



Gananoque Police Services Board

340 Herbert Street
Gananoque, ON K7G 1R1
613-382-4422

A G E N D A

Police Services Board Meeting

Regular

Thursday, October 22, 2026

5:30 pm

1. Call to order
2. Board Attendance/ Regrets
3. Declaration of Pecuniary interest/Conflict of interest
4. Approval of Agenda of Thursday, October 22, 2026
5. Additions/Deletions to Agenda
6. Approval of Minutes of Tuesday, September 15, 2026
7. Community Concerns
8. Grant Updates
9. PSB 2026-65 Backcheck Revenue
- 10.PSB 2026-66 Statistical Report
- 11.PSB 2026-67 Community Engagement Update
- 12.PSB 2026-68 2027 Budget
- 13.PSB 2026-70 Strategic and Diversity Plan
- 14.Date & Time of Next Meeting
- 15.Adjournment

Gananoque Police Services Board
September 15, 2026
Regular Minutes

Board Attendance

Regrets

Christine Milks

Dave Anderson(Joined at 5:32 via Zoom)

John Beddows

Matt Harper(Zoom)

Chief Rich Swann

Meeting called to order at 17:31 hours.

No Declarations of Pecuniary Interest/Conflict of Interest – none noted.

Motion to accept agenda of September 15, 2026

Moved by: John Beddows

Seconded by: Matt Harper

All in Favour Carried

Additions/ Deletions – Motion PSB 2026-64A

Swearing in of new member Neil McCarney

Motion to accept the minutes July 21, 2026

Moved by: John Beddows

Seconded by: Matt Harper

All in favor Carried

Community Concerns- Item of EScooters will be on agenda at Wednesday night's Council meeting. Enforcement is difficult. Under age of 12, can have youths walk home and speak with parents. Under 16 – Summons to court. GPS is not wanting to send teenagers to Court. It can difficult to stop escooters and can create a public safety issue. There seems to be no parental oversight. Parents should be aware that youths are leaving residence with no helmet. Member Beddows advised that council is not in favour of opting in with EScooters.

#9 Media Release - Information only. Just a small snip it of work done by officers.

#10 GPS2026-57 Overview provided of summer events. Chief advised we had great YIPI students this year.

#11 PSB 2026-58 Statistical Report - With the influx of people during the summer alcohol consumption increases. As a result, more calls for service.

#12 PSB 2026-59 Two letters of support received by GPS. Letter of recognition for Cst. Peter Lorenz and Cst. Rachel Scanlon was hand delivered to the Chief by the Detachment Commander of Leeds OPP.

#13 PSB 2026-60 As a result of the arrests made by Toronto Police, Police Services have had to complete Province Wide on Police Integrity and Anti-Corruption Practices. Inspection Notice and Documentary Production Request. Chief completed the request and provided all documentation for Board's information. The Board is questioning as to when we will see the final analysis.

#14 PSB 2026-61 Directive 2026-007 Presented as information.

#15 PSB 2026-62 Backcheck – Information only. The past six days have been the best days.

#16 PSB 2026-63 IT Usage and Costs . This report was completed for the Treasury Department at Town Hall. Presented as information only.

Discussion on Body Cameras. Disclosure from body cameras are very labour intensive. One full time employee would have to be added. Costs are very expensive. Cannot be acquired through grants.

PSB 2026-64A Be it resolved that the Gananoque Police Services Board receives for direction PSB 2026-64A Chief Swann vacation bank time. The Board agrees that all accumulated vacation shall be paid down to zero on the pay preceding December 15th, 2026.

Moved by: John Beddows

Seconded by: Matt Harper

All in Favour Carried

As a result, going forward there will have to be succession planning. Chief is open to a signed extension. Will require further discussion.

Discussion on SOLGEN 26-0033. Discussion on Member Beddows investigation. He has requested minutes from both In Camera and Regular during his suspension. John Beddows to withdraw his motion.

Motion to accept reports

Moved by: John Beddows

Seconded by: Dave Anderson

All in Favour Carried

Meeting adjourned at 6:29 pm

Next meeting Tuesday, October 20, 2026 5:30 pm

Rhonda Robeson

From: TPONsystem@ontario.ca
Sent: September 8, 2026 2:49 PM
To: Rich Swann
Subject: Your application for the Border Security Grant (BSG) is Submitted

CAUTION: This email originated outside of Gananoque Police. Do not click links or open attachments unless you trust the sender.

Dear Chief Rich Swann,

Reg: Border Security Grant (BSG)

Case # 2026-08-1-4076681660

We are writing to acknowledge receipt of your application to the Border Security Grant (BSG) which has been given the Case number noted above. Please quote this Case number in any further discussions or correspondence regarding this file. For specific questions related to your application, please contact your regional advisor or ministry program contact.

For technical assistance, check out our help resources located at <https://www.ontario.ca/getfunding> , scroll down to Get Help. You can also reach us by phone at 416-325-6691 or 1-855-216-3090 or by email at TPONcc@Ontario.ca. We're available Monday to Friday from 8:30 a.m. to 5:00 p.m. (excluding government and statutory holidays) Eastern Standard Time. TTY/Teletypewriter (for the hearing impaired): 416-325-3408 / Toll-free: 1-800-268-7095.

Please note, this email address is not monitored, and messages received cannot be responded to.

Thank you,

Transfer Payment Ontario

Rhonda Robeson

From: TPONsystem@ontario.ca
Sent: September 16, 2026 9:58 AM
To: Rich Swann
Subject: Your application for the Community Safety and Policing (CSP) Grant – Local Priorities Funding Stream 2026-29 is Submitted

CAUTION: This email originated outside of Gananoque Police. Do not click links or open attachments unless you trust the sender.

Dear Chief Rich Swann,

Reg: Community Safety and Policing (CSP) Grant – Local Priorities Funding Stream 2026-29

Case # 2026-08-1-4081403880

We are writing to acknowledge receipt of your application to the Community Safety and Policing (CSP) Grant – Local Priorities Funding Stream 2026-29 which has been given the Case number noted above. Please quote this Case number in any further discussions or correspondence regarding this file. For specific questions related to your application, please contact your regional advisor or ministry program contact.

For technical assistance, check out our help resources located at <https://www.ontario.ca/getfunding> , scroll down to Get Help. You can also reach us by phone at 416-325-6691 or 1-855-216-3090 or by email at TPONcc@Ontario.ca. We're available Monday to Friday from 8:30 a.m. to 5:00 p.m. (excluding government and statutory holidays) Eastern Standard Time. TTY/Teletypewriter (for the hearing impaired): 416-325-3408 / Toll-free: 1-800-268-7095.

Please note, this email address is not monitored, and messages received cannot be responded to.

Thank you,

Transfer Payment Ontario

Rhonda Robeson

From: TPONsystem@ontario.ca
Sent: September 18, 2026 11:13 AM
To: Rich Swann
Subject: Your application for the Community Safety and Policing (CSP) Grant – Provincial Priorities Funding Stream 2026-29 is Submitted

CAUTION: This email originated outside of Gananoque Police. Do not click links or open attachments unless you trust the sender.

Dear Chief Rich Swann,

Reg: Community Safety and Policing (CSP) Grant – Provincial Priorities Funding Stream 2026-29

Case # 2026-08-1-4081381080

We are writing to acknowledge receipt of your application to the Community Safety and Policing (CSP) Grant – Provincial Priorities Funding Stream 2026-29 which has been given the Case number noted above. Please quote this Case number in any further discussions or correspondence regarding this file. For specific questions related to your application, please contact your regional advisor or ministry program contact.

For technical assistance, check out our help resources located at <https://www.ontario.ca/getfunding> , scroll down to Get Help. You can also reach us by phone at 416-325-6691 or 1-855-216-3090 or by email at TPONcc@Ontario.ca. We're available Monday to Friday from 8:30 a.m. to 5:00 p.m. (excluding government and statutory holidays) Eastern Standard Time. TTY/Teletypewriter (for the hearing impaired): 416-325-3408 / Toll-free: 1-800-268-7095.

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Thank you,

Transfer Payment Ontario

Rhonda Robeson

From: TPONsystem@ontario.ca
Sent: September 3, 2026 9:47 AM
To: Rich Swann
Subject: Your application for the School Resource Officer Grant 2026-27 – 2028-29 is Submitted

CAUTION: This email originated outside of Gananoque Police. Do not click links or open attachments unless you trust the sender.

Dear Chief Rich Swann,

Reg: School Resource Officer Grant 2026-27 – 2028-29

Case # 2026-08-1-4076749530

We are writing to acknowledge receipt of your application to the School Resource Officer Grant 2026-27 – 2028-29 which has been given the Case number noted above. Please quote this Case number in any further discussions or correspondence regarding this file. For specific questions related to your application, please contact your regional advisor or ministry program contact.

For technical assistance, check out our help resources located at <https://www.ontario.ca/getfunding> , scroll down to Get Help. You can also reach us by phone at 416-325-6691 or 1-855-216-3090 or by email at TPONcc@Ontario.ca. We're available Monday to Friday from 8:30 a.m. to 5:00 p.m. (excluding government and statutory holidays) Eastern Standard Time. TTY/Teletypewriter (for the hearing impaired): 416-325-3408 / Toll-free: 1-800-268-7095.

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Thank you,

Transfer Payment Ontario



Gananoque Police Services Board – PSB-2026-65

Date: October 20th, 2026

☐ **IN CAMERA**

Subject: Backcheck Update

Author: Chief Rich Swann

☒ **OPEN SESSION**

RECOMMENDATION:

BE IT RESOLVED THAT THE GANANOQUE POLICE SERVICES BOARD RECEIVES FOR INFORMATION PSB-2026-65 Backcheck Revenue Report.

APPROVAL	_____ Rich Swann – Chief of Police
	_____ Christine Milks - Chair

BackCheck

	2019	2020	2021	2022	2023	2024	2025	2026
January	\$45,730	\$53,186	\$36,821	\$47,965	\$62,045	\$72,093	\$80,407	\$69,663
February	\$47,341	\$47,406	\$44,385	\$53,014	\$58,704	\$81,795	\$74,113	\$72,158
March	\$55,169	\$45,171	\$56,156	\$64,305	\$74,159	\$85,436	\$82,888	\$84,320
April	\$74,185	\$42,075	\$54,896	\$74,011	\$71,892	\$92,343	\$83,714	\$80,452
May	\$67,222	\$36,208	\$49,838	\$79,152	\$67,172	\$94,874	\$71,432	\$74,098
June	\$53,667	\$30,107	\$46,719	\$84,416	\$62,073	\$85,725	\$76,093	\$75,357
July	\$51,163	\$40,771	\$47,868	\$69,824	\$52,610	\$82,285	\$83,238	\$70,814
August	\$50,579	\$48,247	\$59,018	\$87,944	\$48,832	\$80,995	\$79,860	\$69,785
September	\$55,639	\$50,607	\$73,230	\$90,915	\$50,681	\$81,786	\$82,529	\$93,007
October	\$57,768	\$54,054	\$68,613	\$71,833	\$45,902	\$90,322	\$78,118	
November	\$54,249	\$46,635	\$68,239	\$67,756	\$48,062	\$80,424	\$61,780	
December	\$42,580	\$32,711	\$52,110	\$46,281	\$47,087	\$65,473	\$62,780	
	\$655,292	\$529,198	\$657,893	\$837,415	\$689,218	\$993,550	\$916,948	\$689,652



Gananoque Police Services Board – PSB-2026-66

Date: October 20th, 2026

☐ **IN CAMERA**

Subject: Statistics Report

Author: Chief Rich Swann

☒ **OPEN SESSION**

RECOMMENDATION:

BE IT RESOLVED THAT THE GANANOQUE POLICE SERVICES BOARD RECEIVES FOR INFORMATION
PSB-2026-66 Statistics Report – September 2026

-See attached Statistics Report for September 2026.

APPROVAL	<hr/>
	Rich Swann – Chief of Police
	<hr/>
	Christine Milks - Chair



Gananoque Police Service

2026 Statistics

TYPES	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	AVRG	TOTAL
Incidents														
	379	364	411	428	496	519	559	490	473					4119
Community Based Crime Prevention														
Community Service Incidents (patrol/presentations)	36	37	47	44	35	59	30	29	41					358
Community Patrol														
Foot Patrol by Uniformed Officers-Hours	13	20.5	15	20.5	14.5	19.5	15	13.5	22					153.5
Patrol by Uniform Officer- Hours														0
Paid Duty Hours (RIDE included)	60	8	6	6	12	0	0	0	3					95
Court Security/Officer														
Court Officer/Security Hours (S/Cst)	132.5	121.25	150.5	177.75	166.5	479.75	230	248.25	136					1842.5
Emergency Calls For Service														
Level 0-1- Immediate response	182	164	178	171	173	222	252	217	188					1747
Level 2 - Expedited response	42	40	37	43	61	67	66	66	54					476
Level 3 - Non-emergent response	146	153	182	194	247	216	226	203	208					1775
Level 4 - Alternative response	9	4	14	20	9	12	14	4	22					108
Youth Crime														
Charges Laid /Youth	0	0	2	7	0	2	0	0	0					11
Victim Assistance														
Repeat Offenders/DV /In past 12 Months	1	0	0	0	0	0	0	0	0					1
Incidents With Victim Services offered (domestic)	0	1	0	0	0	0	0	0	0					1
Criminal Investigations Services														
Criminal Charges Laid by CIB	2	0	5	3	0	1	0	0	0					11
Criminal Charges Laid by Patrol (includes CDSA)	22	15	36	11	10	28	15	20	12					169
Use of Force Reports	0	0	0	0	0	0	0	0	0					0
CIICC	0	0	0	0	0	0	0	0	0					0



2025 Statistics

TYPES	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	AVRG	TOTAL
Traffic Enforcement														
H.T.A. & related charges (CAIA included)	12	27	37	39	47	16	35	28	15					256
H.T.A. & related warnings (CAIA included)	19	33	39	46	75	39	52	51	43					397
By-Law Charges	40	24	30	0	0	0	1	6	4					105
Personnel Statistics														
Sick Time - uniform hours	24	0	72	48	12	22	72	72	6					328
Sick Time - short term-uniform hours	0	144	0	368	60	0	0	0	0					572
WSIB officers	336	336	336	336	336	336	336	336	336					3024

Sick Time-civilian hours	192	24	96	0	0	0	0	0	36	0	12				360
Community Satisfaction															
Citizens Complaints against members of Police Service	0	0	0	0	0	0	0	0	0	1	0				1
Partnership Building															
Referrals to Victim Services	0	1	2	0	0	0	0	0	0	0	0				3
Meetings on domestic violence Attended	0	0	0	0	0	0	0	0	0	0	0				0
Referrals to Mental Health	0	3	9	3	3	0	0	0	0	0	1				19
Communications															
Dispatch hours (full time)	504	456	492	360	456	384	348	312	360						3672
Dispatch hours (part time)	945.25	348.75	434.5	558.00	561	491.75	619.00	592	569.75						5120.00
Screening/FOI															
Background Checks (local)	22	14	33	30	34	29	32	27	31						252.00
Background Checks 3rd Party (backcheck)	21655	22651	26352	25060	23113	23427	22110		28895						193263
Staff Hours (backcheck clerks)	518.50	444.50	486.50	488.00	475.50	490.50	510.50	434.00	506.75						4354.75
FOI Requests	3	2	1	2	1	3	1	2	4						19.00
Training/Awareness Education															
Hrs of vic. service training complete average by each officer	0	0	0	0	0	0	0	0	0	0	0				0



Gananoque Police Services Board – PSB-2026-68

Date: October 20th, 2026

☐ **IN CAMERA**

Subject: Budget Update

Author: Chief Rich Swann

☒ **OPEN SESSION**

RECOMMENDATION:

BE IT RESOLVED THAT THE GANANOQUE POLICE SERVICES BOARD RECEIVES FOR INFORMATION PSB-2026-68 Budget Update.

The 2027 budget is nearing completion and at the time of this report – we are awaiting numbers from Town Hall.

Chief Swann to provide update on Budget to date.

APPROVAL	<hr/>
	Rich Swann – Chief of Police
	<hr/>
	Christine Milks - Chair



Gananoque Police Services Board – PSB-2026-70

Date: October 20th, 2026

☐ **IN CAMERA**

Subject: Strat Plan

Author: Chief Rich Swann

☒ **OPEN SESSION**

RECOMMENDATION:

BE IT RESOLVED THAT THE GANANOQUE POLICE SERVICES BOARD RECEIVES FOR APPROVAL PSB-2026-70 Strategic Plan and Diversity Plan.

APPROVAL	<hr/> Rich Swann – Chief of Police
	<hr/> Christine Milks - Chair



GANANOQUE POLICE SERVICE DIVERSITY 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.

OWNERSHIP AND RIGHTS OF PUBLICATION

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GENERAL INQUIRIES

Post

Written inquiries can be directly mailed to the Gananoque Police Service by addressing it to:

Chief Richard Swann
Gananoque Police Service
340 Herbert Street
Gananoque, ON
K7G 1R1, Canada

Telephone

General inquiries can be made by calling the Gananoque Police Service directly at (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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Vision Statement

The Gananoque Police Services Board is committed to building a police service whose composition reflects the variety of identities, experiences, and perspectives within our community. A diverse team strengthens our ability to provide respectful, community-focused policing and directly supports the Gananoque Police Service's vision of being a skilled, approachable, and effective organization.

Our vision is a GPS where every member contributes to a professional, inclusive, and community-oriented policing organization. Our priority is to ensure that recruitment, hiring, advancement, and retention practices are inclusive and equitable. By doing so, we reinforce GPS's values of respect, continuous learning, and sensitivity to the needs of all residents and visitors.

This focus on diversity enhances service delivery, improves cultural competence, and strengthens trust between the Police Service Board, the Gananoque Police Service, and the communities we serve. It also supports CSPA objectives by ensuring that those responsible for public safety bring a wide range of lived experiences and viewpoints to their roles, helping the GPS respond more effectively to the needs of youth, racialized groups, Indigenous community members, and individuals experiencing mental health challenges.

Purpose

Under Section 37(1)(e) of the Community Safety and Policing Act, police services boards must "prepare and adopt a diversity plan to ensure that the members of the police service reflect the diversity of the area".

This Plan aims to:

- 1** Strengthen GPS's ability to attract, hire, and retain a workforce reflective of Gananoque's population.
- 2** Identify barriers to entering policing and develop strategies to reduce these barriers
- 3** Establish a Diversity Committee responsible for implementation, monitoring, and continuous improvement.
- 4** Provide measurable indicators that allow the Board and the Service to evaluate progress.
- 5** Promote a culture of inclusion within the GPS, supporting an equitable environment for current and future members.

Guiding Principles

The work under this plan is guided by four key principles.



FOUR GUIDING
PRINCIPLES

- **Respect**
Fair treatment rooted in dignity, transparency, and professionalism.
- **Community Engagement**
Understanding diverse needs through consultation and genuine partnership.
- **Accountability**
Progress shown through measurable actions and clear reporting.
- **Continuous Improvement**
Using data and feedback to review what works and adjust what does not.

Diversity Committee

To support implementation of this Plan and ensure that the Board fulfills their duties under the CSPA, the Gananoque Police Board will establish a Diversity Committee.

4.1 Composition

This committee will include one member of the Gananoque Police Services Board, the Chief, one civilian employee, one sworn officer, and one community member from an underrepresented group.

4.2 Responsibilities

The committee will be responsible for:

1. Monitoring implementation of this Diversity Plan.
2. Reviewing recruitment, promotional, and retention data twice per year.
3. Recommending actions to improve representation.
4. Advising on targeted outreach to groups not currently represented in the police service.
5. Reporting annually to the board with progress updates, challenges, recommendations, and measurable indicators.
6. Ensuring all initiatives align with CSPA requirements.

Goals

The Gananoque Police Services Board will use census data to set specific, measurable, and achievable goals. Over time, the Service should aim to meet goals in:

5.1 Visible Minority Representation

Increase the number of visible minority applicants and hires.

5.2 Gender Representation

Increase the number of women applicants and hires.

5.3 Indigenous Representation

Increase the number of Indigenous applicants and hires.

5.4 Inclusive Workplace Culture

Strengthen mentoring, training, and support systems to ensure that all employees experience a sense of belonging.

Indicators of Progress

The GPS will collect and report on data twice annually to allow the Board to monitor trends and evaluate progress.

6.1 Recruitment Indicators

- % of applicants who identify as women
- % of applicants who identify as visible minorities
- % of applicants who identify as Indigenous
- % of applicants who self-identify as 2SLGBTQ+

6.2 Hiring Indicators

- % of successful hires from each demographic category
- % of underrepresented individuals hired into civilian roles
- % of underrepresented individuals hired into sworn roles

Indicators of Progress

6.3 Retention and Advancement Indicators

- % of employees from underrepresented groups in supervisory or leadership positions
- Retention rates of underrepresented groups compared to overall retention
- Participation in mentorship, leadership development, and specialized training

6.4 Community Engagement Indicators

- Number of community recruitment events per year
- Partnerships established with schools, agencies, and equity-serving organizations
- Number of employees engaged through mentorship initiatives

Strategies to Achieve Representation

7.1 Community and School Engagement

- Promote police careers in local schools and community organizations
- Provide presentations highlighting opportunities for youth and adults interested in policing
- Participate in community events to raise awareness of GPS opportunities

7.2 Targeted Outreach

- Engage with demographic groups currently underrepresented in policing
- Collaborate with Indigenous organizations, newcomer agencies, accessibility advocates, and local equity groups

Public Accessibility

In accordance with the CSPA, the Diversity Plan and any related reports shall be publicly accessible on the Gananogue Police Service website.

Conclusion

Becoming a more representative police service is a long-term commitment. Through consistent monitoring, targeted outreach, and an ongoing focus on inclusion, the Gananogue Police Service Board and Gananogue Police Service will work together to build a workforce that enhances public trust, safety, and excellence.



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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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

Gananogue'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.

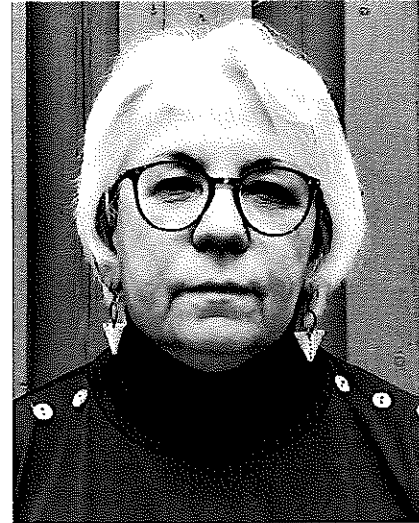
This service will consult the following strategic plan often and regularly in order to ensure that daily, weekly, and monthly decisions align with the aims and hoped for outcomes of the plan.

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

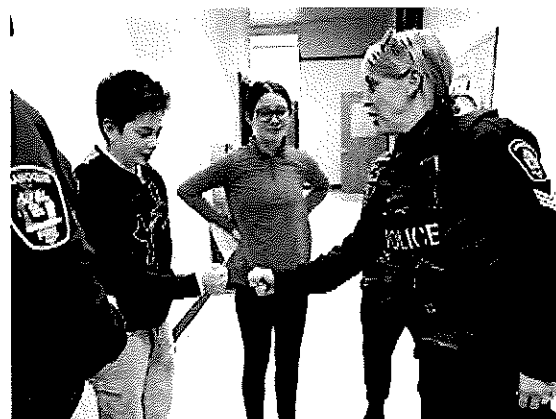
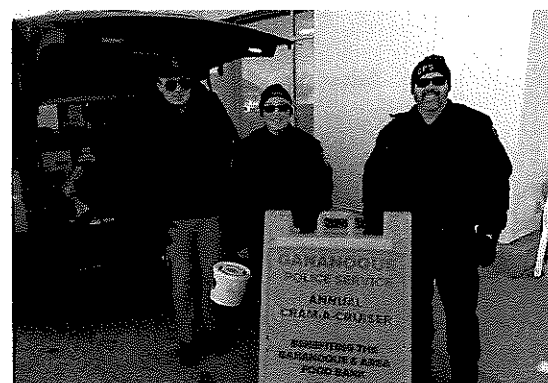
The Gananoque Police Service (GPS) envisions itself as a team of highly skilled and effective community-oriented law enforcement professionals working to ensure the safety and quality of life of those under its protection.

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

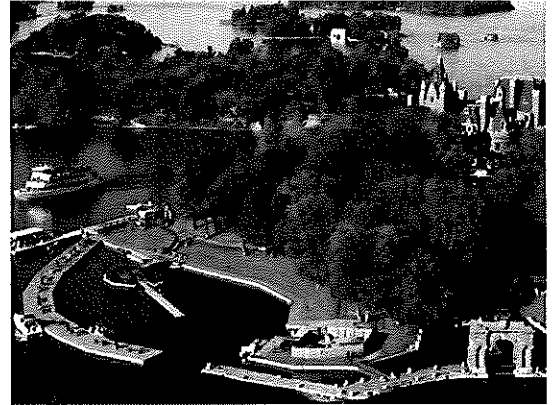
Indicators & suggestions



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.

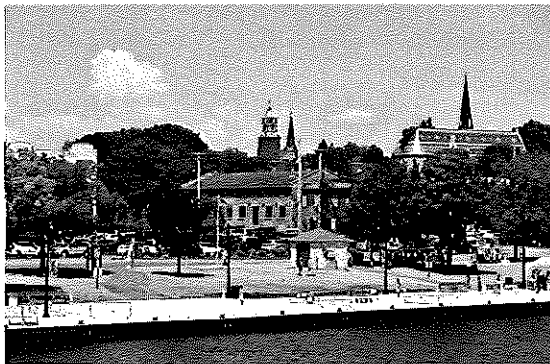


DEMOGRAPHICS

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

NUMBER OF INCIDENTS

2022 - 2024

■ GANANOQUE

■ ONTARIO

Total violations DOWN 20% SINCE 2022

318	2022	239
252	2023	256
255	2024	254

Violent DOWN 30% SINCE 2022

84	2022	54
73	2023	58
59	2024	58

Property DOWN 39% SINCE 2022

153	2022	140
110	2023	153
93	2024	149

Drug UP 58% SINCE 2022

12	2022	4
2	2023	4
19	2024	4

Traffic UP 14% SINCE 2022

14	2022	10
16	2023	10
16	2024	10

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.

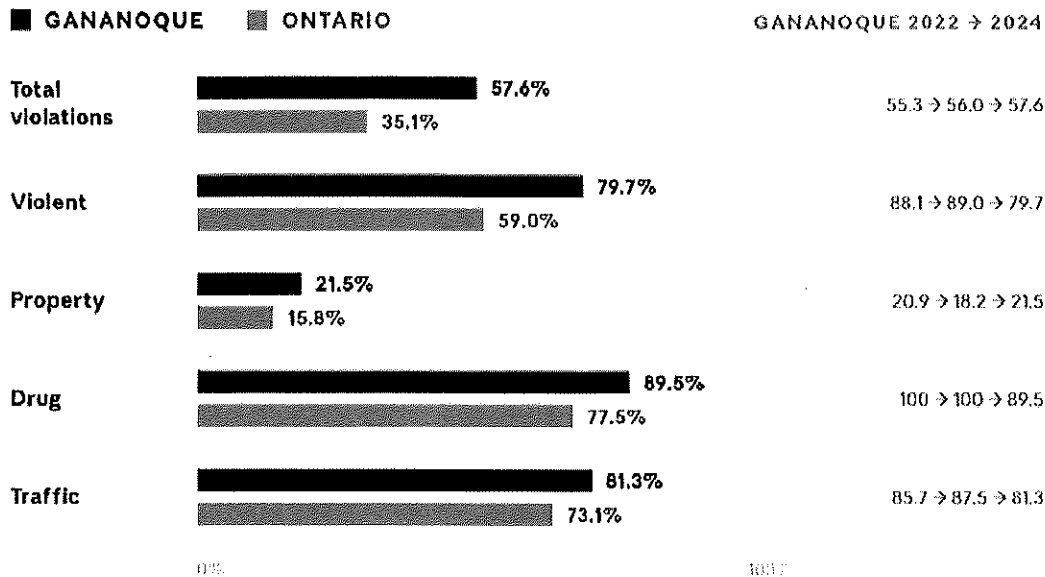
Ontario figures

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

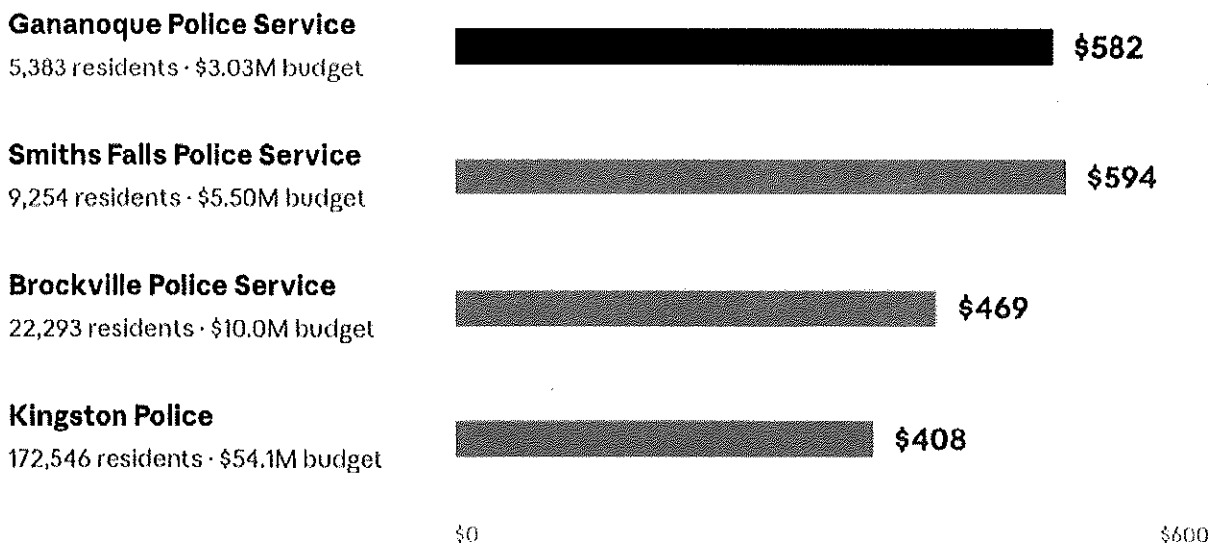


How to read this
A clearance rate is the share of reported cases police solve or close.

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

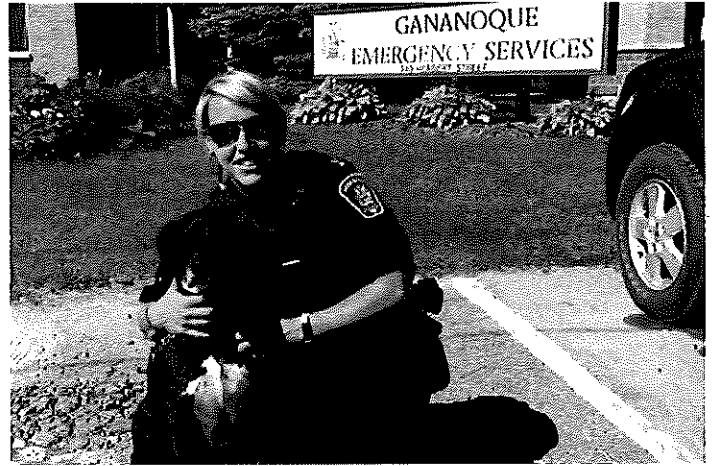
Across the data collection, consistent priorities surfaced in the feedback from stakeholders, staff, and residents. These findings helped shape the direction of GPS' indicators and suggestions, ensuring the community's voice is central to the creation of this strategic plan.

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

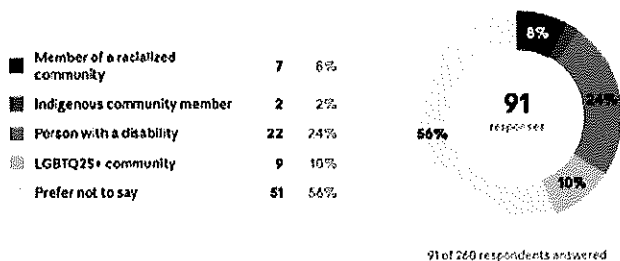
COMMUNITY SURVEY FINDINGS

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.

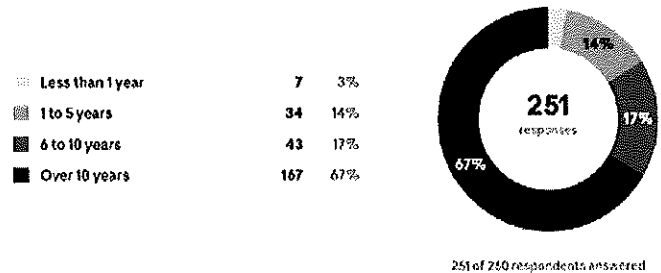
Drug related issues were also noted as a common concern among residents, contributing to discussions around community well being.

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?



How long have you lived in Gananoque?



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

Number of Proactive Patrol Hours:

1.1

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.

Number of crime prevention initiatives delivered (per year):

1.2

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

Crime Severity Index (CSI):

1.3

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.

Investigation clearance rates:

1.4

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

Community Trust Index:

- 2.1** 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.

Percentage of residents who feel safe:

- 2.2** 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

Median response time for Priority 1 calls:

- 3.1** 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.

Percentage of emergency calls meeting response standards:

- 3.2** 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.

Call Abandonment Rate:

- 3.3** 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

Number of violent crime incidents per year:

- 4.1** 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).

Violent crime clearance rate:

- 4.2** 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

Number of repeat violent offenders:

- 4.3** 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

Number of youth-involved incidents:

- 6.1** 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.

Youth Clearance Rates:

- 6.2** 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.

Youth referral rate to diversion programs:

- 6.3** 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.

Number of school-based engagement activities:

- 6.4** 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

Number of collisions per year:

- 9.1** 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.

Number of speeding violations issued:

- 9.2** 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.

Number of commercial motor vehicle inspections:

- 9.3** 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

Number of facility issues resolved on time:

12.1

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.

Facility adequacy score:

12.2

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.

Cost of facility maintenance vs. budget index:

12.3

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.

Accessibility compliance indicator:

12.4

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.

13.2

Annual count of publicly released data updates:

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.

13.3

Percentage of public reports delivered on schedule:

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.

13.4

Percentage of staff completing required CSPA briefings/training annually:

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)

Peer support engagement:

- 14.4** 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.

WSIB/Occupational Injury Rate:

- 14.5** 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.

Average days per officer of sick leave utilization:

- 14.6** 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 stigma for mental health related absences, encouraging staff to seek help early and prevent more serious issues in the future.

Number of formal workplace conflict or harassment complaints recorded:

- 14.7** 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



Gananoque Police Services Board – PSB-2026-73

Date: October 20th, 2026

☒ **IN CAMERA**

Subject: NG911 Update

Author: Chief Rich Swann

☒ **OPEN SESSION**

RECOMMENDATION:

BE IT RESOLVED THAT THE GANANOQUE POLICE SERVICES BOARD RECEIVES FOR INFORMATION PSB-2026-73 Motion – NG911 Update.

See attached email.

APPROVAL	<hr/>
	Rich Swann – Chief of Police
	<hr/>
	Christine Milks - Chair

Rhonda Robeson

From: Hill, Chris <chill@owensoundpolice.com>
Sent: October 8, 2026 8:58 AM
To: 'Jodi Empey'; 'Mark Noonan'; 'Jeff Hepburn'; 'Chris Paul'; 'Tyler Yorston'; 'Andrew DaCosta'; 'Sheldon Hatch'; 'Rick Chesebrough'; 'Carole Steacy'; 'Adam Parker'; 'Blake Andre'; 'Ambrose, Craig'; 'Harrington, Jason'; 'Suzanne Bell-Matheson'; 'Vaughan, Adam'; 'Matt Dennison'; 'Rich Swann'; 'Wilson, Brian'; 'Matt Dennison'; 'Lalonde, Maxime'; 'Dylan Robichaud'; 'Constantineau, Stephane'; 'Carole Steacy'; 'Mark Noonan'; 'Jeff Hepburn'; 'Chris Paul'; 'Stephen Sargeant'
Subject: NG911 Status Update

CAUTION: This email originated outside of Gananogue Police. Do not click links or open attachments unless you trust the sender.

Agency	Router		Bell		Router		NG911		Drops		Pcs		Terminals		TLS Cert		Relays		Recording Status	
	REQUIRED	REQUIRED	REQUIRED	REQUIRED	REQUIRED	REQUIRED	REQUIRED	REQUIRED	REQUIRED	REQUIRED	REQUIRED	REQUIRED	REQUIRED	REQUIRED	REQUIRED	REQUIRED	REQUIRED	REQUIRED	REQUIRED	REQUIRED
Brockville Fire	X		X		X		X		X		X		X		X		NO REQUEST	Nov 24 10am	Configured for Tuesday 25th	
Brockville Police	X		X		X		X		X		X		X		X		NO REQUEST	December 2nd	Awaiting NCACR	
Gananogue Police	X		X		X		X		X		X		X		X		NO REQUEST	Nov 2 11am	NCACR APPROVED- TO BE CONFIGURED BY OSPS WHEN ONSITE	TO BE CONFIGURED BY OSPS WHEN ONSITE
Gananogue Police Backup	X		X		X		X		X		X		X		X		NO REQUEST		Not Applicable	TO BE CONFIGURED BY OSPS WHEN ONSITE

Smiths Falls Police	X	X	X	X	X	X	X	X	X	X	Jan 18 2027	NO REQUEST	NCACR Submitted	SHELDON ORDERING NETWORK CARD FOR RECORDING PORTS
Smiths Falls Fire	X	X	X	X	X	X	X	X	X	X		NO REQUEST	Awaiting Info	
Smiths Falls Fire Backup	X	X	X	X	X	X	X	X	X	X		NO REQUEST	Awaiting Info	
Hawkesbury Fire	X	X	X	X	X	X	X	X	X	X		NO REQUEST	Awaiting Info	
Hawkesbury Fire Backup	X	X	X	X	X	X	X	X	X	X		NO REQUEST	Awaiting Info	
Kawartha Lakes Police	X	X	X	X	X	X	X	X	X	X	December 1 8am	Completed Main site	Awaiting NCACR	
Kawartha Lakes Police Backup	X	X	X	X	X	X	X	X	X	X		NO REQUEST	Awaiting NCACR	