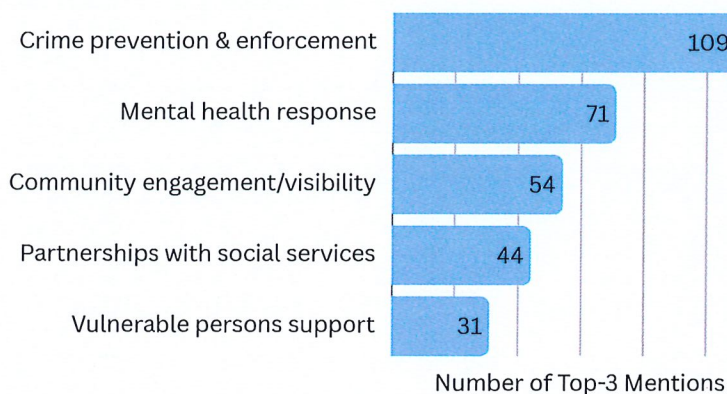
Experiences With SFPS



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.

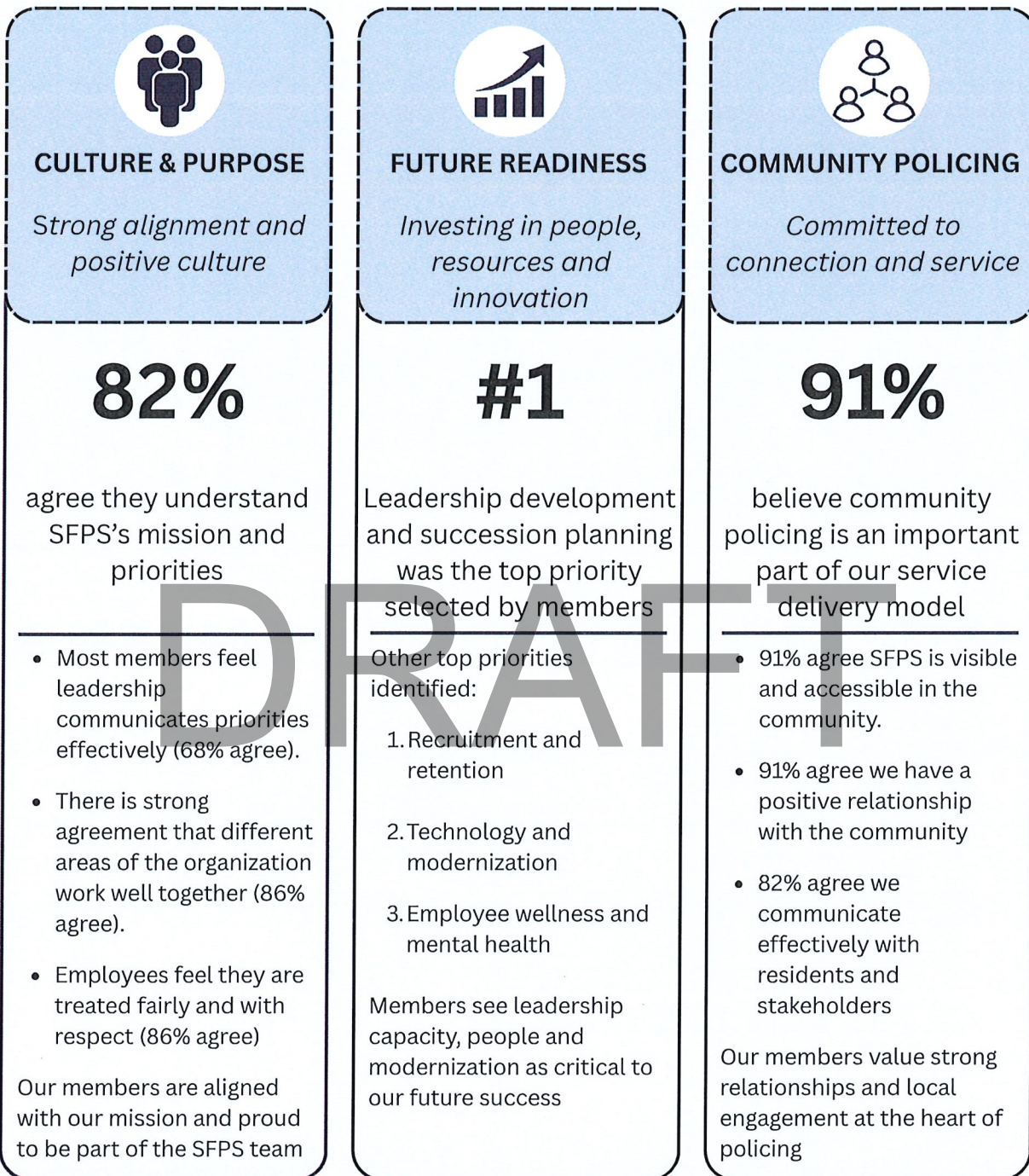
KEY INSIGHT:

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.



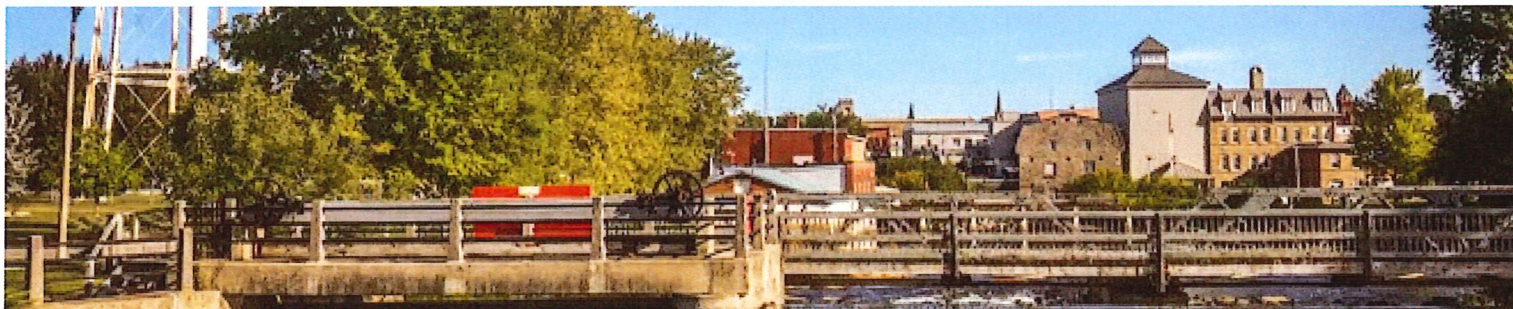
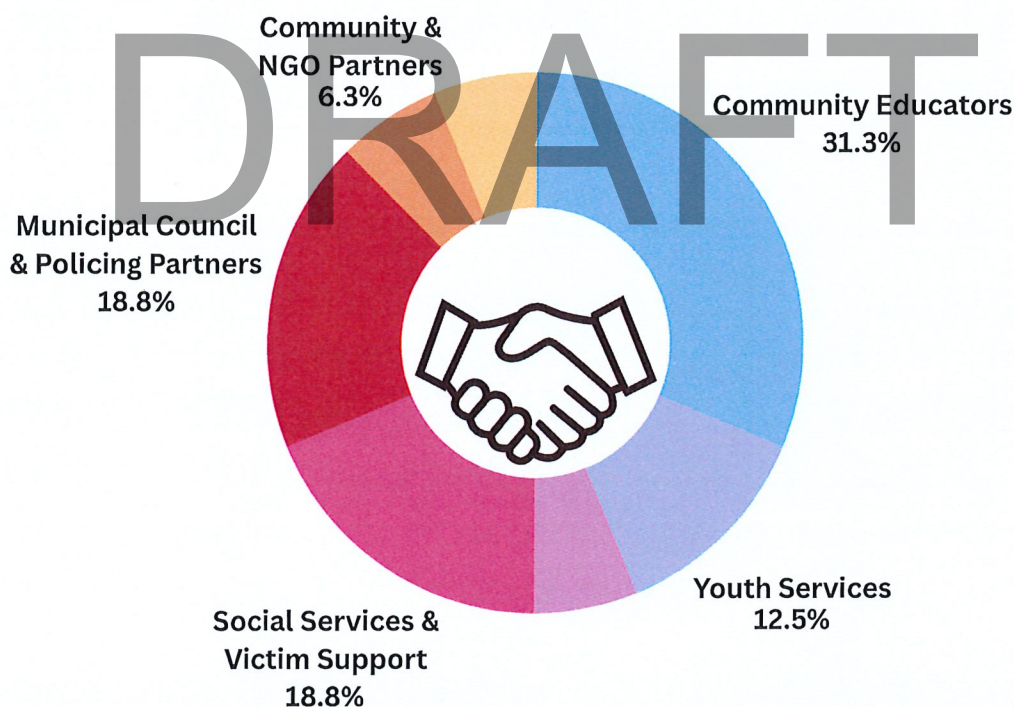
Stakeholder Discussions

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
--	--	---

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



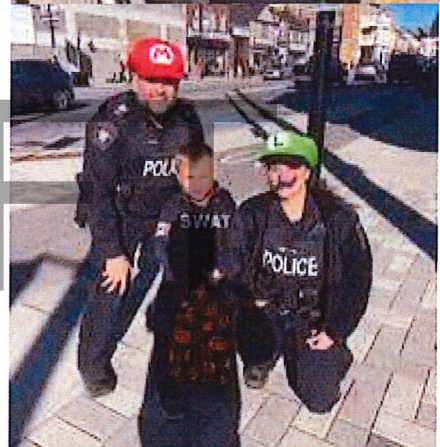
Trust

- 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

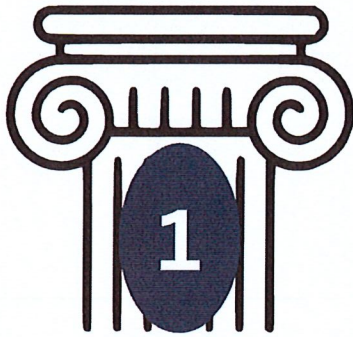




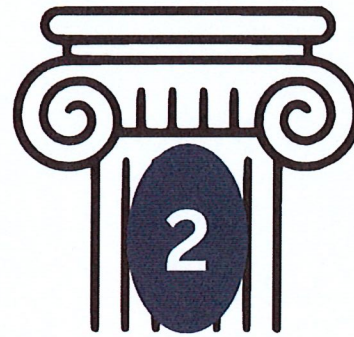
PRIORITIES FOR 2026-2029

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

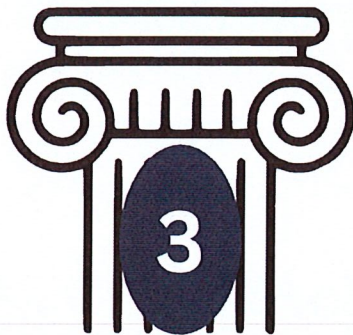
**Strengthening
Community Safety
and Crime Prevention**



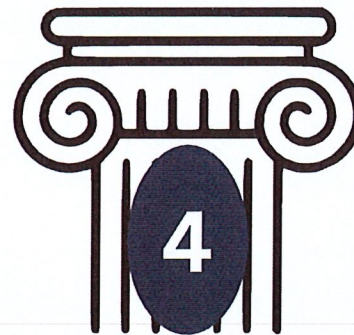
**Building Trust
Through Engagement
and Transparency**



**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

**7 Hershey Drive
Smiths Falls, ON
K7A 4W7**

(613)-283-4211
kcostello@smithsfalls.ca

Smith Falls Police Services
2026 Budget vs YTD
31 August 2026



CAPITAL				
Account	Description	Budget	Actuals	Variance
01-21-221-000-6235	Annual Vehicle Replacement	100,000	73,691	26,309
01-21-221-160-6398	NG911 System	25,000		25,000
01-21-221-357-6808	CAD Mapping	73,675	37,486	36,189
01-21-221-000-6808	Vehicle Tablets	24,000	6,411	17,589
01-21-221-160-6808	New Water Tower Upgrade - Emergency Antenna	50,000		50,000
01-21-221-010-6123	Police Station Roof Repair	20,000		20,000
01-21-221-000-6808	Mobile Interview Kit	70,000		70,000
01-21-221-309-5612	Transfer From Reserves	(292,675)		(292,675)
01-21-221-000-5421	Grant Funding	(70,000)		(70,000)
	Total Capital		117,588	(117,588)
OPERATING				
Administration				
02-21-221-020-5430	Community Safety and Policing Grant (CSP)	(60,893)	(54,804)	(6,089)
02-21-221-001-5516	Interest	(180,000)	(276)	(179,724)
02-21-221-001-5654	Cost Recoveries	(2,560)		(2,560)
02-21-221-020-5513	Taxi Licences	(512)	(2,232)	1,720
02-21-221-020-5517	Sales of Equipment	(12,276)		(12,276)
02-21-221-020-5525	Accident Reports	(512)	(120)	(392)
02-21-221-020-5571	CPIC Information Fees		(12,651)	12,651
02-21-221-020-5572	Fingerprint Fees	(7,000)	1,259	(8,259)
02-21-221-020-5578	Vehicle Expense Recovery	(2,300)		(2,300)
02-21-221-020-5612	Transfer from Reserve	(100)		(100)
02-21-221-020-5875	Freedom of Information Fees	(1,023)	(120)	(903)
02-21-221-020-5898	Court Security Grant		(6,737)	6,737
02-21-221-273-5572	RCMP Fingerprint Fees		(1,242)	1,242
	Revenues	(267,176)	(76,922)	(190,254)
Staff Costs				
02-21-221-001-5579	Paid Duty Officers Fees	(385,358)		(385,358)
02-21-221-001-5600	Salary Recovery (WSIB, Parental etc.)	(131,054)	(184,306)	53,252
02-21-221-001-6035	Salaries	4,553,127	2,827,680	1,725,447
02-21-221-001-6048	Part Time Wages	177,351	140,964	36,387
02-21-221-001-6057	Overtime	70,000	129,041	(59,041)
02-21-221-001-6067	Shift Premium	9,000	14	9,000
02-21-221-001-6069	Stat Time	15,000	8,015	6,985
02-21-221-001-6078	Vacation Pay	7,000	7,219	(219)
02-21-221-001-6084	Sick Pay		38	(38)
02-21-221-001-6090	Acting Pay	3,000	3,296	3,000
02-21-221-001-6091	Benefits	1,555,143	1,046,240	508,903
02-21-221-001-6638	Banked Time Adjustment		2,410	(2,410)
	Staff Costs	5,873,209	3,980,611	1,895,909
Operating Expenses				
02-21-221-001-6011	Office Supplies	13,000	8,868	4,132
02-21-221-001-6015	Travel	40,000	36,274	3,726
02-21-221-001-6017	Coffee/Food Supplies	1,200	501	699
02-21-221-001-6023	Postage	500	40	460
02-21-221-001-6027	Photocopier Lease	6,150	2,800	3,350
02-21-221-001-6028	Meals Expense	12,000	13,462	(1,462)
02-21-221-001-6029	Membership Fees	3,000	3,132	(132)
02-21-221-001-6038	Advertising & Promotion	2,000	265	2,000
02-21-221-001-6039	Staff Training	40,000	24,792	15,208
02-21-221-001-6040	Clothing Supplies	55,000	29,305	25,695
02-21-221-001-6041	Drycleaning	500		500
02-21-221-001-6042	Courier	1,000	609	391
02-21-221-001-6054	Library in Service	2,000	2,042	(42)
02-21-221-001-6055	Community Services	4,000	2,464	1,536
02-21-221-001-6056	Firearm Training	47,000	48,222	(1,222)

Account	Description	Budget	Actuals	Variance
02-21-221-001-6102	Telephone	20,000	6,628	13,372
02-21-221-001-6103	Fax	1,700	1,007	693
02-21-221-001-6108	Gas & Oil		216	(216)
02-21-221-001-6118	Tools, Accessories etc	500	134	366
02-21-221-001-6150	Connectivity	3,000	1,780	1,220
02-21-221-001-6173	Insurance	53,419	8,069	53,419
02-21-221-001-6180	Legal/Consulting Fees	40,000	15,872	24,128
02-21-221-001-6321	Contracted Services	149,000	26,819	122,181
02-21-221-001-6182	CPIC Maintenance Costs	1,800		1,800
02-21-221-001-6183	OMPAC Mtce. Costs	31,000	20,608	10,392
02-21-221-001-6194	Computer Lease Contract	16,000	11,484	4,516
02-21-221-001-6738	IT Support	50,000	32,929	17,071
02-21-221-000-6890	Informant Compensation		13,000	(13,000)
Admin Expenses		593,769	311,322	290,781
Total Administration		6,199,802	4,215,011	1,996,435
Building				
02-21-221-010-6012	Principal - Police Station	126,883	57,573	69,310
02-21-221-010-6014	Interest - Borrowing Police Station	81,562	24,469	57,093
02-21-221-010-6078	Vacation Pay		81	(81)
02-21-221-010-6105	Hydro	27,675	23,953	3,722
02-21-221-010-6106	Water	3,895	2,388	1,507
02-21-221-010-6107	Heating Fuel	12,300	6,221	6,079
02-21-221-010-6116	Janitorial Supplies	6,000	5,173	827
02-21-221-010-6117	Complex Maintenance	40,000	29,583	10,417
02-21-221-010-6123	Property Repairs	20,000	16,136	3,864
02-21-221-010-6197	Janitorial Services	36,400	13,684	36,400
02-21-221-355-6012	Principal Energy Upgrade	2,876	882	1,994
02-21-221-355-6014	Interest - Borrowing Energy Upgrade	1,132	528	604
Total Building Costs		358,723	180,671	191,736
Vehicle				
02-21-221-011-6011	Office Supplies	-	30.00	(30.00)
02-21-221-011-6108	Gas & Oil	35,000	26,414	8,586
02-21-221-011-6110	Repairs	27,000	14,797	12,203
02-21-221-011-6118	Tools, Accessories etc.	5,000	924	4,076
Total Vehicle		67,000	42,165	24,836
Equipment				
02-21-221-012-6110	Repairs	10,000	175	10,000
02-21-221-012-6266	Breathalyzer Repair	1,000	822	178
02-21-221-012-6714	Computer Firewall Maintenance	2,059		2,059
02-21-221-012-6834	Wash Court Maintenance	7,207	5,378	1,829
02-21-221-012-6847	Live Scan Maintenance	6,692	27,631	6,692
Total Equipment		26,958	34,006	20,758
Identification				
02-21-221-022-6112	Equipment Repairs	515		515
02-21-221-022-6267	Identification Supplies	3,000	762	2,238
Total Identification		3,515.00	762.42	2,752.58
Ride Program				
02-21-221-023-5447	Ontario Grant	(12,544)	(11,377)	(12,544)
02-21-221-023-6057	Overtime	12,544		12,544
02-21-221-023-6091	Benefits	515		515
Total Ride Program		515	(11,377)	515
Emergency Communication Centre				
02-21-221-160-6401	Annual System Maintenance	27,000	8,385	18,615
02-21-221-297-6398	Northern 911 System	2,500	1,196	1,304
Total Emergency Communication		29,500	9,581	19,919
Total Police Operating		6,686,013	4,470,818	2,256,951

Account	Description	Budget	Actuals	Variance
GRANTS				
02-21-221-124-5421	YIPI Grant	(25,000)		(25,000)
02-21-221-124-6048	Part Time Wages	25,000	8,163	16,837
02-21-221-124-6078	Vacation Pay	-	319	(319)
02-21-221-124-6091	Benefits	-	613	(613)
	Total YIPI Grant	-	9,095	(9,095)
02-21-221-418-5430	CISO Special Grant	(8,000)	(8,000)	(8,000)
02-21-221-418-6862	CISO Expenses	8,000	3,512	4,488
	Total CISO	-	(4,488)	(3,512)
02-21-221-480-5430	Proceeds of Crime FLP Grant	(28,500)	(5,700)	(28,500)
02-21-221-480-6862	Proceeds of Crime FLP Grant - Expenses	28,500	62,688	(34,188)
	Total Proceeds of Crime	-	56,988	(62,688)
02-21-221-443-5430	Victim Support Grant	(150,000)	(144,236)	(5,764)
02-21-221-443-6862	Victim Support Expenses	150,000	172,596	(22,596)
	Total Victim Support	-	28,361	(28,361)
02-21-221-444-5430	Mental Crisis Referral Service (MCRT) Grant	(120,000)	(90,000)	(30,000)
02-21-221-444-6862	Mental Crisis Referral Services Expenditures	120,000	1,150	120,000
	Total Mental Referral Service	-	(88,850)	90,000.00
02-21-221-450-5430	CSP Provincial Priorities Grant		(289,004)	289,004
02-21-221-450-6862	CSP Provincial Priorities Expenditures		2,500	(2,500)
	Total CSP	-	(286,504)	286,504
02-21-221-467-5421	Next Generation 911-Ontario Grant		(156,894)	156,894
02-21-221-467-6808	NG-911-Equipment	-	124,718	(124,718)
	Total NG-911	-	(32,176)	32,176
02-21-221-437-5430	STIR Grant		(177,982)	177,982
02-21-221-437-6862	Other Expenses		27,202	(27,202)
	Total STIR Grant	-	(150,780)	150,780
	Total Grants	-	(468,354)	455,804

Account	Description	Budget	Actuals	Variance
PSB				
02-21-222-001-6015	Travel	2,000		2,000
02-21-222-001-6028	Meals Expense	1,000		1,000
02-21-222-001-6029	Membership Fees	3,053	3,264	(211)
02-21-222-001-6032	Conferences	3,000		3,000
02-21-222-001-6036	Public Relations	4,000	199	3,801
02-21-222-001-6054	Library in Service	500		500
02-21-222-001-6048	Part Time Wages		5,155	(5,155)
02-21-222-001-6069	Stat Time		38	(38)
02-21-222-001-6078	Vacation Pay		231	(231)
02-21-222-001-6088	Honorarium	24,463		24,463
02-21-222-001-6091	Benefits	917	1,244	(327)
02-21-222-001-6180	Legal/Consulting Fees	30,000	13,456	16,544
02-21-222-001-6738	IT Support	3,000	2,440	560
Total PSB		71,933	26,028	45,905
Total Police Services		6,757,946	4,146,080	2,641,073