

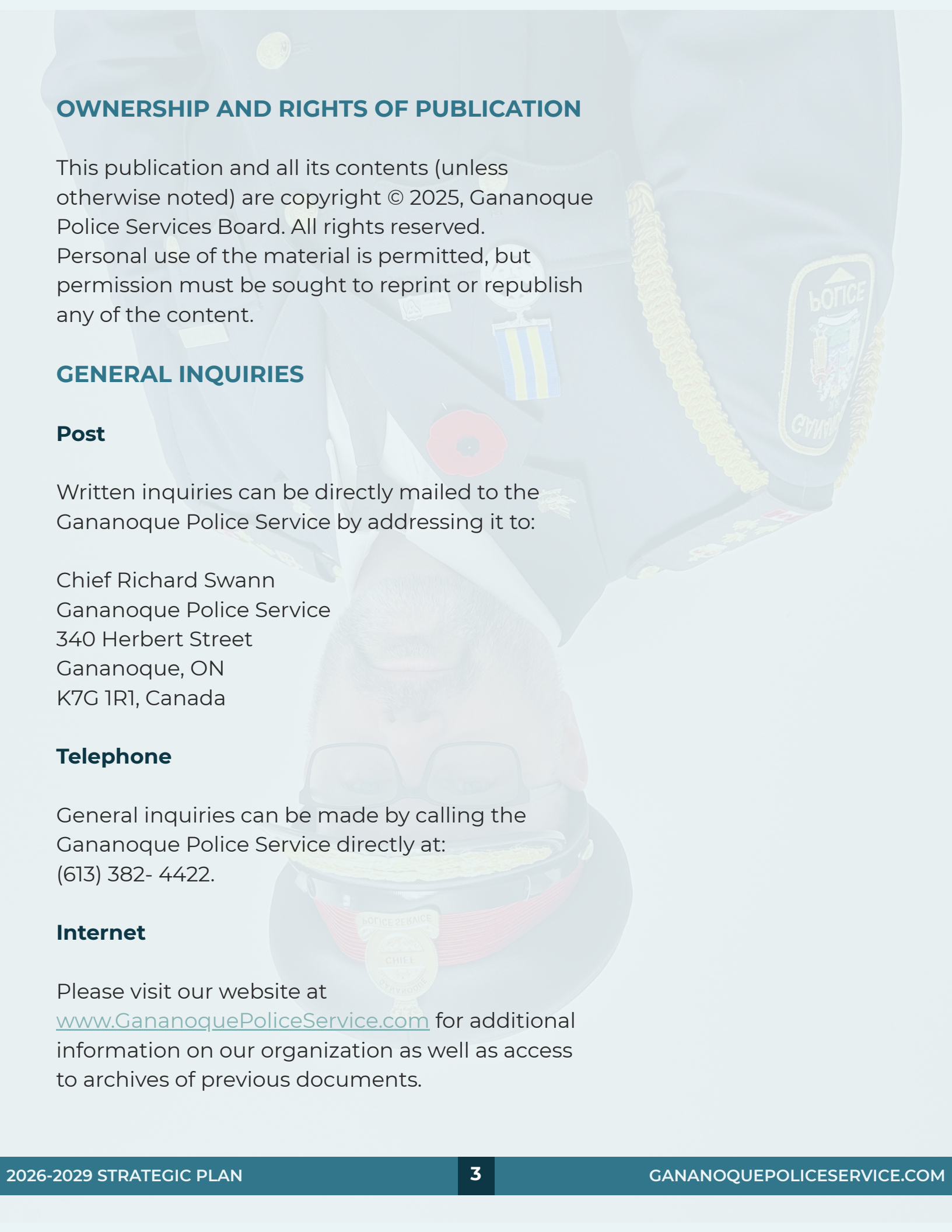


GANANOQUE POLICE SERVICE STRATEGIC PLAN 2026 – 2029



LAND ACKNOWLEDGEMENT

The Gananoque Police Service acknowledges that it serves on the traditional territory of the Haudenosaunee and Anishinaabe and First Peoples. We do so respecting both the land and the Indigenous People who continue to walk with us through this world, and we are grateful for the opportunity to live, work, and serve here. We are committed to building and maintaining respectful relationships with Indigenous individuals, families, and organizations in and around Gananoque, and to ensuring that every person who interacts with our Service is treated with dignity. In recognition of the contributions and importance of all Indigenous Peoples, we support the Truth and Reconciliation Commission's Calls to Action and commit to supporting local endeavours where possible.



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GENERAL INQUIRIES

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(613) 382- 4422.

Internet

Please visit our website at www.GananoquePoliceService.com for additional information on our organization as well as access to archives of previous documents.

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Executive Summary

As the local law enforcement organization, the Gananoque Police Service (GPS) promotes community wellness and safety through calls for service, community patrol, traffic enforcement, public education, youth crime prevention, substance abuse prevention, and domestic violence prevention. The Gananoque Police Services Board continues to leverage feedback from residents, community organizations, and the Service's employees to understand its strengths and improve on current operations. This four-year strategic plan was created according to the Community Safety and Policing Act (CSPA) to outline attainable objectives with relevant performance targets. It highlights the GPS's ability to leverage existing resources to improve operations and build an even stronger connection with the community. The tactics and indicators defined across the three main pillars set a positive, forward-looking direction for the GPS and Gananoque.



INTERNAL OPERATIONAL EXCELLENCE

Given the stressful nature of policing responsibilities, the Gananoque Police Service must invest in the necessary resources to ensure workplace mental well-being, employee recognition, and reciprocal mentorship. Ultimately, this maximizes internal operational excellence, enhancing the GPS's ability to serve the community.

COMMITMENT TO CITIZEN PROTECTION

Beyond the efforts of community protection, a successful Police Service is defined by its ability to serve the community. Through a proactive policing approach that broadens the scope of the policing role, the GPS will observe a realignment between their community protection efforts and community perception of police effectiveness.

BUILDING COMMUNITY ENGAGEMENT

Enhancing community engagement begins with a proactive approach to encourage community feedback. This encompasses identifying tailored approaches to cater to the diverse population of Gananoque. Ongoing engagement from the GPS not only ensures an informed and reciprocally engaged community, but more importantly, an aligned and collaborative approach to enhance the safety of the town.

Purpose of the strategic plan

Every police services board in Ontario must prepare a strategic plan at least once every four years under the Community Safety and Policing Act. This document meets that requirement, and sets out what the Service will focus on between 2026 and 2029, why those areas were chosen, and how progress will be measured.

WHY THIS PLAN EXISTS

Gananoque's aging population, seasonal tourism, lean staffing, and border location shape policing here in ways a provincial framework cannot anticipate. This plan turns broad requirements into local priorities.

WHAT IT CONTAINS

The Service's vision, mission, and values, an assessment of the operating environment, and what engagement revealed. From these, three pillars, each with performance indicators and practical approaches.



WHO IS IT FOR

Residents, who can see what will be prioritized and hold the Service to account. Members, who gain clarity on expectations. The Board, which gains a framework for oversight and budget decisions.

HOW WILL IT BE USED

Indicators are reported on regularly rather than revisited at the end of the term, informing Board reporting, annual public updates, and adjustments to operational focus.

A Message From The Chief

It is with pride and a strong sense of responsibility that we present the Gananoque Police Service 2026–2029 Strategic Plan. This Plan establishes a clear and deliberate course for the Service over the next four years and reflects our commitment to excellence, accountability, and continuous improvement in the delivery of policing services.

Developed by the Gananoque Police Services Board through a comprehensive consultation process, this Strategic Plan will guide our organization into the future. Effective policing is built on partnership, and we are privileged to serve a community that remains engaged, informed, and committed to public safety.

Feedback from stakeholder consultations and community surveys clearly identified our community as our most valuable policing resource. In response, this Plan prioritizes strengthening community partnerships while also supporting the health, well-being, and professional development of our members. By working collaboratively and transparently with our community, we will continue to advance a safe, vibrant environment rooted in community-based policing.

This Strategic Plan aligns a dedicated team of skilled professionals around shared priorities, measurable outcomes, and a culture of continuous improvement. It is guided by a principled vision: “The

Gananoque Police Service (GPS) envisions itself as a team of highly skilled and effective community-oriented law enforcement professionals working to ensure the safety and quality of life of those under its protection.”

I am proud of the sworn and civilian members of the Gananoque Police Service who consistently demonstrate professionalism, adaptability, and a willingness to embrace change. Their commitment to meaningful engagement with community partners ensures that policing services remain effective, responsive, and aligned with community expectations.

Thank you for your continued trust and support as we work to ensure the Gananoque Police Service remains a strong, accountable, and integral part of this exceptional community.



A team of highly skilled and effective community-oriented law enforcement professionals working to ensure the safety and quality of life of those under its protection.

GPS Vision

Richard Swann

Chief of Police
Gananoque Police Service

A Message From The Chairperson

On behalf of the Gananoque Police Services Board, I welcome you to read this latest version of the Gananoque Police Service's Strategic Plan.

This updated document will govern the direction of our police service for the next four years. It is based on feedback from our community and reflects the feelings of our fellow citizens as to how they believe they are best served by this unique police service.

I use the word "unique" as we are one of the smallest police services remaining in this province and, as a result, have become one of the best resources and examples of effective small-town community policing in the province.

This service will consult the following strategic plan often and regularly in order to ensure that daily, weekly, and monthly decisions align with the aims and hoped for outcomes of the plan.

Your voice in this matters a great deal. It is, by far, one of the most effective ways for everyday citizens of this community to have a say in how policing in this town should look.

I hope that when it is time to once again update our strategic plan you will give us your views about policing for Gananoque. What have we done well, what could we do better?

The men and women of the Gananoque Police Service are dedicated to providing the best policing for this town every day and will work diligently to make this strategic plan as effective as possible in Gananoque.

Thank you for your interest and input into this updated plan.



An annual report tells us where we've been. A strategic plan tells us where we want to go.

Board Vision

Christine Milks

Chair
Gananoque Police Services Board

Principles, Values & Mandates

VISION

The Gananoque Police Service (GPS) envisions itself as a team of highly skilled and effective community-oriented law enforcement professionals working to ensure the safety and quality of life of those under its protection.

MISSION

The mission of the Gananoque Police Service is to provide reliable, respectable, and approachable policing, working in partnership with the community of Gananoque.

BUILDING COMMUNITY ENGAGEMENT

The Service recognizes its employees as its most valuable resource and strives to increase their effectiveness by promoting continuous learning and development and fostering an environment of teamwork. The Service sets an example of civic behaviour for the community, with whom it shares the responsibility for policing, by acting on health and safety issues and respecting the rights of everyone, including offenders. It is sensitive to the needs of the community and of victims. Its community-based policing approach includes the public in developing priorities and, where appropriate, the implementation of strategies.



Principles, Values & Mandates

MANDATES

This plan is built on the requirements of the Community Safety and Policing Act. Each pillar below addresses a specific set of objectives and outcome indicators the Act requires a police services board to plan for.

PILLAR ONE Internal operational excellence

- Information technology
- Resource planning
- Police facilities
- Any other prescribed matters

PILLAR TWO Commitment to citizen protection

- Provision of adequate and effective policing for the population of the area
- Objectives, priorities, and core functions of the Police Service
- Community based crime prevention, community patrol, and criminal investigation services
- Community satisfaction with the policing provided
- Police assistance to victims of crime and re-victimization rates
- Emergency calls for service
- Violent crime and clearance rates for violent crime
- Property crime and clearance rates for property crime
- Youth crime and clearance rates for youth crime
- Road safety and any other prescribed matters

PILLAR THREE Building community engagement

- Interactions with youths
- Interactions with members of racialized groups
- Interactions with members of First Nation, Inuit and Métis communities
- Interactions with persons who appear to have a mental health condition

Strategic Plan Framework

This strategic plan was developed using a three phase approach. Each phase built on the one before it, moving from understanding the context, to hearing directly from the community, to turning what was heard into measurable commitments.

01

PHASE ONE

Context & Research

Understanding the context in which the GPS operates, through an environmental scan, meetings with the Chief and Board Chair, and benchmarking against comparable municipalities.

Environmental scan

Leadership input

Benchmarking analysis

02

PHASE TWO

Discovery

Engaging the community directly to gather insights and perspectives, identifying the themes, priorities, and concerns that matter most to residents, staff, and stakeholders.

Community survey

Internal survey

Stakeholder interviews

03

PHASE THREE

Analysis & Planning

Turning findings into recommendations, translating key themes into objectives, strategies, and performance indicators to guide the Service over the next four years.

Data analysis

Trend identification

Indicators & suggestions



Environmental Scan

TOWN

Gananoque, often called the “Gateway to the Thousand Islands,” is a small town in Eastern Ontario set along the St. Lawrence River. The town is known for its historic charm, lively arts community, and close connection to the Thousand Islands. Today, it’s a popular spot for visitors, offering boat cruises, cultural attractions, and seasonal outdoor activities.



DEMOGRAPHICS

With a population of 5,383, Gananoque represents a very small fraction (0.038%) of Ontario's 14.2 million residents, defining its role as a smaller town within the province. Between 2016 and 2021, the town saw population growth of 4.3%, though this is coupled with an aging population, as the average age increased from 47.2 in 2016 to 49 in 2021. Compared to Canada's national average age of 41.9, Gananoque's population skews notably older. With nearly one-third of residents over 65, this creates higher demand for wellness checks, fraud prevention, and elder safety initiatives. Lower income levels and limited housing contribute to social vulnerability, while seasonal tourism drives spikes in calls for traffic, noise, and minor crime in key areas. The largest age group is between 60 and 64, and the smallest is 100 years and over.

LOCATION

Gananoque is a small town in Eastern Ontario, located along the St. Lawrence River in the Thousand Islands region. It sits right off Highway 401 and along the Canadian National Railway line, positioned between major cities like Toronto, Montreal, and Syracuse. With its close proximity to the U.S. border and nearby centres such as Kingston, Brockville, New York, Gananoque is easily accessible and well connected to both Canadian and American destinations.

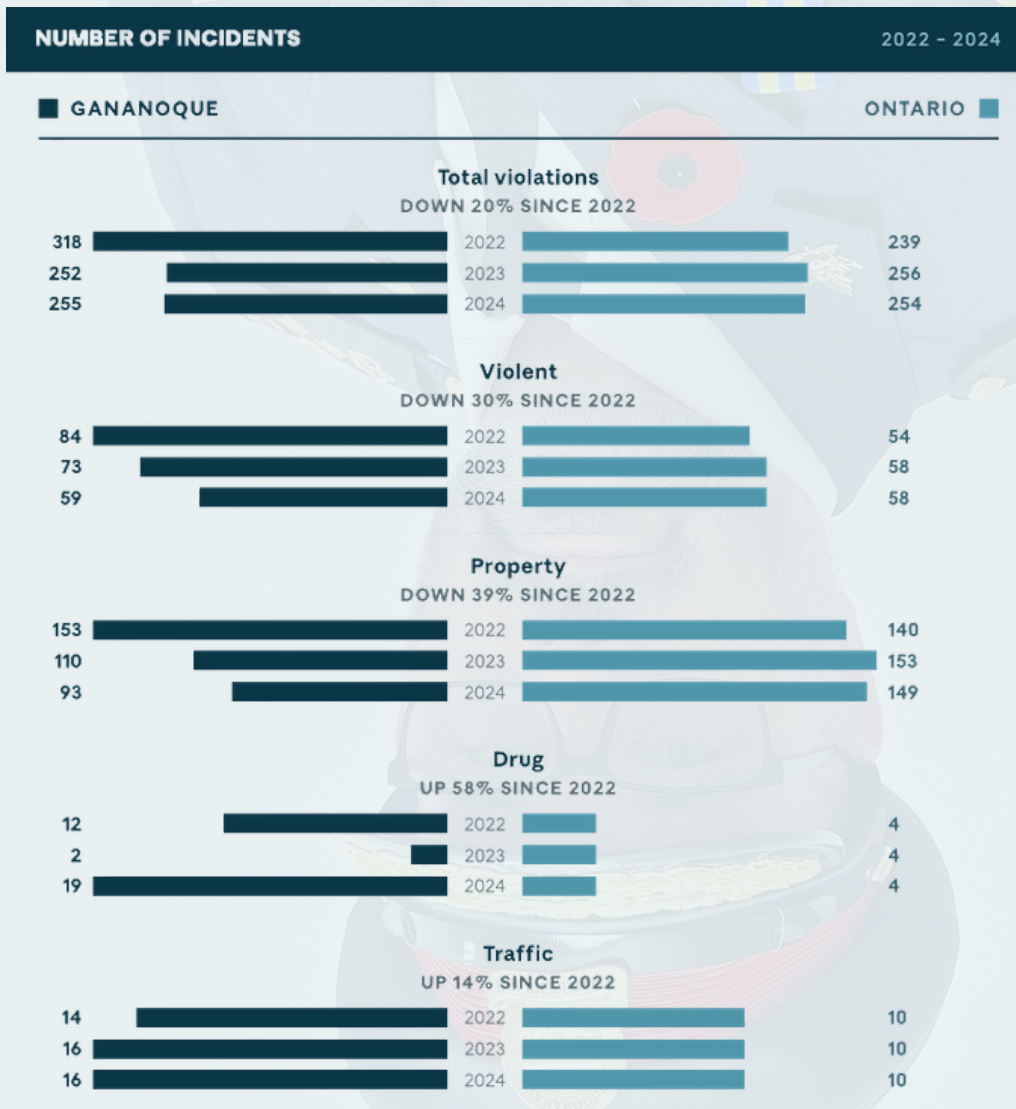


Environmental Scan

ECONOMIC SNAPSHOT

Gananoque's economic landscape is dominated by manufacturing, which employs roughly 20% of the local labour force, followed by retail, construction, and public administration. As of 2021, the town's labour force participation rate was 56%, with an unemployment rate of about 12%, up from 8.6% in the 2016 Census. This is higher than Ontario's 2021 provincial unemployment rate of around 8%. The median household income sits around \$67,000.

CRIME STATISTICS



How to read this

Each offence type is sized to fill its own row, so compare the two sides of a row to each other. Do not compare a bar in one row with a bar in another.

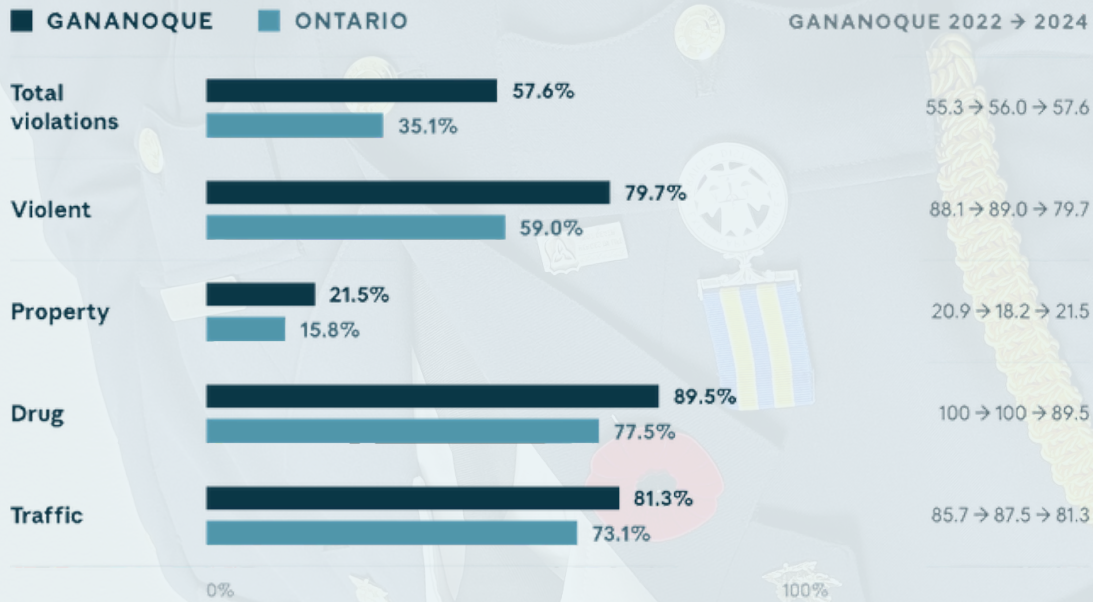
Ontario figures

Gananoque numbers are actual incident counts. Ontario numbers are the provincial rate per 100,000 residents scaled down to a town of 5,383 people, so both sides describe a community of the same size.

Between 2022 and 2024, Gananoque recorded a decline in overall incidents, driven largely by reductions in violent and property offences. Property-related crimes fell by nearly 40%, while violent incidents also declined steadily, counter to the province's relatively stable trend. Drug-related activity fluctuated during this period, dropping sharply before rising again in 2024, likely reflecting changes in enforcement focus.

Environmental Scan

CLEARANCE RATES

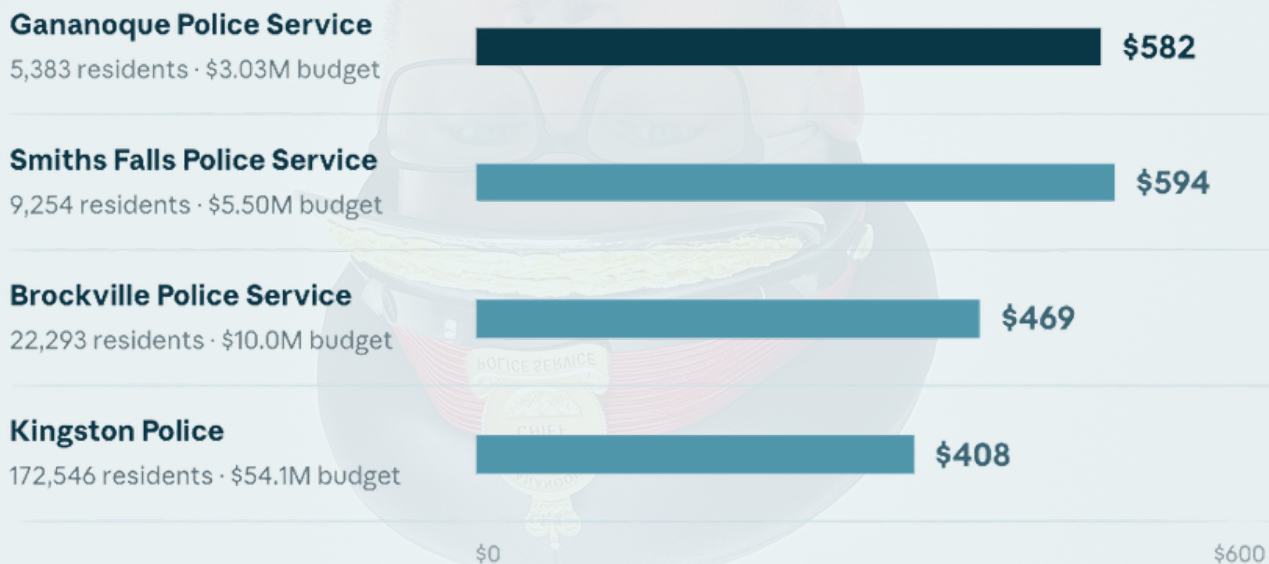


How to read this
A clearance rate is the share of reported cases police solve or close.

Drug figures
Gananoque's 100% drug clearance in 2022 and 2023 came from very small case numbers, 12 and 2 incidents.

Clearance rates in Gananoque remain consistently above provincial levels. Violent and drug-related offences show high resolution rates, while property clearances have modestly improved and still maintain higher rates than Ontario.

BENCHMARKING ANALYSIS: ANNUAL POLICING COST PER RESIDENT



Note: The Ontario Provincial Police was excluded from comparison as there is no measurement of fixed cost per resident.

Stakeholder Insight

INDIVIDUAL STAKEHOLDER INTERVIEWS

SBC spent approximately 10 hours interviewing a range of community stakeholders, including municipal leadership, local businesses, partner organizations, and educational leadership.

Through these interviews, the team aimed to obtain a diverse picture of how the Service interacts with the community across a range of contexts. They also helped ensure that the experiences of populations less likely to engage directly were still reflected through leaders who understand their needs and experiences.

INTERNAL STAFF SURVEYS

SBC distributed a survey to all staff of the GPS, ensuring members of the organization had an opportunity to share their perspectives.

This survey focused on workplace wellness, but also included open-ended questions, allowing staff to provide feedback on the current work environment and express any concerns or suggestions. Responses from both uniformed and civilian members offered valuable insights that helped inform the development of the recommendations in this plan.



Stakeholder Insight

COMMUNITY PERCEPTION SURVEY

SBC designed and circulated a community survey to gather resident perspectives on the Gananoque Police Service and understand priorities moving forward. This survey was made available both online and on paper, and received a total of 260 responses. The survey achieves a $\pm 5.9\%$ margin of error at the 95% confidence level, which is considered statistically reliable for community engagement and municipal planning.

The survey included a mix of multiple-choice questions addressing perceptions of community safety, interactions with the Service, and key issues that residents considered the most important. It also provided space for open-ended comments, allowing respondents to expand on their views.

To ensure broad accessibility, the survey was distributed through several channels, including the GPS website, Facebook, and social media accounts, local schools for parents and guardians, and local news outlets. Paper copies were also available at the Gananoque Public Library, the Town Hall, FoxRun Retirement Residence, and Carveth Care Centre.

Among the survey respondents, 15% were identified as priority populations, highlighting individuals who may require targeted attention or services. Additionally, a substantial majority, 67%, had resided in Gananoque for over 10 years, indicating a long standing connection to the community.

To ensure that community insights remain current and actionable, it is recommended that the Service repeat the survey annually, allowing for ongoing monitoring and responsiveness to the community's evolving needs.



Stakeholder Insight

GENERAL FINDINGS

Across the data collection, consistent priorities surfaced in the feedback from stakeholders, staff, and residents. These findings helped shape the direction of GPS' indicators and suggestions, ensuring the community's voice is central to the creation of this strategic plan.

STAKEHOLDER INTERVIEW FINDINGS

Stakeholders consistently highlighted the importance of police visibility and proactive engagement with the community. Communication from police is a highly valued area, with stakeholders emphasizing the importance of timely updates and clear points of contact.

Among stakeholders, there is broad support for initiatives that focus on early intervention, education, and outreach. Stakeholders emphasized the importance of trauma-informed response, noting that positive interactions help build trust with community members and encourage them to engage with police. Challenges were raised around reporting processes, accessibility of services, and specialized training to better support violent and high risk situations.

Overall, stakeholders expressed a desire for a focus on building trustful relationships with local businesses and public services, fostering community safety, and supporting proactive programs to address local needs.



Stakeholder Insight

COMMUNITY SURVEY FINDINGS

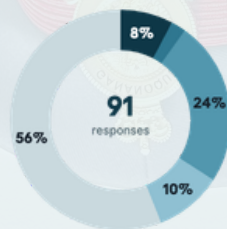
Residents emphasized the need for improved communication from the Service about safety concerns and police programs. Increased community visibility, including a more consistent presence in the downtown area was identified as important for maintaining trust and supporting a sense of safety among residents.

Drug related issues were also noted as a common concern among residents, contributing to discussions around community well being.

Moving forward, the top priorities identified by the public include crime prevention, community engagement, youth outreach and education, and support for vulnerable populations. These areas reflect residents' desire for proactive, accessible, and inclusive policing efforts.

Do you identify with any of the following groups?

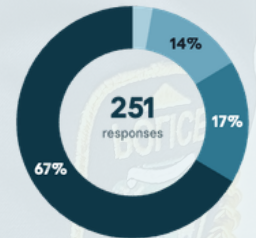
Member of a racialized community	7	8%
Indigenous community member	2	2%
Person with a disability	22	24%
LGBTQ2S+ community	9	10%
Prefer not to say	51	56%



91 of 260 respondents answered

How long have you lived in Gananoque?

Less than 1 year	7	3%
1 to 5 years	34	14%
6 to 10 years	43	17%
Over 10 years	167	67%



251 of 260 respondents answered

INTERNAL WELLNESS SURVEY FINDINGS

Internal survey feedback indicates opportunities to strengthen employee well being and workplace support. Respondents highlighted focus areas, including overall Service morale and mental health. While employees appreciate existing resources, some indicated they are not fully comfortable accessing support or taking time off when needed. Leadership visibility and ongoing dialogue around well-being were also noted as areas for improvement. Operationally, respondents shared that enhancements in equipment availability and workload management, including overtime, could further support effectiveness on the job.

Looking ahead, employees expressed interest in initiatives that foster peer support, accessible supervisory guidance, and regular well being check-ins. These priorities highlight opportunities to improve workplace culture and overall employee satisfaction.

Key Performance Indicators

Based on both Provincial mandate and Gananoque's unique circumstances, the SBC team developed indicators in 14 different categories.

Community-Based Crime Prevention, Patrol, and Investigation

1.1 Number of Proactive Patrol Hours:

Total hours officers spend on planned activities such as foot patrols, traffic checks, and community engagement.

STRATEGIC APPROACHES

- Designate proactive patrol windows during low-call-volume periods.
- Prioritize foot patrols in downtown, parks, and school zones to increase visibility.
- Assign proactive patrol targets at the shift-level to ensure consistency.
- Increase proactive patrol coverage in Joel Stone Park, particularly during high-traffic and seasonal periods, to enhance visibility and community safety.

1.2 Number of crime prevention initiatives delivered (per year):

Total count of educational, outreach, or safety-focused programs and campaigns delivered annually to reduce crime and enhance public awareness.

STRATEGIC APPROACHES

- Deliver regular community presentations in collaboration with service clubs, seniors' homes, and local businesses
- Partner with Gananoque Secondary School on an as-needed basis to run student-focused programs on digital safety, substance awareness, and conflict resolution
- Launch seasonal crime-prevention campaigns aligned with Gananoque's risk patterns such as tourism-focused safety messaging in the summer, and school-zone initiatives in the fall

1.3 Crime Severity Index (CSI):

A weighted measure of police-reported crime that reflects both the volume and seriousness of offences occurring in the community.

STRATEGIC APPROACHES

- Strengthen information-sharing and case coordination with probation, youth services, and mental health partners to reduce repeat offending
- Conduct regular reviews of serious incidents to identify underlying drivers and opportunities for early intervention
- Focus officer attention on recurring offence types that drive CSI, such as assaults or break-ins, when patterns emerge.

1.4 Investigation clearance rates:

The percentage of reported incidents that are successfully solved or closed by police through charges, diversion, or other authorized means.

STRATEGIC APPROACHES

- Provide officers with training on investigative best practices, evidence handling, and report writing to strengthen case consistency.
- Introduce periodic case review meetings to identify lessons learned and support continuous improvement in investigative approaches.
- Develop standardized checklists for common offence types to ensure investigative steps are completed thoroughly and efficiently.

Key Performance Indicators

Community Satisfaction With Policing

2.1

Community Trust Index:

The percentage of surveyed residents who report confidence and satisfaction in the Police Service's performance and relationship with the community.

STRATEGIC APPROACHES

- Increase officer visibility through foot patrols in high-traffic community areas to strengthen familiarity and positive contact.
- Use clear and consistent communication channels to share factual updates, reinforce transparency, and highlight progress on community priorities.
- When appropriate and permitted, provide timely follow-ups to residents who raise concerns or ask questions, demonstrating responsiveness and transparency.
- Summarize key survey findings annually and communicate what actions GPS is taking in response to reinforce accountability and close the feedback loop.

2.2

Percentage of residents who feel safe:

The proportion of residents who report feeling safe in their community based on responses from the public survey.

STRATEGIC APPROACHES

- Increase officer presence in areas and time periods identified by residents as concerns, using targeted foot or vehicle patrols.
- Share clear, factual information with the public about crime trends to correct misconceptions and reduce fear driven by misinformation.
- Provide timely public updates following major incidents to reduce uncertainty and reinforce a sense of safety and transparency.
- Work with the Town to identify lighting or environmental issues reported by residents and support improvements where possible.

Key Performance Indicators

Emergency Calls For Service

3.1

Median response time for Priority 1 calls:

Recorded response times for the highest-priority emergency calls, showing how quickly officers typically arrive on scene.

STRATEGIC APPROACHES

- Align patrol deployment with peak call-volume periods to reduce travel distances and improve positioning.
- Review dispatch and call-triage procedures to ensure Priority 1 calls are assigned as efficiently as possible without adding new processes or staff.
- Share observed response-route barriers with the Town (e.g., seasonal congestion or temporary closures) to support faster routing.

3.2

Percentage of emergency calls meeting response standards:

The proportion of emergency calls responded to within the established time targets set by the police service or provincial standards.

STRATEGIC APPROACHES

- Monitor calls for service and deploy resources to high volume areas
- Monitor locations where emergency calls regularly fall outside standards and adjust officer positioning within existing staffing.

3.3

Call Abandonment Rate:

The percentage of calls to GPS's phone lines that disconnect before staff are able to answer.

STRATEGIC APPROACHES

- Encourage dispatchers to provide brief on-hold updates when delays are unavoidable so callers are less likely to hang up.
- Monitor peak call times and adjust dispatcher focus or coverage within existing schedules to reduce missed or abandoned calls.
- Track repeat abandoned numbers and when feasible, attempt prompt call-backs for repeat abandoned numbers to maintain service continuity.

Key Performance Indicators

Violent Crime & Clearance Rates

4.1

Number of violent crime incidents per year:

The total number of police-reported violent offences such as assaults, robberies, and threats that occur in the community within a calendar year.

STRATEGIC APPROACHES

- Increase officer visibility in known hotspots by adjusting existing patrol patterns during peak tourism and weekend periods.
- Work closely with local probation, youth workers, and mental-health partners to identify individuals at elevated risk and intervene early.
- Review recent incidents in Gananoque and adjust patrol focus based on emerging local patterns.
- Share practical safety tips with local businesses and community groups to support early reporting and reduce escalation (e.g., when to call police, recognizing early signs of conflict).

4.2

Violent crime clearance rate:

The percentage of reported violent offences that are successfully solved or closed by police through charges, diversion, or other authorized means.

STRATEGIC APPROACHES

- Provide officers with training on core investigative practices to strengthen case documentation and evidence handling
- Create simple investigative checklists for common violent offences to support thorough and timely case completion

4.3

Number of repeat violent offenders:

The number of individuals who commit more than one violent offence within a calendar year.

STRATEGIC APPROACHES

- Share information regularly with probation, youth services, and mental-health partners to identify individuals who may be at higher risk of reoffending.
- Adjust patrol focus in locations and times linked to repeat violent incidents using recent incident data.
- When appropriate, work with partner agencies to help connect high-risk individuals to support services that may reduce the likelihood of further incidents.

Key Performance Indicators

Property Crime & Clearance Rates

5.1

Number of property crime incidents:

The total number of reported property-related offences such as theft, break and enter, and mischief that occur within a calendar year.

STRATEGIC APPROACHES

- Increase officer visibility in known hotspots by adjusting existing patrol patterns during peak tourism and weekend periods.
- Work closely with local probation, youth workers, and mental-health partners to identify individuals at elevated risk and intervene early.
- Review recent incidents in Gananoque and adjust patrol focus based on emerging local patterns.
- Share practical safety tips with local businesses and community groups to support early reporting and reduce escalation (e.g., when to call police, recognizing early signs of conflict).

5.2

Property crime clearance rate:

The percentage of reported property-related offences that are successfully solved or closed by police through charges, diversion, or other authorized means.

STRATEGIC APPROACHES

- Provide documenting evidence and secure scenes to support stronger investigations.
- Use case reviews to identify recurring issues or missed steps and share improvements.
- Encourage timely follow-ups with victims and witnesses so investigators receive relevant information sooner.

5.3

Repeat offender property crime rate:

The percentage of individuals who commit more than one property-related offence within a calendar year.

STRATEGIC APPROACHES

- Share information with probation, social services, and neighbouring police agencies to identify individuals involved in repeated property offences.
- Focus patrol time in areas and periods linked to repeat activity using existing staffing.
- Encourage quick follow-ups with victims and community members to gather information that may help identify repeat offenders.

Key Performance Indicators

Youth Crime & Clearance Rates

6.1

Number of youth-involved incidents:

The total number of police-reported incidents within a calendar year that involve youth as victims, witnesses, or accused persons.

STRATEGIC APPROACHES

- Strengthen relationships with local schools and youth programs to identify concerns early and support proactive intervention.
- Increase officer visibility in areas where youth commonly gather, using existing patrol capacity.
- Work with youth-focused community partners to address issues before they escalate into police-involved incidents.
- Review recent youth-related calls to help officers recognize patterns and adjust patrol focus when needed.

6.2

Youth Clearance Rates:

The percentage of police-reported incidents involving youth accused that are successfully solved or closed through charges, diversion, or other authorized means within a calendar year.

STRATEGIC APPROACHES

- Strengthen communication with schools, youth workers, and community partners to gather timely information that supports investigations.
- Ensure officers follow consistent investigative steps for youth-related cases by using simple checklists or reminders.
- Encourage timely follow-up with victims, witnesses, and families to increase the likelihood of obtaining useful information.

6.3

Youth referral rate to diversion programs:

The percentage of eligible youth accused who are referred to approved diversion programs within a calendar year.

STRATEGIC APPROACHES

- Work closely with Gananoque Secondary School, youth counsellors, and local diversion programs to ensure officers have clear and timely referral pathways.
- Encourage officers to engage early with families and school staff when concerns arise, helping identify diversion opportunities before situations escalate.
- Maintain regular communication with youth-service partners to track emerging concerns and strengthen the overall diversion process in the community.

6.4

Number of school-based engagement activities:

The total number of outreach, education, or relationship-building activities conducted by officers in local schools within a calendar year.

STRATEGIC APPROACHES

- Coordinate visits to Gananoque Secondary School and local elementary schools for informal check-ins, safety talks, or classroom presentations.
- Participate in school events already on the calendar such as assemblies, fairs, or sports activities to build positive relationships without adding new programs.
- Work with school administrators and counsellors to identify opportunities for brief, focused engagement on topics like digital safety, substance awareness, or healthy decision-making.

Key Performance Indicators

Police Assistance to Victims and Re-Victimization Rates

7.1

Percentage of Victims contacted in 48 hours:

The proportion of victims who receive initial follow-up contact from the police within 48 hours of the incident being reported.

STRATEGIC APPROACHES

- Support timely victim follow-up by encouraging officers to complete initial contacts during lower-demand periods in their shift.
- Coordinate outreach with VWAP to avoid duplication and ensure victims receive timely, appropriate support.
- Review any delays during regular briefings to identify simple adjustments that can be made within existing staffing and call levels.

7.2

Number of referrals to support services and Community Outreach:

The total number of victims who are referred by police to support agencies such as VWAP or Community Outreach within a calendar year

STRATEGIC APPROACHES

- Encourage officers to offer referrals during relevant calls and provide simple guidance to help them identify when support services may be beneficial.
- Maintain regular communication with VWAP and Community Outreach to keep referral pathways clear and easy to follow.
- Provide officers with a concise referral process that outlines available supports and when to use them.

7.3

Re-victimization rate:

The percentage of victims who experience more than one reported incident within the same calendar year.

STRATEGIC APPROACHES

- Encourage timely follow-up with victims, using Gananoque's small community size to identify ongoing concerns earlier.
- Coordinate with Community Stakeholders to ensure victims receive continued assistance appropriate to their needs.
- Review repeat-victimization cases to identify neighbourhood or situational patterns and adjust patrol focus accordingly.

Key Performance Indicators

Interactions with Priority Populations

8.1

Number of interactions with youth, racialized communities, Indigenous peoples:

The total number of recorded police interactions within a calendar year involving youth, racialized community members, or Indigenous individuals in any capacity.

STRATEGIC APPROACHES

- Continue “Coffee with a Cop” to create informal, low-barrier opportunities for relationship and community building.
- Continue regular school visits and engagement activities, including classroom presentations, hallway walk throughs, and participation in school events.
- Continue DARE drug prevention program in middle schools to provide early education on substance risks, utilizing early intervention.
- Launch a Youth Advisory Circle with bi-annual meetings between officers and youth, giving youth a direct voice in identifying emerging issues.

8.2

Number of EDII and cultural competency training hours:

The total number of hours of equity, diversity, inclusion, and cultural competency training completed by police personnel within a calendar year.

STRATEGIC APPROACHES

- Expand officer training specifically related to interactions with priority populations.
- Participate in appropriate EDII training videos for officers to complete asynchronously, reducing scheduling pressures while ensuring continuous learning.

8.3

Number of de-escalation interactions involving mental health:

The total number of police interactions within a calendar year where officers use de-escalation techniques in situations involving individuals experiencing mental health challenges.

STRATEGIC APPROACHES

- Place de-escalation quick reference guides in patrol vehicles, so officers have immediate access to best practices during high stress interactions.
- Identify and track population at risk for mental health offences in collaboration with partner organizations to ensure preparedness.

Key Performance Indicators

Interactions with Priority Populations (Continued)

8.4

Number of calls diverted or supported by mental health partners:

The total number of police-related calls within a calendar year that are redirected to, or actively supported by, mental health partner agencies.

STRATEGIC APPROACHES

- Strengthen protocols for triage through 911 so call takers have clear guidance on when to divert to mental-health support organizations.
- Develop a unified and streamlined reporting process that connects multiple victim support and mental health resources, allowing individuals easier access to services.
- Establish formal communication protocols between provincial and municipal services to prevent confusion for victims.

8.5

Percentage of officers trained in trauma-informed response:

The proportion of police officers who have completed approved trauma-informed response training within a calendar year.

STRATEGIC APPROACHES

- Complete annual training as required under the CSPA relating to Mental Health Crisis Response (MHCR).
- Pursue funding through the Mobile Crisis Response Team (MCRT) Enhancement Grant, providing additional tools to officers.

Key Performance Indicators

Road Safety

9.1

Number of collisions per year:

The total number of reported motor vehicle collisions within the community during a calendar year.

STRATEGIC APPROACHES

- Introduce seasonal road safety campaigns tied to risk factors, such as winter road conditions or tourism traffic. Campaigns can be delivered through social media messaging.
- Partner with local government to audit road design issues contributing to collisions, allowing for early identification of hazards.
- Prioritize visibility around school zones and crime hotspots, reinforcing safe driving behaviour.

9.2

Number of speeding violations issued:

The total number of speeding-related enforcement actions recorded by police within a calendar year.

STRATEGIC APPROACHES

- Increase patrol in high traffic areas, reducing habitual speeding.

9.3

Number of commercial motor vehicle inspections:

The total number of commercial vehicle inspections conducted by police, alone or in partnership with enforcement agencies, within a calendar year.

STRATEGIC APPROACHES

- Partner with the Ministry of Transportation (MTO) to expand inspection capacity, ensuring compliance without overextending local resources.

Key Performance Indicators

Information Technology

- 10.1 Technology adoption rate:** The percentage of staff actively using newly implemented technological tools or systems within a calendar year.

STRATEGIC APPROACHES

- Provide comprehensive initial and ongoing training for all new technologies to ensure officers and staff feel confident using the tools.
- Foster a workplace culture that frames technology adoption as a shared learning process, encouraging members to ask questions and seek assistance when needed.
- Train tech savvy or younger staff early in technology rollout, allowing them to serve as mentors.

- 10.2 System uptime percentage:** The proportion of time that critical police technology systems remain operational and accessible throughout the calendar year.

STRATEGIC APPROACHES

- Conduct inspections and maintenance to ensure uninterrupted service.
- Implement redundancy protocols for phasing out technology through a phased replacement, allowing time for staff to gradually adapt.

Key Performance Indicators

Resource Planning

11.1

Overtime hours per officer:

The average number of overtime hours worked per officer within a calendar year.

STRATEGIC APPROACHES

- Introduce overtime justification reviews to ensure overtime hours are based on operational needs. This helps control costs while supporting officer wellbeing and service delivery.
- Explore opportunities to civilianize non core tasks, allowing uniformed officers to focus on policing duties.

11.2

Cost per capita for policing:

The total annual cost of providing police services divided by the number of residents in the community.

STRATEGIC APPROACHES

- Pursue the Community Safety and Policing Grant to reduce financial pressure.
- Utilize partnerships with provincial services to reduce call loads and streamline referrals.

Key Performance Indicators

Police Facilities

12.1

Number of facility issues resolved on time:

The total number of reported facility maintenance or repair issues that are completed within the expected time frame during a calendar year.

STRATEGIC APPROACHES

- Track repeat issues to identify root causes, reducing further downtime and costs through proactivity.
- Conduct bi-annual facility walkthroughs to identify issues and plan maintenance.
- Establish standing contracts for common trades such as electrical and plumbing to speed up response time and ensure quality repairs.

12.2

Facility adequacy score:

The overall rating of the police facility's condition and suitability, based on staff feedback collected through survey.

STRATEGIC APPROACHES

- Conduct annual staff satisfaction surveys on workspace conditions to identify barriers to productivity, comfort, and safety.

12.3

Cost of facility maintenance vs. budget index:

The comparison between the total annual cost of maintaining police facilities and the approved maintenance budget for that year.

STRATEGIC APPROACHES

- Explore shared-service contracts with the Fire Department to reduce repair costs.
- Review budget quarterly to ensure spending aligns with operational needs and priorities.

12.4

Accessibility compliance indicator:

A measure of how well police facilities and services meet established accessibility standards within a calendar year.

STRATEGIC APPROACHES

- Ensure that facility planning and service delivery aligns with accessibility standards. Regular reviews will ensure compliance and responsiveness to community needs.

Key Performance Indicators

Other Prescribed Matters

EDII commitments:

- 13.1** The extent to which the police service meets its stated equity, diversity, inclusion, and Indigenization (EDII) goals and obligations over the course of the year.

STRATEGIC APPROACHES

- Adopt the Gananoque Police Service Diversity Plan to formalize EDII efforts, providing a clear framework for measuring progress.
- Track EDII-related community feedback to improve transparency and guide improvements in serving priority populations.

Annual count of publicly released data updates:

- 13.2** Measures how many key datasets or data summaries (e.g., crime trends or community feedback insights) are published each year to strengthen transparency and support public understanding.

STRATEGIC APPROACHES

- Publish key data sets where appropriate to support public understanding and improve accountability.
- Where appropriate, create reports with explanations to help the public interpret crime data.

Percentage of public reports delivered on schedule:

- 13.3** Tracks whether public reports on policing activity and performance are released on time.

STRATEGIC APPROACHES

- Commit to issuing clear bi-annual reports on policing activity, performance, and trends.
- Offer public presentations annually on policing progress and community data, allowing the public opportunities to engage in dialogue.

Percentage of staff completing required CSPA briefings/training annually:

- 13.4** Measures how many members receive required briefings on service standards each year.

STRATEGIC APPROACHES

- Ensure all members are briefed on relevant service standards and the strategic plan, ensuring clear expectations across the organization.
- Conduct annual internal audits to identify gaps in compliance, and implement targeted improvements accordingly.

Key Performance Indicators

Officer Wellness and Well-Being

14.1

Annual wellness check-in completion percentage:

The percentage of staff who complete the annual confidential wellness check-in.

STRATEGIC APPROACHES

- Hold wellness check-ins with staff and supervision, promoting a culture of openness around mental health and allowing staff to express concerns.
- Offer flexible delivery and scheduling for annual wellness check-ins to support participation, reducing barriers for staff.
- Provide incentives to encourage participation.
- Ensure check-ins are completed by a neutral third party rather than leadership to promote psychological safety.
- Include an option for anonymous comments to capture concerns members don't feel comfortable raising directly.

14.2

Supervisor mental health leadership training completion:

The proportion of supervisors who complete approved training on mental health leadership and supportive supervision.

STRATEGIC APPROACHES

- Provide leadership with toolkits for supporting staff after traumatic incidents, helping consistent and compassionate responses.
- Integrate mental health leadership into supervisory promotion criteria, ensuring leaders understand the importance of mental health for the service.
- Ensure open discussion of mental health during supervisory briefings and meetings to normalize conversations and reduce workplace stigma.
- Create anonymous reporting pipeline for mental health concerns so staff can raise concerns without fear of reprisal.

14.3

Officer psychological wellness score:

The average score reported by officers on the annual confidential psychological wellness survey.

STRATEGIC APPROACHES

- Conduct confidential wellness surveys for officers to assess well being and identify trends requiring organizational attention.
- Develop early-warning signs for officers in need of additional support, proactively reducing risks.
- Ensure officers have access to appropriate wellness resources and supports.

Key Performance Indicators

Officer Wellness and Well-Being (Continued)

14.4 Peer support engagement:

The total number of peer-support interactions recorded through the Police Service's peer support program.

STRATEGIC APPROACHES

- Deliver a Service wide awareness campaign to reduce stigma around peer support, increasing visibility and encouraging participation.
- Offer formal peer-support training to interested officers, ensuring they are equipped with relevant skills.
- Invite retired officers to volunteer as peer mentors, providing additional members to peer support programs.

14.5 WSIB/Occupational Injury Rate:

The number of workplace injuries or WSIB claims filed by staff within a calendar year.

STRATEGIC APPROACHES

- Implement injury prevention training focusing on safe practices during common duties, reducing preventable incidents.
- Conduct post-incident analysis to identify systemic risks.

14.6 Average days per officer of sick leave utilization:

The average number of sick days taken per officer during a calendar year.

STRATEGIC APPROACHES

- Monitor organizational stress points to reduce burnout, ensuring early recognition to support recovery.
- Train supervisors to identify early signs of fatigue and burnout so they can intervene when necessary.
- Reduce sigma for mental health related absences, encouraging staff to seek help early and prevent more serious issues in the future.

14.7 Number of formal workplace conflict or harassment complaints recorded:

The total number of formal workplace conflict or harassment complaints submitted through established reporting channels in a calendar year.

STRATEGIC APPROACHES

- Provide anonymous reporting tools to ensure members feel safe coming forward with concerns.
- Conduct workplace climate surveys to identify areas of concern before they escalate into formal complaints.
- Track trends in complaints by unit, shift, or role to identify systemic issues requiring leadership attention.

Appendix

ACCOUNTABILITY FRAMEWORK

The GPS has an accountability and performance framework to establish a monitoring, reporting, and governance structure to ensure consistent progress tracking throughout the 2026-2029 Strategic Plan cycle. The framework defines clear ownership, data collection processes, and reporting timelines to maintain transparency and demonstrate compliance with Community Safety and Policing Act (CSPA) requirements.

EXTERNAL STAKEHOLDER INPUT

Smith Business Consulting and the Gananoque Police Service have connected with a variety of stakeholders before the creation of this strategic plan. These conversations provided immense insight that complemented the secondary research that was conducted. Collectively, this input supported the creation of strategic recommendations based on the three pillars outlined throughout. These stakeholders include:

- Gananoque Police Services Board
- Gananoque Chief of Police
- Mayor of Gananoque
- Gananoque Chevrolet
- Leeds & Grenville Interval House
- Gananoque Secondary School
- Smiths Falls Chief of Police
- Kingston Deputy Chief of Police
- Gananoque Community Residents

GLOSSARY

- **Clearance Rate:** Ratio of reported cases to cleared or solved cases
- **EDI:** Equity, Diversity, Inclusion, and Indigeneity
- **IT:** Information Technology
- **MTO:** Ministry of Transportation of Ontario
- **Stakeholder:** Any party that has an interest in an organization or enterprise (e.g. employees, community, investors, etc.)
- **OPP:** Ontario Provincial Police
- **WSIB:** Workplace Safety and Insurance Board