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General Inquires

Post

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

Chief Garry Hull
Gananoque Police Service
340 Herbert Street
Gananoque, ON
K7G 1R1, Canada

Telephone

General inquires 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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As the local law enforcement organization, the Gananoque Police Service (the Service) promotes the wellness and the safety of its community by providing emergency calling services, community patrol, traffic enforcement, public education, youth crime prevention, substance abuse prevention, and domestic violence prevention.

The Gananoque Police Services Board used feedback from the Gananoque citizens, stakeholder organizations, and the Service’s employees in order to understand the strengths and the weaknesses of the current operations of the Service. Then, a three-year business plan was created according to the Adequacy Standards of Ontario Police Services Act in order to ensure that the Board sets attainable objectives with relevant performance measures and targets. This business plan is marked by a particular focus on the Service’s ability to leverage existing resources in improving its operations and build even a greater connection with its stakeholders. The tactics and indicators of all areas of policing represent the three strategic themes on which the Service focuses.

Public Engagement and Education
In order to improve the effectiveness of its communication with Gananoque citizens across demographics, the Service plans to launch its own social media pages and become a more proactive, accessible voice to the community. This will be a significant stride towards helping the police connect with younger citizens who are generally heavy users of social media.

Community Safety and Wellness
Using community survey feedback regarding community patrol and traffic enforcement, the Service plans to expand a set of new tactics to increase its patrol presence and become more connected with citizens across wider demographics.

Organizational Excellence
As high levels of stress in law enforcement organizations are becoming more prevalent, the Service will enhance employees with necessary resources to help its employees manage stress levels and prevent the symptoms. Furthermore, management plans to implement tactics to improve employee morale and performance measurement processes.
As your Chief of Police, I have the honour to lead a group of talented individuals who work every day to keep our town a safe place to live, work and play.

To deliver a professional, courteous, and efficient police service, this 2017-2020 Business Plan will be our roadmap that plots out the course of the Gananoque Police Service for the next three years.

This Business Plan is a course of action that enables a focused team of well-trained individuals to come together and commit to a strategic plan that requires significant personal and professional commitment.

The Business Plan was developed with a focus on our organizational vision statement “A team of highly skilled and effective people working together with the community, ensuring a unique quality of life in Gananoque.” Our goals and key priorities that include: increasing police visibility/community involvement, a stronger focus on victims of crime, traffic safety, and a strong commitment to our external stakeholders, were identified with considerable input from our stakeholders both inside and outside the Service.

It was during these stakeholder consultations and surveys that you voiced where we should focus our most valuable policing resource – our community. I firmly believe by working collaboratively with our community we will continue to develop a vibrant, safe community with a strong focus on effective and efficient policing.

Thank you for supporting our policing efforts as we strive to make this service part of the fabric of this great community.

Garry Hull
Chief of Police, Gananoque Police Services
I have the distinct privilege to serve as Chair of the Gananoque Police Services Board. A lot has changed since the prior edition of our Business Plan including staff changes at the Gananoque Police Service, new faces on the Police Service Board, the loss of former Board member - Chair Karl Harries - but one thing hasn’t changed and that is the amazing personnel and service provided by the Gananoque Police Service officers including the communications centre and support staff.

With vital input received from our community, this current revision of our Business Plan will serve as our new roadmap to provide effective, efficient and economical police services for the Town of Gananoque. It is anticipated that upcoming changes to the Police Services Act of Ontario will significantly change how policing is delivered in Ontario but our commitment, as a Board, to delivering a high level of service to Gananoque will not change.

Vice-Chair Rob Bickerton has been instrumental in ensuring our Business Plan has been updated to reflect current circumstances and for that I am personally grateful. Combined with input from the community, fellow Board members and Chief Hull, this plan sets out, once again, realistic goals and priorities for the upcoming years.

As I write this message Canada is celebrating its’ 150th birthday and Gananoque’s local police service predates even the existence of Canada. We have a history in town of great local policing and we are fortunate to have retained our municipal police service in Gananoque. In recent years it has been a challenge to ensure the service remains affordable for the community and, to date, this has happened only with a productive, respectful relationship between the Board, the Mayor & Council of the Town of Gananoque, the Gananoque Police Association, the Senior Officers’ Association of Ontario and our Chief, Garry Hull.

As a board, we have often said that the Gananoque Police Service is “the best small town police service in Canada”. I know this to be true and I couldn’t be prouder of all the people involved in making this happen every day.

Christine Milks
Chair, Gananoque Police Services Board
Vision

The Service 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.

Values

The Service recognises 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 the development of priorities and, where appropriate, the implementation of strategies.
This business plan was created under the Ontario Regulation 3/99 (Adequacy and Effectiveness of Police Services) of the Police Services Act. Sec. 30, which mandates:

Every board shall prepare a business plan for its police force at least once every three years. O. Reg. 3/99, s. 30 (1).

(2) The business plan shall address,

(a) the objectives, core business and functions of the police force, including how it will provide adequate and effective police services;
(b) quantitative and qualitative performance objectives and indicators relating to,
   (i) the police force’s provision of community-based crime prevention initiatives, community patrol and criminal investigation services,
   (ii) community satisfaction with police services,
   (iii) emergency calls for service,
   (iv) violent crime and clearance rates for violent crime,
   (v) property crime and clearance rates for property crime,
   (vi) youth crime and clearance rates for youth crime,
   (vii) police assistance to victims of crime and re-victimization rates, and
   (viii) road safety;
(c) information technology;
(d) resource planning; and
(e) police facilities. O. Reg. 3/99, s. 30 (2).
Based on the Police Services Act the following business plan is comprised of several sections: the objectives and core business mission; values of the Service; findings from stakeholders; and quantitative and qualitative performance objectives and indicators of:

- Community based crime prevention initiatives and community patrol
- Community satisfaction with police services
- Emergency calls for service
- Crimes of violence, property, traffic, and youth
- Assistance to victims of crime
- Information technology
- Resource planning
- Police facilities

*Outlook includes emerging trends within the community such as social media, or crime patterns, crime levels, and current needs of the community*
The business plan approach comprises of two distinct and separate phases. The first phase is a comprehensive internal and external stakeholder analysis using surveys and interviews. The second phase involves the analysis of this data, using the outputs to form key strategies that will guide the Service’s operations for the next 3 years.

To ensure alignment between this plan and the key mission and vision of the Service, a comprehensive stakeholder analysis was crucial. Stakeholders were separated into three groups: community, external organizations*, and the Service’s employees. Feedback was collected from over 150 Gananoque residents through a physical and online survey. Many external organizations were contacted for one on one interviews, which led to insights into specific stakeholder needs and overall performance of the Service. Further, internal surveys and interviews were conducted to engage employees of the Service and solicit valuable input from this knowledgeable group.

*External organizations work with the Service regarding specific policing issues.

**Figure 2.0**
Background of Gananoque

Town Snapshot

The Town of Gananoque has its roots in the military developments during the late 18th century and has contributed towards the rise of hydropower and the steel industry in the 20th century. Today, Gananoque focuses mainly on capitalizing on its history, culture, and attractions in the form of tourism to drive its economy.

Population

Gananoque spans 7.01km², is a town of 5,194* and has experienced decline of 1.7% in population from 2006 to 2011 versus a provincial average of a 5.7% increase in the same period*. Gananoque experiences peak population during the summertime.

Gananoque has a relatively mature population given the median age of 48.1 versus province-wide median of 40.1. In addition, the total percentage of people over 15 years old is 86.5% versus the province wide total of 83.0%. The visible minority represents 2% of the population versus province average of 22.8%*.

Location

Gananoque is positioned along Highway 401 that is readily accessible to large cities including: Ottawa (165km), Toronto (292km), Montreal (250km), and New York (575km)* closely surrounded by larger municipalities of Brockville and Kingston.

Economic snapshot

The majority of Gananoque labor force is made up of: 20% manufacturing, 10% retail, 9% construction, 8% public administration**. The median earnings are below the province at $33,649 with a relatively low 5% unemployment**.

**http://www.gananoque.ca/invest-in-gananoque/location-and-demographics
Crime Statistics

Number of incidents in Gananoque vs. Ontario and Canada

<table>
<thead>
<tr>
<th>Actual Incidents</th>
<th>2014 Gananoque</th>
<th>2015 Gananoque</th>
<th>2016 Gananoque</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Ontario</td>
<td>Canada</td>
<td>Ontario</td>
</tr>
<tr>
<td>Violent Crime</td>
<td>73</td>
<td>40</td>
<td>37</td>
</tr>
<tr>
<td>Property Crime</td>
<td>200</td>
<td>118</td>
<td>119</td>
</tr>
<tr>
<td>Drug Related</td>
<td>20</td>
<td>11</td>
<td>15</td>
</tr>
<tr>
<td>Traffic Related</td>
<td>20</td>
<td>12</td>
<td>18</td>
</tr>
<tr>
<td>Other</td>
<td>96</td>
<td>24</td>
<td>102</td>
</tr>
</tbody>
</table>

Crime numbers for Gananoque are actual, Ontario and Canadian rates were pro rated (from the reported base of 100,000) on the presumption that Gananoque has 5,194 residents

It was concluded after reviewing Statistics Canada crime data from the last 3 years that the level of crime in Gananoque is generally higher compared to provincial and national standards.

Looking at all 3 years, violent and property crime charges in Gananoque has been stabilizing at a decreasing level, similar to the stability across the nation and province. Even though substance abuse, traffic and other criminal code charges are higher than provincial and national norms, they have been generally declining, relatively inline with the nation and province.

In the latest year, all crimes either increased or stayed the same with the exception of traffic related charges.

Even though the general crime rates may be slightly higher in general versus the province and nation, figure 3.1 illustrates that the clearance rates are superior, as expected, given empirical studies reported in Police-reported clearance rates in Canada, 2010 by Tina Hotton Mahony and John Turner.
Clearance rates are higher across both violent and non-violent crimes versus the provincial and national rates. As mentioned in the report, Police-reported clearance rates in Canada, 2010, weighted clearance rates tend to be higher in smaller communities, with an average of 53.1% from communities between 1,000 and 5,000.

Comparing the total weighted clearance rate, it is from 8.38% to 38.14% higher than either the provincial or national norms. Comparing it to the latest statistic relevant to small communities (53.1%), there is only a -6.46% to +5.98% divergence from the small community norm.

Clearance rates for emergency phone calls have been steady across the past three years, remaining at high levels. The number of victims’ assistance referrals vary across the years due to the small size of Gananoque’s population, further analysis has shown that the per capita referral rate is similar to that of neighboring municipalities of Leeds Grenville and Brockville, however due to confidentiality reasons of the Victims’ Assistance unit, detailed analysis containing the specific numbers could not be shown.
Methodology

Consultations

QBC conducted consultations with the Gananoque citizens, external organizations, and the Service’s employees. The goal of these consultations was to obtain input from a diverse representation of the Service’s stakeholders, revealing insights as to their current satisfaction levels and future requirements in order to progress the Service into a more efficient and effective organization.

Public Survey

In July of 2017, an anonymous public survey was made available online and in paper format to citizens of Gananoque. Links to the online survey were promoted through various media channels, such as radio and social media. A total of 154 responses were collected, a 13% increase from the number of responses in the 2014 survey.

Survey questions spanned a variety of topics. Determining the most important policing issues to the community and exploring the perceived effectiveness of the Service in dealing with these issues was one main area of focus. Other questions included satisfaction of previous interactions with officers and dispatchers; public perception of personal safety around Gananoque; preferred outlets for receiving police communication and education; and familiarity with services currently offered by the Service. There was also room for written commentary for obtaining supplementary insights.

Distribution of ages from the sample of citizens surveyed was more representative of the population in comparison to the previous 2014 survey, with a much higher percentage of respondents representing the under-30 category. The balance between genders of respondents was skewed towards females over males.

External Stakeholder Interviews

Aside from soliciting feedback through public surveys, the Service’s external organizations were contacted for 1-on-1 interviews. Approximately 13 distinct organizations were identified as external organizations or external stakeholder groups. 8 interviews were conducted over the course of 2 weeks. Exhibit A in the Appendix contains the full list of organizations contacted.

Interviews consisted of a discussion of both standard questions and stakeholder specific questions. Topics included degree of satisfaction with the current Service relationship; effectiveness of current police initiatives; perceived quality of the Service’s staff; comparisons of local service quality to other police services (for organizations familiar with both); and level of responsiveness to stakeholder needs.

Insights from these interviews helped round out feedback from the public survey. In contrast to most members of the public, these stakeholders have worked closely with the Service for years and, in many cases, share similar organizational values and objectives. These highly knowledgeable and invested organizations provided new perspectives on topics also addressed in the community survey.
Internal interviews and survey
The Service employees, both uniformed and non-uniformed, were also consulted throughout the process. 14 employees completed these anonymous surveys. Some questions in the internal survey covered topics similar to the external survey, such as which policing issues need the highest amount of focus.

Also covered were questions relating to employee well-being, morale, and effectiveness. This looked at topics such as the support received by superiors; satisfaction with training; obstacles faced day-to-day; current police facilities; mental health concerns; and overall job satisfaction.

Furthermore, individual interviews were conducted by QBC with randomly selected employees, representing staff with diversity in both seniority and duties. The QBC interviewers asked a standardized set of questions to each of the employees about strengths and weaknesses of the current Service’s operations, and any notable improvements in the operations in comparison to the last business planning cycle.

Stakeholder Analysis Findings
By considering the opinions and feedback from a wide array of both internal and external stakeholders, many central themes emerged. Stakeholder opinions and requirements have been strongly considered, and tied in directly into the direction of the Service over the next three years. The central themes uncovered in the stakeholder analysis are:

- Quality of the Service’s performance is sometimes difficult to measure by community unless actively espoused
- Misconceptions/lack of knowledge regarding police work are abundant due to few day-to-day interactions
- Mental health in the workplace is a consistent concern due to the stressful nature of police duties
- Road safety continues to be an important topic to the community
- Need for police visibility within the community, both to deter crime and to foster stronger relationships
- Perceived high cost of maintaining local police force must be balanced through demonstrating high quality in the service provided

These themes have been investigated and addressed in the tactics and indicators section of the business plan.
Summary

In this business planning process, the Service strives to address areas of consideration outlined in the Ontario Police Services Act. By using a tactics and indicators model*, the business plan presents the roadmap that plots the success path for the Service over the next 3 years. As a result, clear objectives have been created for the Service, forming the core of the 2017-2020 Business Plan. Many specific measures and targets have been tied directly to goals, enabling the tracking of progress over the course of the business plan. Stakeholders – the community in particular – were the cornerstone of this endeavor, and it is with them in mind that the objectives have been created. The tactics and indicators model comprises of strategic themes that were formed by examining all objectives and tactics. They are:

Community Engagement and Education
- community based crime prevention
- community satisfaction
- communication

Community Safety and Wellness
- emergency calls
- violent crime
- property crime
- youth crime
- police assistance to victims and re-victimization rates
- road safety

Organizational Excellence
- mental health
- performance management
- information technology
- police facilities

*Found on the next page.
Community Engagement and Education

COMMUNITY-BASED CRIME PREVENTIONS

External surveys indicated a lack of police visibility within the community, leading to engagement and communication issues. Through a variety of police initiatives such as maintaining police visibility, community events, and stakeholder relationship building, the community of Gananoque will be engaged in proactive crime prevention. This collaborative approach will create new opportunities for affecting community crime prevention.

**Tactics**

1. Increase visibility and ease of interaction through increased number of youth community officers

2. Maintain Service visibility around schools and educational workshops about the Service operations

3. Maintain or increase foot patrol hours

4. Establish closer stakeholder relationships by assigning uniformed officers as Stakeholder Relationship Ambassadors

**Indicators**

- Hire 3 auxiliary officers in 2017
- Maintain “Dare” program success
- Maintain school patrols (beginning and end of regular school day)
- Maintain or increase of 960.75 foot patrol hours
- Build in stakeholder call tracking into RMS
- Officers assigned max 2 stakeholders
- 2 Calls per stakeholder per year
COMMUNITY SATISFACTION

Community satisfaction was established through an external survey. While the community remains satisfied with police services in general, the Service wishes to conduct feedback loops, which will enable faster identification and response to satisfaction issues. Tracking satisfaction levels annually through a survey will enable the Service to identify overall community satisfaction levels.

<table>
<thead>
<tr>
<th>Tactics</th>
<th>Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1.</strong> Conduct business plan cycle community surveys</td>
<td>Perform community survey, track results, and compare satisfaction levels of community at the need of business planning cycle</td>
</tr>
<tr>
<td><strong>2.</strong> Maintain website to create clear lines of communication and help clear common misconceptions</td>
<td>Continue to maintain ease of website for all users</td>
</tr>
<tr>
<td><strong>3.</strong> Conduct publicity forum activities</td>
<td>Maintain link to social media feeds</td>
</tr>
<tr>
<td></td>
<td>Continue “Gananoque Police Minutes” on local radio</td>
</tr>
</tbody>
</table>
COMMUNICATION

A community survey indicates a significant portion of the Gananoque population is unaware of many current initiatives run by the Service. This leads to an undervaluing of police efforts by community members. This issue will be alleviated through new communication processes focused on engaging the community and strengthening public understanding of police activities.

**Tactics**

1. Continue to develop social media policies to ensure consistent, accurate information is released to public

2. Conduct publicity activities

3. Maintain Twitter and Facebook pages

**Indicators**

1. Select staff for social media training and responsibilities

2. Maintain “Gananoque Police Minutes” on local radio

3. Conduct radio interviews for public education and awareness

4. Maintain current level of posts to social media pages
Community Safety and Wellness

EMERGENCY CALLS

The majority of survey respondents expressed that dispatchers are well-trained and professional, and were therefore highly satisfied with the service received in emergency call situations. Maintaining the excellent emergency call response quality is an important aspect in maintaining high levels of overall service quality.

Tactics

1. Continue to monitor statistics of emergency calls
2. Maintain training opportunities for dispatchers as needed

Indicators

Track emergency calls YOY
Number of training hours per dispatcher annually

VIOLENT CRIME

The crime statistics data has shown that violent crime levels in Gananoque exists in Gananoque as it does in every other community. Maintaining a lower level of violent crime is an important aspect to ensuring community safety and wellness in addition to the broader umbrella of providing adequate police services.

Tactics

1. Continue developing healthy relationship with justice community partners
2. Continue to monitor levels of violent crimes

Indicators

Maintain minimum half-day allotted per week for justice agency organizations outside of Gananoque to work in the station
Closely monitor number of violent crimes and repeat offenders YOY
Monitor victim referral rates under VAP
PROPERTY CRIME

Through implementing new and existing media channels, the Service will provide helpful guidelines in mitigating risks of property crime and explaining the right procedures to follow in such cases. As is with any other crime, tracking these crime statistics and clearance rates from year to year are essential in measuring the success of police initiatives.

**Tactics**

1. Provide community with property crime prevention tips through various media outlets
2. Continue to monitor statistics of property crimes

**Indicators**

- Maintain funding and investments into social media channels
- Maintain strong relationships with local media outlets
- Monitor number of property crimes and repeat offenders YOY

YOUTH CRIME

Historically, the Service has assigned an officer to proactively engage with schools and its students, and implement specific initiatives to help guide youths in the right direction. Educators in town have praised such high level of engagement and continued investment of time and resources in working with local schools and students will be beneficial to the community. Furthermore, maintaining a high level of communication with youth services will help support officers when working with at-risk youths.

**Tactics**

1. Educate public about the Service’s operations in schools and interactions with youth
2. Meet regularly with Youth Parole Services to have better understanding of youth crimes and prevention strategies

**Indicators**

- Decrease in youth crime
- Maintain current number of school presentations
- Mention school initiatives on radio during each interview
- Track number of meetings with Youth Parole Services
POLICE ASSISTANCE TO VICTIMS AND RE-VICTIMIZATION RATES

The Service has identified an opportunity to improve its collaboration with Victims’ Assistance Services. Levels of communication with this stakeholder can have an impact in providing the right assistance to victimized citizens. Increasing the frequency and quality of this partnership with VAP is a crucial step forward in supporting the victims of crimes within Gananoque.

**Tactics**

1. Establish a closer relationship with Victims’ Assistance Program (VAP)
2. Maintain VAP associate present at station for at least half day per week

**Indicators**

- 100% protocol compliance tracked by the RMS
- Brief all staff on referral protocols annually
- Increase victims referral rates

ROAD SAFETY

Community surveys revealed parking enforcement as a primary area of concern for residents. Increasing parking enforcement as part of increased road safety will be a main area of focus for the Service.

**Tactics**

1. Increase and enhance emphasis on traffic and parking enforcement initiatives to increase road safety
2. Monitor resources deployed towards increasing road safety
3. Annual NTO vehicle inspection initiatives

**Indicators**

- Track road related safety enforcement statistics YOY
- Reduction in collisions
- Automated Licence Plate Recognition program
# Organizational Excellence

## MENTAL HEALTH AND WELLNESS

Employee wellness is important to the long-term success of any police organization. It may be adversely affected by events occurring within or off the job. Employee wellness was identified as an area of concern and has been recognized as an organizational issue within the policing profession. Resources will be made available to proactively and reactively support the staff of the Service with regards to mental health.

### Tactics & Indicators

<table>
<thead>
<tr>
<th><strong>Tactics</strong></th>
<th><strong>Indicators</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Streamline Employee Assistance Program (EAP)</td>
<td>General reduction in sick days per year</td>
</tr>
<tr>
<td>2. Availability of mental health checks</td>
<td>One health check every 2 years</td>
</tr>
<tr>
<td>3. Partner with police groups for mental health initiatives</td>
<td>One partnered event per year</td>
</tr>
<tr>
<td></td>
<td>Track number of events per year with mental health focuses</td>
</tr>
</tbody>
</table>
PERFORMANCE MANAGEMENT

Past internal surveys and interviews indicated a lack of formalized performance management processes. Processes put in place from the previous business plan have been very successful and the Service will maintain a positive work environment, which advises employees of expectations and encourages them to achieve the results expected of them and rewards performance. These procedures have proven to generate a high sense of morale, teamwork, and support within the organization, leading to greater operational effectiveness.

Tactics

1. Perform formal year-end performance evaluations (PE)

2. Update performance standards to reflect changes in responsibilities of employees

3. Increase recognition of employees

4. Maintain LEAD program attendees from the Service

Indicators

1. Every employee received formal evaluation within the last year

2. Reviewed performance standards at every formal performance evaluation, updated as needed

3. Appreciation events involving all levels of the Service

4. Maintain 4 attendees per year
INFORMATION TECHNOLOGY

As technology continues to advance and evolve, the Service must remain current in IT requirements. Using the RMS system effectively will involve training and system updates as necessary. The Service's health IM initiative is a communication efficiency measure between officers and health facilities to decrease the amount of time officers must be present at health facilities before returning to regular patrols.

**Tactics**

1. Align current RMS system to requirements of policing

2. Health IM initiative

**Indicators**

- Ensure regular updates are made to system as they become available
- Invest in training for dispatchers to understand and use RMS system effectively
- Reduce wait time for officers at mental health facilities

FACILITIES

Pursuant to the Adequacy Standards mandate, police facilities must be considered in the business planning cycle. The Service has no foreseeable facility upgrade requirements within the next 3 years. Internal interviews and surveys indicate that employees do not perceive any operational obstacles created by inadequate facilities.

**Tactics**

1. Review maintenance requirements to ensure facility quality remains adequate

**Indicators**

- Track maintenance spending
- Forecast maintenance requirements annually
The Board would like to thank Queen’s Business Consultants for the many hours spent by its team in gathering information and putting it into this comprehensive Business Plan. In addition, we must thank both uniformed and civilian staff of the Service, our partners and those of you who took the time to add your thoughts and suggestions. Like any service industry, the Gananoque Police Service cannot deliver what is expected of it unless it is told what is expected.
Connecting with external stakeholders involved identifying key external groups that both influence and are influenced by the Service. These groups were contacted and interviewed to gain further insights on the Service's operations and stakeholder requirements. The groups identified as key stakeholders were:

- Brockville Mental Health Centre
- Brockville Police Services
- Children's Aid Society (CAS)
- Canadian Mental Health Association Leeds & Grenville
- Crown Attorney’s Office Brockville
- Family & Children Services
- Thousand Islands Gananoque Chamber of Commerce
- Gananoque Intermediate & Secondary School (GISS)
- Kingston General Hospital
- Kingston Police Services
- Linklater Public School
- Probation & Parole Services
- St. Joseph's Catholic School
- Town of Gananoque Municipal Council
- Victim Assistance Program
- Victims Witness Assistance Program
## Glossary

<table>
<thead>
<tr>
<th>Term</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clearance rate</td>
<td>Ratio of reported cases to cleared/solved cases</td>
</tr>
<tr>
<td>EAP:</td>
<td>Employee Assistance Program</td>
</tr>
<tr>
<td>ISQ:</td>
<td>Internal Survey Question</td>
</tr>
<tr>
<td>ESQ:</td>
<td>External Survey Question</td>
</tr>
<tr>
<td>IT:</td>
<td>Information Technology</td>
</tr>
<tr>
<td>LEAD Program:</td>
<td>An annual informational workshop program hosted by the Canadian Mental Health Association of Leeds &amp; Grenville that invites public service workers</td>
</tr>
<tr>
<td>RMS:</td>
<td>Stands for Records Management System and is used by the Service to track important records</td>
</tr>
<tr>
<td>Stakeholders:</td>
<td>Any party that has an interest in an organization or enterprise (e.g. employees, community, investors, etc.)</td>
</tr>
<tr>
<td>VAP:</td>
<td>Victims Assistance Program</td>
</tr>
<tr>
<td>YOY:</td>
<td>Year over Year</td>
</tr>
</tbody>
</table>