Belleville Police Service

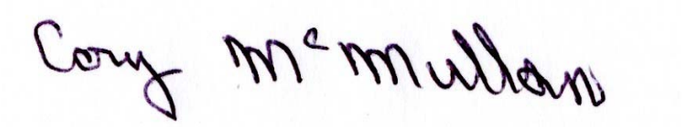
Annual Report 2010

MESSAGE FROM CHIEF OF POLICE – CORY L. McMULLAN

The Belleville Police Service strategic business plan 2010-2012 sets the strategic directions, priorities and goals to achieve our Police Service's mandate and statutory responsibilities, leading us to our vision of Service Excellence. As part of the 2010 annual report the value of a progress report on the Service's progress in achieving these goals and objectives became evident. Identifying areas where expectations have been exceeded and or achieved and areas that require further development and dedication of human and fiscal resources will assist with the continued efforts of our members and the community in ensuring community safety.

Throughout 2010 our Service, members and the community have faced and overcome many challenges. We as a Service, as a community and as individuals have accomplished much and with continued partnerships and commitments our community will continue to benefit. The Belleville Police Service will work closely with elected officials at all levels of government and with community organizations to build a strong and safe Belleville. Safety issues that impact our ability to build a strong, vibrant, and safe community must be continually addressed in an efficient and effective manner. A safe community helps to support a strong economy which in turn supports many other systems within our community.

I would like to take this opportunity to extend appreciation to all members of the Belleville Police Service for their commitment to serving the citizens of Belleville with distinction, the members of the Police Service Board for their support, guidance and governance and the members of the community for their support and contributions in enhancing safety in our community.



Cory L. McMullan
Chief of Police

VISION

- Service Excellence.

MISSION

- In partnership with our community, our members are dedicated to serve and protect. Through education, best practices and enforcement, we will be proactive in enhancing the quality of life, safety and security for all citizens.

MOTTO

- Partners With The Community.

GUIDING PRINCIPLES

In pursuit of our mission, we believe:

- In the prevention and detection of crimes and the relentless pursuit of offenders.
- In working in partnership with our community.
- In recognizing the efforts and contributions of our members, volunteers and community partners.
- In the value of all members and in providing both personal and professional support.
- In fostering a work environment which pursues excellence, open communication, trust and teamwork.
- In being sensitive to the needs of victims of crime and other circumstances.
- In a commitment to continuous learning, improvement and innovation.
- In the right of all individuals to be treated with dignity and respect.
- In making our community the safest possible in which to live, work and play.

Overview

The Belleville Police Service's Annual Report provides feedback to all members of our community on the performance of the Belleville Police Service over the past year. New to this year's Annual Report, it will also chart the organization's progress towards meeting the goals and actions within the 2010 – 2012 Strategic Business Plan. The Service's overall performance throughout 2010 is in part reflected through various performance objectives that are listed in this Strategic Business Plan. These measures are also in line with the legislative and regulatory standards as reflected in Section 30(1) of the Adequacy Standards Regulations as set forth by the Ontario Ministry of Community Safety & Correctional Services. An electronic copy of the 2010 – 2012 Strategic Business Plan can be located on the Service's website located at www.police.belleville.on.ca. Hard copies can be obtained by contacting the Office of the Chief of Police. In the tables that follow under the Section *"Annual Performance – Progress of the 2010 – 2012 Strategic Business Plan"*, those areas that have been achieved are listed in blue, other areas in red are still being completed in the second half of the plan. In most cases the second half of the plan will see a series of surveys being conducted throughout the community at a variety of levels.

The Belleville Police Service remains dedicated to meeting the needs of our community and our members now, and into the future. Since 1836 the Belleville Police Service has served this community and has grown as the community has grown. Over that time there have been a variety of challenges that together have been faced, and overcome. 2010 was no different, and through the dedication of the members of the Service and the community at large, the Service has accomplished much. Key accomplishments and selected initiatives have been highlighted throughout this report.

2010 Awards and Recipients

2010 saw the return of an Awards Ceremony for both members of the Police Service as well as civilians within our community. The event was hosted at the Belleville Legion and saw several people come together to celebrate both individual as well as teamwork successes. The following is a list of these award recipients.

POLICE EXEMPLARY SERVICE MEDAL

The Canadian Police Exemplary Service Medal was officially proclaimed by then Prime Minister Pierre Elliott Trudeau on August 23, 1983. This Medal joins the Order of Canada, Decorations of Bravery and other awards in the group of National Honours awarded by the Governor General on behalf of the Sovereign. This Medal is intended to recognize the service provided to the Community and the Country by Police Officers who have devoted a career to this essential and often dangerous profession.

Recipients

Inspector Marlene Gray
Staff Sergeant Kristina Patterson
Sergeant Michael Doucette
Sergeant Peter Goulah
Sergeant Thomas Sweet
Constable Scott Anderson
Constable Georgina Giouroukos-Hannah
Constable Daniel Hoxford
Constable Daniel Joly
Constable Warren McCann
Constable Douglas Norman

Posthumous - Constable Michael Eby served with distinction
from February 08, 1988 – November 19, 2008

Belleville Police Service – Quarter Century Award

Staff Sergeant Shawn Yuille
Sergeant Grant Boulay
Sergeant Peter Goulah
Constable Dave Trought
Denise Lynch

Chief of Police Award of Excellence

The Chief of Police Award of Excellence may be granted in special circumstances, to any person for acknowledgment of achievement through dedication, persistence or assistance to the Bellville Police Service. (all community volunteers)

Recipient(s): Joe Abbott
Sandra Campbell
Kerri Jianopoulos
Dennise Rogers
Jack Ruttan

Chief of Police Award of Community Bravery

The Chief of Police Award of Community Bravery may be granted to any citizen for an act of courage or bravery.

Recipient(s): David Hennessey
Troy Keegan

Chief of Police Certificate of Recognition

The Certificate of Recognition may be granted to police officers or civilian members of any police service (municipal, provincial, federal or international) for excellence in the performance of duty, community policing initiatives or innovations or initiatives that enhance the image or operation of the Belleville Police Service.

Recipient(s): Constable Scott Anderson (Cops For Cancer)
Constable Pat Comeau (Special Olympics)
Constable Ann Earle (Adopt-A-Child)
Inspector Marlene Gray (United Way)

Auxiliary Commendation

An Auxiliary Commendation may be granted to any member of the Belleville Police Service auxiliary unit for commitment to the community and the police service, exceptional performance of duty, community policing initiatives, or innovations or initiatives that enhance the image or operation of the Bellville Police Service.

Recipient: Auxiliary Officer Jeff McBride

Community Partnership Award

The Community Partnership Award recognizes members whose performance both on and off duty strengthens the partnership of the Belleville Police Service with the community.

Recipient(s): Constable Doug Norman
Robert Semark

Chief of Police Community Policing Volunteer Award

This award is granted to a Community Policing Volunteer for their consistent volunteer commitment to the Belleville Police Service for the betterment of the community.

Recipient: Jodi Donovan

Chief's Commendation Award:

A Chief's Commendation Award may be granted to any member of the police service for exceptional performance of duty, community policing initiatives, or innovations or initiatives that enhance the image or operation of the Service.

Recipient: Special Constable Ron Globe

Core Award:

Is an award of recognition of those who exemplify the Belleville Police Service approach to quality service and who consistently strive to meet and exceed expectations, as well as demonstrated adherence to the core values and vision of the Belleville Police Service.

Recipient: Constable Jeff Ling

Commendation of Valour

A Commendation of Valour may be granted to a police officer or a civilian member for exemplary acts of bravery, performing above and beyond the normal expectations of their job in taking appropriate action, with due consideration for all the circumstances, in a high risk, personal peril situation.

Recipient: Constable Mike Lockwood

Organizational Structure

The Bellville Police Service is divided into three Divisions, Executive Services, Operations Division and Operations Support. The following pages demonstrate how the Service’s complement is assigned. Each Divisional Inspector reports to the Deputy Chief of Police, who in turn reports to the Chief of Police. The Chief of Police is the sole person responsible for reporting to the Belleville Police Services Board.

The Belleville Police Service Board is a five-member civilian board that governs the Belleville Police Service. Under the Police Services Act, the Board is responsible for providing adequate and effective police services to the citizens of the City of Belleville. The Belleville Police Services Board has five members: two Provincial appointees, two Council appointees, and one member of the community as appointed by Council. The Board provides direction and guidance to the Belleville Police Service while ensuring that adequate and effective police services are provided in accordance with the needs of the municipality. As civilian community members who represent the public's interests, the Police Services Board is committed to a high quality of community-based policing and excellence in police governance. The Board recognizes the challenges to law enforcement created by a changing environment, demographic shifts, emerging technologies, and evolving crime trends and patterns.

Belleville Police Services Board

Robert Dolan
Chair

Marg Wagner
Vice-Chair

Neil Ellis
Mayor

Frank Chapman
Member

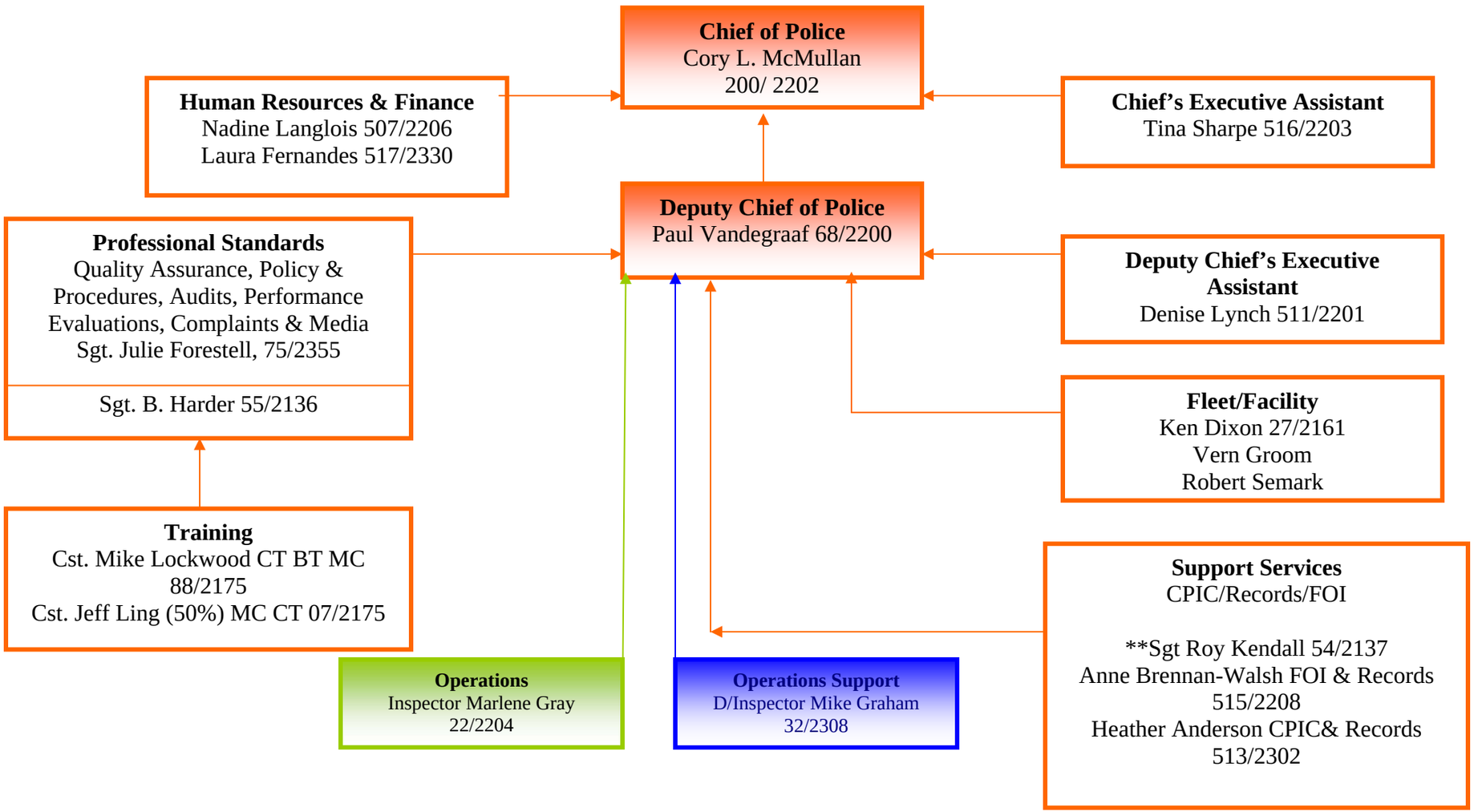
Alan Vanclief
Member

Shirley Davis
Secretary

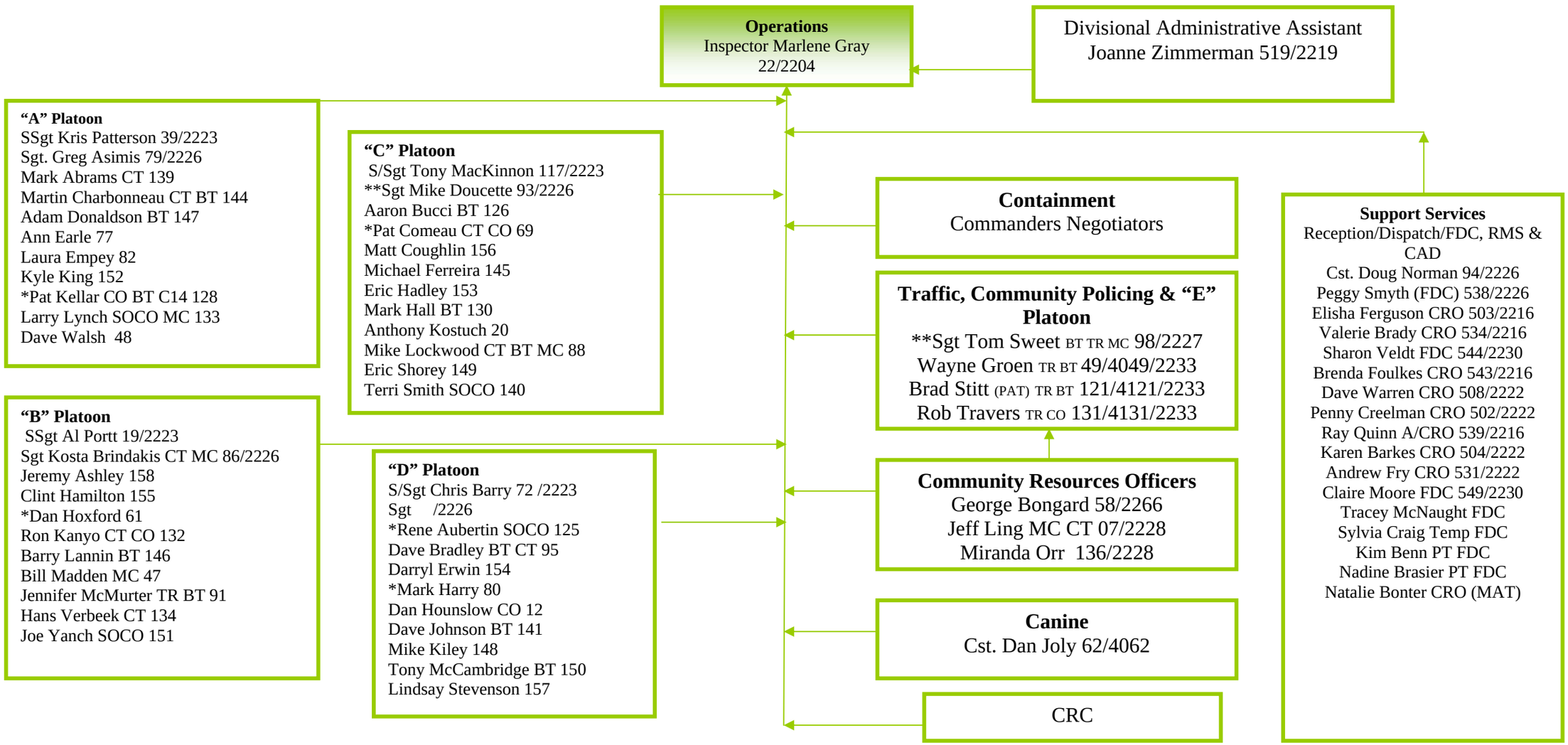
During 2010, Mr. Frank Chapman retired from the Board, and Ms. Christina Lesage was appointed by the Province to join the Police Services Board.

Ms. Christina Lesage
Member

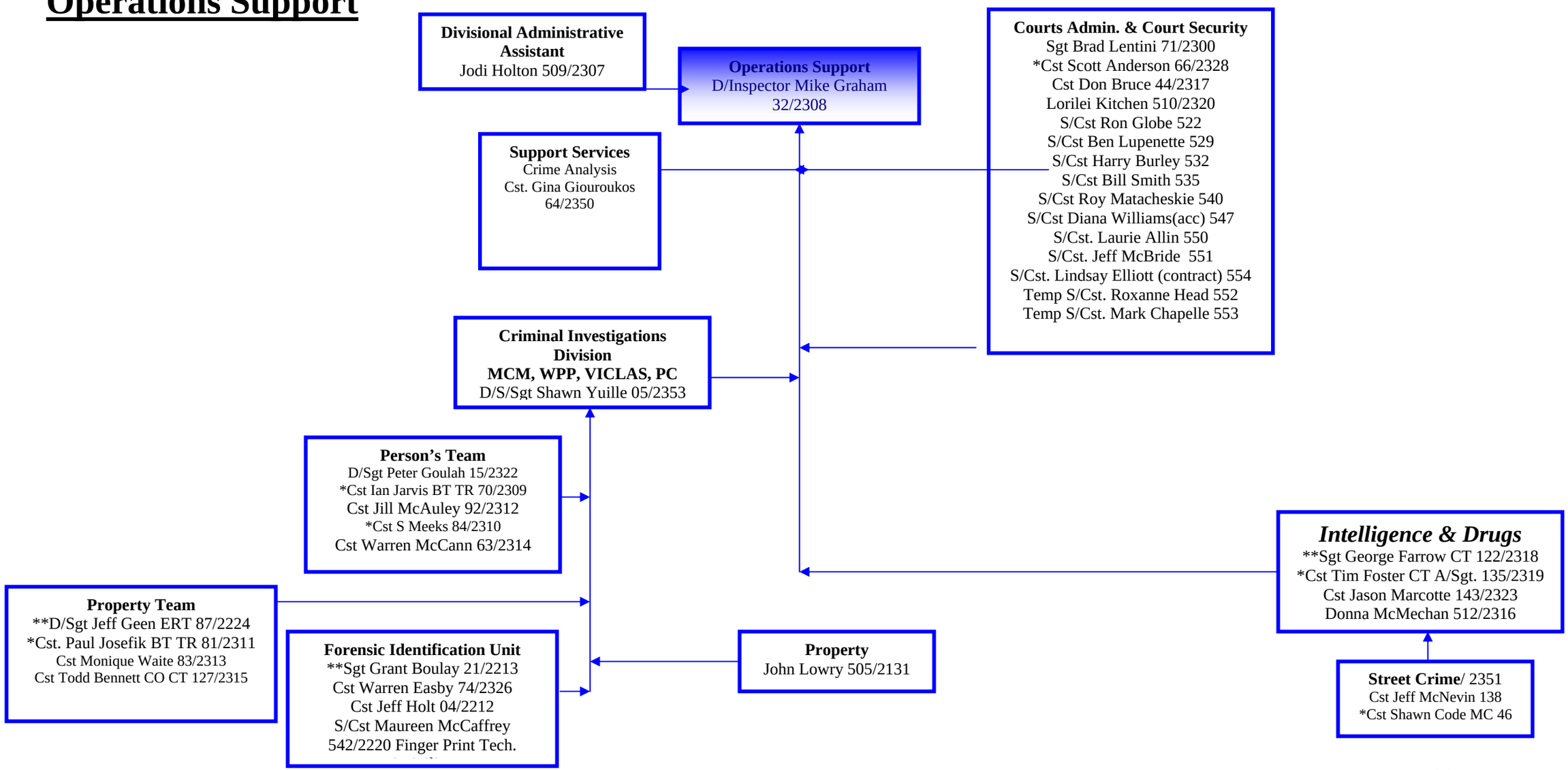
Executive Services



Operations Division



Operations Support



ANNUAL PERFORMANCE

Progress Of The

2010 – 2012 Strategic Business Plan

1 – CRIME PREVENTION

Improved visibility of our front line officers in all neighbourhoods in our community will assist us in meeting our motto of being "Partners With The Community". Neighbourhood Policing is an approach to delivering police services defined by geographic boundaries. These "zone" or "neighbourhood" officers are the consistent and prominent police presence. This consistency enables the police and the public to work together to resolve areas of common concern. These neighbourhood policing teams, deployed at the right places, at the right times and in the right numbers are required to create safe neighbourhoods.

Improved visibility of police resources in all neighbourhoods will foster a positive feeling among the residents. This positive feeling will translate into open lines of communication, increased commitment to problem solving, increased pride in the neighbourhood, and ultimately a more holistic approach to total crime prevention. Improving the efficiency of first contact with our police service, including enhanced choice of how, when and where to access Service resources, will reinforce confidence in our abilities, expedite the deployment of resources to emergent situations, and assist in ensuring patrol officers have adequate proactive time available in their neighbourhoods.

Goal 1.1 **To provide consistent deployment of police resources, while optimizing the effectiveness of every community contact.**

Objectives	Performance Indicators	Progress To Date
1.1.1 By aligning our patrol zones to reflect the neighbourhoods we serve	• establishing effective patrol zones consistent with the city's natural geography and demographics • re-aligning zones and atoms on the Computer Aided Dispatch (CAD) and subsequently the Niche Records Management System (RMS) to match the new zones • these realigned zones are reviewed to ensure workload equality, connectivity with our community and geographic ownership • regular calls for service analyses are completed to identify changing demands within the patrol zones • call type prioritization is reviewed and updated to reflect service delivery enhancements • cross zone dispatching is measured and reduced wherever possible • neighbourhood perceptions of visibility and response are improved • community surveys focusing on connectedness with police are completed	• In 2010 Inspector Gray led a sub-committee to examine the needs and structure to move forward with Zone Policing. This included a geographic review, a statistical analysis and a deployment strategy for the Platoon. This was implemented in May 2011. This saw the community divided into three zones, and officers and supervisors assigned to zones. • The Differential Response initiative was also reviewed and re-defined with a new procedure. This review included a call priority definition for all call types. This encompassed the new capabilities of the website's E-reporting feature. This also was totally initiated by May 2011. Community awareness was delivered through a series of presentations by Senior Staff and media releases. • cross zone dispatching is measured and reduced wherever possible • neighbourhood perceptions of visibility and response are improved, • community surveys focusing on connectedness with police are completed (yet to be determined)

1.1.2 By developing a neighbourhood policing strategy to optimize the visibility of police in our neighbourhoods	• by deploying officers in a manner that balances visibility and effectiveness in accordance with community expectations • neighbourhood policing teams are established • neighbourhood policing supervisor roles and responsibilities are established • proactive and directed patrol time in target areas increase • neighbourhood perceptions of safety are improved and residents report improved police visibility	• Further to the development of the new Zone Policing and Differential Response model, neighbourhood teams were created for all three zones including two supervisors per team. • Initial meetings were held for all teams and the processes were outlined for all. Presently low priority neighbourhood issues are being sent to the teams for response. • proactive and directed patrol time in target areas increase, (to be reviewed through work load reviews • neighbourhood perceptions of safety are improved and residents report improved police visibility
1.1.3 By addressing neighbourhood policing needs through an intelligence-led policing model	• MapInfo (BPS Analyst software) used for crime analysis • standard one-page crime bulletins are created and distributed by Crime Analysts on a weekly/monthly/quarterly and on any other as needed basis • these bulletins should be zone specific as well as city wide • the number of crime bulletins produced and distributed is tracked • analysis should be used to determine the need for alternate resources, such as Street Crime Officers, Drug/Intelligence officers, etc. • thirdly meetings of the neighbourhood officers from all platoons. Meetings should establish priorities, projects, and areas of common concern. Results of these meetings posted on Intranet • website utilized to share areas of concern with citizens of the neighbourhood, and entire community	• Crime Analysis reports are created in a variety of forms including standard weekly/monthly/quarterly reports to crime or neighbourhood specific report. • All reports are available electronically to all members, and hardcopies posted for patrol officers. Each report is stored in electronic folders for future reference. • As a spike in any crime is noticed, specific analytic reports are prepared for investigators and potential targeted deployment of officers from a variety of units. • Special Crime bulletins are also created to share with other Law Enforcement Agencies (federal, provincial and municipal) • Currently on the Belleville Police Service Website there is a feature allowing anyone to access crime statistics for certain offences ranging from the entire municipality to a specific street. These searches can be conducted for any time period back to beginning of 2010. • Meetings of the neighbourhood officers from all platoons. Meetings should establish priorities, projects, and areas of common concern. Results of these meetings posted on Intranet. New zone team meetings not yet commenced in 2010.

Goal 1.2 **To optimize efficiency and effectiveness of community contact with our police service.**

Objectives	Performance Indicators	
1.2.1 By developing a strategy for Differential Response (DR)	• calls that may be taken by DR are identified and tracked • choices for our community to access police services increases • citizens accessing DR services increase • the feasibility of future electronic reporting is determined • exploration of the feasibility of other police services (FOI requests, Criminal Record requests, electronic forms including MTO declarations, trespass notices, etc) available on-line or electronically	• The Differential Response Procedure was fully enacted in May 2011. There were elements of it up and running throughout 2010. One of these, E-Reporting (electronic reporting) for selected low priority offences has been available to the community since the launch of the new website. • Currently members of the community can submit their Request for Criminal Record checks online. • Presently members of the community can report crimes, suspicious activities or concerns to out Service via the Internet (website), in person, over the phone, all available 24 hours a day, 365 days a year. • Tracking of the increase use of the Service to be completed comparatively at the end of the Plan's time frame.
1.2.2 By ensuring our response times to all call priority types meet our community's needs	• current response times are analyzed through historical data • call tracking processes are implemented to randomly monitor call processing time and police response time • response time error and exception reports are developed and utilized • response time goals are achieved	• Response time analysis was completed as a pre-cursor to the Differential Response procedure. • Call tracking processes are implemented to randomly monitor call processing time and police response time and response time error and exception reports are developed and utilized…Still in development. • Goal achievement will be determined at the end of the Plan's time frame.
1.2.3 By enhancing our response to Mental Health Act issues	• service members receive regular training on symptoms of mental health and available community support services • use of the 310-OPEN line is maximized to assist in managing mental health calls • a working relationship with the various community action committees focusing on mental health issues in our community is maintained to further enhance how the Service can best address mental health issues related to crime • regularly consulting with a Crown Attorney who specializes in the mental health issues as required • appointing an officer to act as a Mental Health Liaison Officer with the various officers, committees and clients • the number of violent offenders with mental health issues is identified and effectively managed	• A local "LEAD Protocol" was developed in conjunction with Mental Health Service Providers, local police and court administration to effectively assist members of the community who suffer Mental Illness. 4 officers were specifically trained on this new protocol to be "LEAD Officers" on each platoon providing assistance to other members of the Service in dealing with any issues. • Members of the Service sit on the Mental Health Support Network Committee, Hastings and Prince Edward Counties Assertive Community Treatment Team, Crisis Centre, 310-OPEN, & Parent Child and Youth Clinic Advisory Committee, School Threat Assessment Committees, etc.

Goal 1.3 **To enhance crime prevention and community mobilization, increasing their capacity to effectively deal with crime.**

Objectives	Performance Indicators	
1.3.1 By strengthening and expanding our network of community and crime prevention partners	• neighbourhood community and crime prevention contacts are identified, inventoried and expanded • community Policing Committee roles and responsibilities defined and expanded • continued partnership with Community Policing Volunteers • expanded use of Auxiliary members and Special Constables in crime prevention initiatives	• Are in the implementation process of having Community Policing Volunteers are being used in new situations including assisting with free community criminal record check days, Awards Ceremony, and the VRT Program. IN the implementation phase of the new VRT program which will see volunteers walking downtown Tuesdays and Thursdays from 10:00 AM – 2:00 PM. A long serving volunteer had been chosen to coordinate this initiative. • A protocol was agreed to with the Stirling-Rawdon Police Service in the shared use of the Belleville Police Service Auxiliary Officers. Their initial event was the 152nd Annual Stirling fair in August. • Neighbourhood community and crime prevention contacts continue to be identified, inventoried and expanded.
1.3.2 By enhancing analyses of emerging neighbourhood crime trends and supporting our community and crime prevention partners in their initiatives	• a standard method of tracking and following-up on neighbourhood initiatives is established • crime prevention initiatives and results are tracked • results and impacts of crime prevention initiatives are reported • crime and/or neighbourhood problems are reduced	• In the Spring and Summer months there was a very significant spike in Break and Enters in the community. A B&E Task Force, "Project Recover" was created with members of the Street Crime Unit, Uniform Division secondment to Street Crime, CIB secondment to Street Crime and the extensive support of the Service's Crime Analysis. Weekly reports were filed totaling 25 people arrested including charges for Break and Enter, Possession of Break and Enter instruments, Prowl by night, Possession of Stolen Property, Theft, Mischief, Obstruct Justice, numerous drug offences and a high number of Breach of Recognizance and Probation charges. This targeted enforcement greatly reduced the number of break and enters in the community at large.
1.3.3 By increasing member involvement in neighbourhoods and schools	• the number of members participating in neighbourhood and school initiatives is tracked • scope and diversity of member involvement in neighbourhoods and schools increases • requests for members' participation by community/schools increases	• The continued commitment to the local school Boards threat assessment protocols and training initiatives. The number of officers trained for Level 1 increased to over 12 officers. Officers trained to Level 2 increased to 2. Assistance was provided to both the Hastings County School Board as well as the Algonquin Lakeshore Separate School Board in the creation of the corresponding Protocols. • Increase in the numbers of classes attending the Community Safety Village for regular programming.

Goal 1.4 To recognize that "The Village" has a unique and high profile presence in our community.

Objectives	Performance Indicators	
1.4.1 By implementing foot patrol presence in this particular neighbourhood	• increase in zone presence on foot and/or bike patrol connects the officers with the merchants in this neighbourhood • at risk population who reside in the neighbourhood recognize increased police presence • habitual offenders are tracked for ongoing behaviour • targeted enforcement on noted zone problems for graffiti, pan handling and other social disorder concerns • identification of transient population responsible for certain crime trends • regular attendance at BBIA meetings • community policing volunteers presence increased • the establishment of a highly visible community policing office	• The VRT program saw volunteers walking downtown Tuesdays and Thursdays from 10:00 AM – 2:00 PM. A long serving volunteer had been chosen to coordinate this initiative. • Chief attended BBIA meetings. Zone officers to take this role on in 2011 and 2012. • Zone Policing to address areas of specific concerns established in late 2010. Many indicators in this area will be addressed through regular patrol of the same officers in 2011/2012. • Community Policing Office not yet determined by the volunteer group.
1.4.2 By implementing creative crime prevention solutions	• CCV cameras installed to track illegal behaviour in problematic areas • utilizing crime analysis effectively to use Street Crime officers to address specific concerns • deliver and track presentations to residents and merchants • consult with Crown Attorney and local judiciary to develop creative solutions to crime issues in this neighbourhood that will have lasting affect • number of social disorder complaints will decrease • number of complaints about the particular zone decrease	• Break and Enter task force as explained in Goal 1.3.2 . • CCTV program funded and launched.

2 – ROAD SAFETY

The issues of road safety encompass several different aspects of community safety. This area covers enforcement activities directed at careless or reckless drivers, impaired driving, collision investigation, as well as educational activities such as bicycle safety and pedestrian safety. In all cases, we want to make our community roadways as safe as possible.

Goal 2.1 To enhance a proactive police response to road safety.

Objectives	Performance Indicators	
2.1.1 By the creation of a Traffic Unit	• a dedicated traffic unit led by a trained and qualified traffic Sergeant to lead in the Service's approach to an effective road safety strategy • maintain existing partnerships with community organizations such as the Quinte Regional Traffic Coalition (QRTC), Operation Red Nose, Mothers Against Drunk Driving (MADD), the Technical Committee to Review Traffic Matters, and others • deliver intelligence-led traffic enforcement initiatives based on crime/collision analysis, seasonal issues, and other factors impacting road safety	• A dedicated traffic unit led by a trained and qualified traffic Sergeant to lead in the Service's approach to an effective road safety strategy including advance collision investigation. • Maintain existing partnerships with community organizations such as the Quinte Regional Traffic Coalition (QRTC), Operation Red Nose, Mothers Against Drunk Driving (MADD), the Technical Committee to Review Traffic Matters, and others. This has increased to include Provincial Traffic committees including the Provincial Speed Measuring Advisory Committee, the Provincial Breathalyzer/Intoxilyzer Advisory Committee, Project ERASE and the Provincial Drug Recognition Expert program. • Deliver intelligence-led traffic enforcement initiatives based on crime/collision analysis, seasonal issues, and other factors impacting road safety

2.1.2 By delivering effective selective traffic enforcement at locations identified through traffic pattern analysis, collision analysis and community generated complaints	• traffic unit officers, and patrol officers are directed to strategic enforcement efforts • increased problem solving time in identified areas • dedicated preventative enforcement and community awareness efforts at identified high frequency collision locations are conducted • road safety enforcement levels increases by 15% at the end of the plan • satisfaction of traffic related issues at the neighbourhood level improves	• Traffic unit officers, and patrol officers are directed to strategic enforcement efforts. A Street Racing Enforcement program ran on a weekend that resulted in 24 Highway Traffic Act Charges including speeding and equipment offences, Liquor License Act charges, Impaired Driving charge and 2 vehicle suspensions. Project Triton which was a joint project with the Quinte Regional Traffic Coalition focusing on liquor license act infractions and impaired driving issues on the opening weekend of the walleye season/Kiwanis Annual Fishing Derby with an excess of 500 vehicles checked resulting in 14 HTA charges, 3 liquor offences and 3 vessel related charges. A Commercial Motor Vehicle Enforcement Initiative focusing only on locally engaged commercial motor vehicles checking for overall fitness, log book adherence. Over 30 vehicles were removed from the road for being "unfit". • Traffic Unit also worked on several specific concerns for members of the community. As these concerns were raised with Councilors or directly to the Service, the Unit would examine the issue from all perspectives, including effective signage, current laws, and enforcement activity. • Service Media relations officer sent out numerous advisories concerning topical issues including Back to School Road Safety messages, inclement weather, etc.
2.1.3 By enhancing partnership with the Collision Reporting Centre	• with the Canadian Niche Users Group (CNUG), electronic collision reporting is developed and implemented as a pilot project • the possibility of electronic reporting of motor vehicle collisions is being explored • increase in the use of the Collision Reporting Centre (CRC) resources • a 10% increase in the total amount of collisions that are referred to the CRC for processing by the end of the plan • explore the implementation of minor personal injury collisions reporting at the CRC • monitor community satisfaction with our collision reporting process (via CRC survey)	• A re-introduction of the Collision Reporting Centre was done with local media outlets. The story was covered as well by the quarterly report produced by Accident Support Services. This was in hopes to increase community awareness of the resources available at the CRC. • Continued use of the statistical analysis tool CROMS provided by the CRC assists the Technical Committee to Review Traffic Issues, as well as the traffic unit. • The following two indicators are tied to the successful implementation of the Blackberry as a mobile data solution within the cruisers. In 2010, a grant was applied for, however, it was not chosen for funding. This will stay in the plan when the Blackberry solution is achieved. Electronic collision reporting is developed and implemented as a pilot project and the possibility of electronic reporting of motor vehicle collisions is being explored.

2.1.4 By enhancing connectivity and functionality of various electronic systems	• the MTO's Notice to Registrar (NTR) interface is integrated with our Service's Computer Aided Dispatch (CAD) system • NTR forms for driver suspensions and vehicle impoundments are completed, printed and issued from the roadside • NTR forms are electronically transferred to the MTO • enter into an agreement with CGI Information Systems for the Insurance Validation Service (IVS)	• All of these items are still in the plan to be achieved as time permits of the IT staff.

Goal 2.2 To ensure excellence in collision investigation and reporting.

Objectives	Performance Indicators	
2.2.1 By enhancing investigative capacity surrounding complex traffic collisions	• the Belleville Police Service Traffic Management, Enforcement and Road Safety Plan (Procedure LE-017-01) is modified and a standardized process is established to investigate and document fatal collisions and collisions causing serious bodily harm that may become fatalities • in-house training for At-Scene Collision Investigation (Level 2) • a mentoring program between Patrol Units and the Traffic Unit is developed and implemented • one more level 3 and level 4 accident reconstructionist trained	• The Belleville Police Service Traffic Management, Enforcement and Road Safety Plan (Procedure LE-017-01) has been modified and a standardized process has been established to investigate and document fatal collisions and collisions causing serious bodily harm that may become fatalities. 2010 saw an increase in the number of fatal collisions and serious personal injury collisions. The Belleville Police Service has been able to effectively create a standard practice of investigating these in a team approach. A current Level 3 investigator is ready for the next Level in training. • Unable to host a Level 2 Accident Investigation Course due to other time commitments. This is in the plan for 2011/2012. • Once this course is completed, the mentoring program can be initiated.
2.2.2 By enhancing collision pattern and trend analyses to strategically deploy resources	• resources are more effectively deployed to address the identified trends • a network of traffic safety partners including police officers, a crime analyst and municipal traffic staff is established • the number and severity of collisions decreases	• Crime Analysis has not been taken to this area as of yet.

Goal 2.3 To enhance alcohol and drug impaired investigations and interventions.

Objectives	Performance Indicators	
2.3.1 By improving alcohol and drug impaired driving investigations	• public education surrounding the reporting of suspected impaired drivers is enhanced and delivered through in house media staff and Operation Lookout • a standardized process for processing all potential impaired drivers at the point of arrest and testing is developed and utilized • an in-house Drug Recognition Expert (DRE) instructor is established and staff trained and accredited as DREs increases • all DRE evaluations are recorded and tracked • all front line staff is trained on Standard Field Sobriety Testing (SFST) • a new CAD/RMS classification is used/created for capturing SFST	• Through the training of a Drug Recognition Expert, members of the platoons were briefed in what to look for. In May 2010 a 35 year old female was arrested for Impaired Operation of a Motor Vehicle by drugs. She was also charged with Possession of a Controlled Substance. • All front line staff is trained on Standard Field Sobriety Testing (SFST) is still ongoing. A course was scheduled in 2010 for 16 front line officers; however, it was cancelled by the Provincial Governing body due to an unknown reason. This continues to be a goal for front line officers.
2.3.2 By developing a strategy to effectively and efficiently deploy static and mobile Reduce Impaired Driving Everywhere (RIDE) programs	• high frequency impaired driving offender locations are identified • new effective reporting systems for RIDE events • monthly RIDE initiatives from the Traffic Unit and Platoons • RIDE grant funding for additional RIDE programs is continually accessed • RIDE programs and impaired driving interventions increase by 2% per year over the term of the plan	• RIDE grants were received and used to conduct RIDE program at special times such as after special community events where alcohol was present as well as large events such as Super Bowl, Grey Cup, etc.
2.3.3 By focusing on impaired driving offenders through strategic monitoring of drivers with an Automatic Drivers' License Suspension (ADLS)	• data from ADLS forms and post-court information is analyzed and is made available to patrol and traffic officers • ADLS offenders are identified and tracked	• This form of analysis is not yet being conducted.

Goal 2.4 To expand public education initiatives relating to road safety.

Objectives	Performance Indicators	
2.4.1 By developing and enhancing road safety solutions	• continued involvement in the QRTC and the goals as established by that committee • establishing new partners to assist the Police Service in delivering effective road safety solutions • the number of community meetings that officers attend is tracked	• Project Triton which was a joint project with the Quinte Regional Traffic Coalition focusing on liquor license act infractions and impaired driving issues on the opening weekend of the walleye season/Kiwanis Annual Fishing Derby with an excess of 500 vehicles checked resulting in 14 HTA charges, 3 liquor offences and 3 vessel related charges. A Commercial Motor Vehicle Enforcement Initiative focusing only on locally engaged commercial motor vehicles checking for overall fitness, log book adherence. Over 30 vehicles were removed from the road for being "unfit". • Still on track to create new partners to assist the Police Service and attend community meetings as requested.
2.4.2 By educating the public on road safety topics	• opportunities for delivering road safety messages to the community are explored and evaluated • monthly road safety educational messaging focused on collision contributing behaviours are developed • community feedback on the effectiveness of road safety initiatives is sought and evaluated (feedback obtained via QRTC website surveys and BPS website surveys)	• The traffic unit has a section of the new website where members of the community can ask specific questions of the traffic unit. Answers are posted so that all can read the question and response. As well weekly poll questions were constructed and added on the website to track the community's feelings or perceptions about traffic related concerns. • The annual Community Policing Bike Rodeo was held with the usual great community support and attendance. • Surveys are still being considered for the second half of this plan's period.
2.4.3 By educating youth on the hazards of impaired driving	• the number of impaired driving presentations is recorded • in collaboration with CROs and the Traffic Unit, standardized training materials and lessons on the hazards of impaired driving are developed. • active involvement with local driving schools geared to young drivers	• The TMU has developed and delivered Impaired Driving presentations to the local High Schools. This presentation and accompanying Power Point presentation is available for everyone.

3 - YOUTH

Our youth are our future leaders of tomorrow. The community and the Police Service must commit to a collaborative approach to encourage youth and their families to make positive choices. Focusing on education and relationship building, we will begin a long lasting change on the positive and negative influences affecting the youth in our community.

Goal 3.1 Engage and support youth and their families in making safe, healthy and positive choices.

Objectives	Performance Indicators	
3.1.1 By deploying Community Resource Officers (CROs) in all levels of our school communities to effectively serve our youth	• daily activities of the CROs are tracked • CRO services are implemented at the elementary school, high school, and college level	• The Safety Village officer spent off times from teaching in the Safety Village reaching out to the Elementary Schools not currently being covered by the High School Liaison Officer. This has formed a new partnership to deal with issues among students in younger grades. • Continued support of Loyalist College in issues specific to the College. Chief has been selected to sit on the Board of Governors.
3.1.2 By engaging in partnerships that integrate the youth and community	• existing community partners and projects are inventoried • any identified gaps in service are addressed at all levels	• This issue has not been addressed at this point in the plan.

Goal 3.2 To use intelligence–led intervention and prevention strategies to address youth safety and security.

Objectives	Performance Indicators	
3.2.1 By implementing a strategic direction specific to CROs, aligned with the neighbourhood policing deployment model	• a CRO strategic direction is developed • CROs are deployed according to the strategic direction • youth and school-related calls for service are tracked • crime analysis reports are prepared to support the CRO strategic direction in relation to the school communities • students are surveyed on safe schools issues and the results are used to guide intelligence-led response	• This is the next step forward in the Zone Policing model. It has not been addressed as of yet in this plan.
3.2.2 By broadening our intelligence-led response to youth crime	• joint initiatives between units are tracked • crime analysis is utilized to identify trends and direct response • an intelligence collaboration process with community partners and stakeholders is established to address youth crime • crime committed by young persons is reduced	• This has not been conducted as detailed as this of yet in relation to youth. • Joint initiatives between units have started with the Break and Enter project, and Project Triton.

Goal 3.3 To prevent crime through youth education and relationship building.

Objectives	Performance Indicators	
3.3.1 By developing and facilitating educational programs for youth	• community partner organizations involved in youth education are identified • service delivered youth educational programming is tracked and feedback from students is solicited • the Children's Safety Village attendance, programs and curriculum are tracked and evaluated	• The Safety Village has increased significantly the students attending the village in the 2010 – 2011 school year. • Outside of the Safety Village, there has been no forward movement on these issues as of yet in this plan.
3.3.2 By working with community partners to broaden the interventions available to youth	• community agency intervention programs, such as the Belleville Youth Justice Committee, and the Youth Advisory Council are identified and supported • with our school partners, youth at high-risk to offend or re-offend are identified and referred to social agencies for intervention. This practice follows the Community Threat Assessment model managed by the local school boards • continue to train CROs and front line staff on the Community Threat Assessment model	• The continued commitment to the local school Boards threat assessment protocols and training initiatives. The number of officers trained for Level 1 increased to over 12 officers. Officers trained to Level 2 increased to 2. Assistance was provided to both the Hastings County School Board as well as the Algonquin Lakeshore Separate School Board in the creation of the corresponding Protocols.

4 - CRIMINAL INVESTIGATIONS

Ensuring the Belleville Police Service conduct criminal investigations to the highest standard is an integral part of enhancing the quality of life for all citizens in our community. Congruent with community values, sensitivities and expectations, we aspire to deliver investigative excellence through ongoing member development, innovative use of resources and technology, and building community and organizational capacity. This will be facilitated by enhanced partnerships, teamwork, victim support, and community education.

4.1 VIOLENT CRIMES

Goal 4.1.1 To reduce violent crime.

Objectives	Performance Indicators	
4.1.1.1 By enhancing prolific violent crime offender management	• prolific violent crime offenders within our community are identified using current Service data • partnerships with the Provincial Risk Offender Enforcement Unit are developed and enhanced • relationships with provincial and federal courts as well as probation and parole services are expanded to share information and establish best practices • violent crime rates decrease	• A standardized process was created with the assistance of the Crown Attorney to manage offenders released in the community with a Sign In condition on their bail. This makes it a more consistent process to use and track. This was communicated to all staff in Spring 2010. • A formalized process with the Provincial Risk Offender Enforcement Unit has not come to play as of yet in this plan.
4.1.1.2 By prioritizing and Coordinating warrant and bail enforcement with a focus on violent offenders	• outstanding arrest warrants and bail conditions are made easily accessible. • the number of outstanding arrest warrants decreases • the time between warrant issuance and execution decreases	• A new warrant process has yet to be formalized.

Goal 4.1.2 To enhance our ability to effectively investigate violent crime.

Objectives	Performance Indicators	
4.1.2.1 By using an integrated approach to investigate violent crime	• service representation on provincial committees and forums is monitored, ensuring best practices (Ontario Homicide Investigators , CISO, Robbery & Identification) • communication is enhanced throughout the organization • mentoring opportunities are enhanced • succession planning criterion is formalized • violent crime clearance rates increase	• A mentoring program in the Drug Unit was created for 2011. • Service representation on Provincial committees and forums is monitored, ensuring best practices (Ontario Homicide Investigators , CISO, Robbery & Identification) • Succession planning criterion is not yet formalized •
4.1.2.2 By improving communications between the Crime Analyst and Service members	• regular updates from the Crime Analyst updating members on crime trends	• Crime Analysis reports are created in a variety of forms including standard weekly/monthly/quarterly reports to crime or neighbourhood specific report. • All reports are available electronically to all members, and hardcopies posted for patrol officers. Each report is stored in electronic folders for future reference. • As a spike in any crime is noticed, specific analytic reports are prepared for investigators and potential targeted deployment of officers from a variety of units. • Special Crime bulletins are also created to share with other Law Enforcement Agencies (federal, provincial and municipal)
4.1.2.3 By enhancing technological capacity to investigate violent crime	• proper equipment is obtained to maximize the value of photographic and video evidence • technology training is provided to staff	• Budget submissions from the Forensic Identification were received and processed to ensure that the most effective equipment is budgeted and purchased.

Goal 4.1.3 To be leaders in providing support and services to victims of violent crime.

Objectives	Performance Indicators	
4.1.3.1 By enhancing relationships with support agencies	• the numbers of victims of violent crime that are referred to identified support service agencies are tracked • links between the Service's partner organization websites are provided • a victim survey shows increased levels of satisfaction with the Service number of members that serve our community on support agencies Boards of Directors are tracked	• These tracking mechanisms are not yet in place at this point in the plan.

Goal 4.1.4 To expand public education initiatives relating to violent crime.

Objectives	Performance Indicators	
4.1.4.1 By participating in and supporting community partnerships through increased community presentations	• through community partnerships, campaigns are conducted to educate businesses and property owners on how to prevent violent crime • use of Crime Prevention through Environmental Design (CPTED) principles and crime prevention strategies increases	• Members of the Operations Support Division have made numerous presentations to community groups including Drug presentations, Fraud, Domestic Violence, Police Investigation of Sexual Assault cases, etc. • Have conducted numerous site visits for CPTED advice as well as consulted with the Graffiti Task Force to structure a new process.

4.2 PROPERTY CRIMES

Goal 4.2.1 To reduce property crime.

Objectives	Performance Indicators	
4.2.1.1 By enhancing property crime offender management	• property crime offenders within our Community are identified using current Service data • relationships with provincial and federal courts as well as probation and parole services are expanded to share information and establish best practices • to enable immediate access of intelligence information • the use of contact cards/street check is increased • property crime rates decrease	• In the Spring and Summer months there was a very significant spike in Break and Enters in the community. A B&E Task Force "Project Recover" was created with members of the Street Crime Unit, Uniform Division secondment to Street Crime, CIB secondment to Street Crime and the extensive support of the Service's Crime Analysis. Weekly reports were filed totaling 25 people arrested including charges for Break and Enter, Possession of Break and Enter instruments, Prowl by night, Possession of Stolen Property, Theft, Mischief, Obstruct Justice, numerous drug offences and a high number of Breach of Recognizance and Probation charges. This targeted enforcement greatly reduced the number of break and enters in the community at large. • In addition to the above, other members of the unit worked in partnership with the Napanee OPP to solve the theft and destruction of 7 stolen vehicles.
4.2.1.2 By enhancing community and provincial partnerships to facilitate property crime investigations	• to share resources and support joint investigations, partnerships with community and corporate stakeholders, the Crown and other police services are increased. (e.g. Eastern Region Fraud Group, RACT Rural Agricultural Crime Team)	• An officer was assigned to join the Eastern region property crime investigators meeting.
4.2.1.3 By supporting and developing effective access to pawn shops / second hand shops / information	• to work in partnership with the City in updating the current Pawn Shop/Second Hand Shop by-law • an effective service-wide strategy to work with pawn shops/second hand shops to consistently receive effective intelligence for stolen property is developed	• An officer was assigned to re-write the by-law. This work was forwarded to the City for City staff to finalize the By-law. • Once By-law is official, a Service wide approach will be developed.

Goal 4.2.2 To enhance our ability to effectively investigate property crime through partnerships.

Objectives	Performance Indicators	
4.2.2.1 By using an integrated approach to investigate property crime	• property crime offenders within our Community are identified using standardized definitions and current Service data • relationships with the community and policing partners are enhanced • property crime clearance rates are increased	• Still under development.

Goal 4.2.3 To be leaders in providing support and services to victims of property crime.

Objectives	Performance Indicators	
4.2.3.1 By enhancing the availability of victim supports and services	• a Victim Services card is provided at the initial phase of the property crime investigation • the number of referrals to victim services are tracked and increased • the delivery of the home/business security information to victims of residential and commercial break and enters is provided • Satisfaction in post-crime communication by victims of property crime improves	• New protocols and guidelines being constructed with Victim Services to effectively enhance the existing partnership. This will develop further in the second half of the plan when the Protocol is agreed to and signed.
4.2.3.2 By increasing awareness surrounding victimization and emotional trauma	• victim impact statements are provided to victims of property crime • the volume of victim impact statements increases • victim impact statement reviewed and reinstated	• Service continues to work with the Crown Attorney and VWAP in the effective completion of victim impact statements.

Goal 4.2.4 To expand public education initiatives relating to property crime.

Objectives	Performance Indicators	
4.2.4.1 By developing a public education campaign to stress the importance of timely reporting of all property crime offences	• to ensure all property crimes are reported to police, a partnership with community stakeholders and local media is developed and an awareness campaign is implemented • the number of property crimes reported increases	• The development of the new website allowed for victims of minor property crime to report any and all crimes in an efficient manner. Media information released out to the public included the need to know all incidents, not just what someone else deems as serious. • The public information made available during the announcements of the new Differential Response Process reiterated these requests.
4.2.4.2 By developing and implementing an updated public education strategy related to use of effective home and property security methods	• the number of CPTED and Home Security Audit presentations in the community increases • through productive community partnerships, Home Security Audit information is consistently distributed • continue to encourage all citizens to inventory all valuable property	• There have numerous CPTED audits performed for a variety of reasons including Domestic Violence cases, community concerns and the Graffiti Task Force. • More work still to come in relation to making this ability more publicly known.

4.3 DRUG INVESTIGATIONS

Goal 4.3.1 To enhance our ability to effectively investigate drug investigations.

Objectives	Performance Indicators	
4.3.1.1 By using an integrated approach in all drug Investigations	• Continued commitment to Project Longarm • Adherence to existing Notification of Marijuana Grow Operations protocol and memorandums of understanding • an intelligence collaboration process with community partners and stakeholders is established to address drug issues	• Continued commitment to Project Longarm • Adherence to existing Notification of Marijuana Grow Operations protocol and memorandums of understanding • The intelligence collaboration with community partners to address drug issues is in part completed through membership on local boards such as having members on the Board of Directors for the Addiction Centre.
4.3.1.2 By broadening our intelligence-led response to drug investigations	• joint initiatives between units are tracked • crime analysis is utilized to identify trends and direct response • drug related crime is reduced	• Project Recover (the Break and Enter Task Force) had a large drug element involved and resulted in numerous drug charges.

Goal 4.3.2 To expand public education initiatives relating to drug issues and activity in the community.

Objectives	Performance Indicators	
4.3.2.1 By participating in and supporting community partnerships through increased community presentations	• through community partnerships, campaigns are conducted to educate concerned parties • use of Crime Prevention Through Social Development (CPTSD) principles • crime prevention strategies increases	• Fully employing CPTSD principles in this area of enforcement has not been addr as of yet in this plan.
4.3.2.2 By addressing drug use through education and prevention	• data on substance abuse within our city is accessed to benchmark our progress • the website homepage is revitalized including links to community support services • partnerships with local addiction counselling resources are established • service representation on local addiction board (Addiction Services)	• service representation on local addiction board (Addiction Services) • links to community agencies were added on the new website. As new links are m known, they are added as well • new partnerships are always on the agenda for the length of the plan.

Goal 4.3.3 To enhance training opportunities among staff and community partners.

Objectives	Performance Indicators	
4.3.3.1 By developing and facilitating educational programs for community partners surrounding drug investigations	• community partner organizations involved in drug investigations are identified (eg. Veridian, BFD, EMS) • service delivered training is tracked and feedback is solicited • working relationships in drug investigations improve	• The drug unit routinely utilizes the assistance of the Belleville Fire Department, Veridian and others on search warrants where there is an anticipated marijuana grow operation. In one such case, several charges were laid by the Fire Department for a variety of Fire Code violations. In this particular case three convictions were registered of the fire code violations. • Ongoing training is still required for a Service wide understanding of the issue.
4.3.3.2 By creating mentorship opportunities for members of the service	• in-house training seminars focusing on current issues and trends are held • short-term secondment opportunities increase • increase in utilization of intelligence-led policing • increased submission of contact cards/street checks • more relevant information provided in contact cards/street checks.	• In house training on certain issues has begun, but is still in development. • A process for a three month secondment to the Drug office was announced for competition. • Members who were interested in following through on larger investigations were given the opportunity throughout the year by backfilling their spots. • Still more development required for an effective street check process.

5 - COMMUNICATIONS

The Belleville Police Service will achieve effective communication throughout our organization and with our members, stakeholders, citizens and community partners. We will encourage and provide open lines of communications between management and members of the service which will create mutual understanding through open dialogue. We will promote public reassurance, feelings of safety and security, as well as confidence in our police service by educating our members, citizens and community partners about our policing service and by enhancing the delivery of information. Effective communication will be the foundation towards achieving our goals and implementing our communications strategic direction.

Goal 5.1 To facilitate and promote a culture of dialogue within the Belleville Police Service.

Objectives	Performance Indicators	
5.1.1 By redesigning the Service Intranet	• analysis of the content and functionality of the intranet is conducted, strengths and weaknesses are identified • content of the Intranet is enhanced • job descriptions are posted • utilization of surveys through the intranet for member feedback	• Intranet was formed and the structure laid out for all to use and have input on. • Although this has begun, more work required to fully utilize this as s sole source of information. • Job Descriptions for all positions sworn and civilian continue to be finalized. • Surveys not yet being used on the Intranet.

Goal 5.2 To enhance information sharing and improve communication between the community and the Belleville Police Service.

Objectives	Performance Indicators	
5.2.1 By revitalizing our website	• website usage is electronically tracked • our *Strategic Business Plan* is posted to the Service website • website links with our community partners and service providers are enhanced • survey to evaluate the website is developed, implemented and analyzed • property crime updates and prevention tips are available on the Service website • community publications, pamphlets and public information posters are posted and updated • all marketing materials are available on our website • events calendar reflects service activities	• The Belleville Police Service launched a new website that included a variety of new features as well as keeping the best of the old. Included are all Annual Reports, and the current business plan. Also there are detailed descriptions of all job functions, as well as the Service structure and make up. New to this website is the “DIY” crime Analysis Feature, E-Reporting of incidents, the electronic filing of criminal record checks, weekly “Poll”, and the “Ask your question feature”. • The events calendar is kept current as well as the posting of all media releases. • Basically this is a complete overhaul. Check it out. www.police.belleville.on.ca. • Routine surveys on usage and what is being looked at is conducted via bi-monthly Google reports.

Goal 5.3 To improve the morale of members of the Service.

Objectives	Performance Indicators	
5.3.1 By ensuring open and clear communication between all members of the Belleville Police Service	• by recognizing members for contributions to the service and the community • encourage member participation in the nomination process • increased level of knowledge of all members • sense of inclusion in other units • sense of completion of work started • courts to share outcomes of cases • monthly bulletins from different Units (Traffic, CIB, CID, Training)	• 2010 saw the return of the Awards Ceremony recognizing members as well as members of the community for efforts of the prior year. • Service Excellence reported at the Police Services Board meetings recognizing work beyond the average. Each month each Division provides one example of this. • Monthly bulletins not yet begun. • Outcomes of court cases not consistently being shared with everyone.

Goal 5.4 Develop and implement strategies to promote and enhance the image of the Belleville Police Service.

Objectives	Performance Indicators	
5.4.1 By establishing enhanced media procedures and practices	• develop media releases to increase public awareness of the Service's programs and services • monthly media releases accentuating the positive efforts of the members of the Service as well as various projects • establish bi-annual meetings with media partners to ensure we are meeting the needs of the partners • cross train members to perform the tasks of the media relations officer	• Media releases are consistently being prepared in the same manner, and distributed to everyone consistently. • As issues arise with any media outlets, meetings are held to address those. In some cases they are less formal than a "bi-annual" meeting. • Media releases cover the recent events, safety messages, emergency notifications as well a crime prevention messages when required. • Cross training of new members has not occurred as of yet in this plan.
5.4.2 By seeking opportunities to connect with the community	• develop the website to list all of the services available to the community including presentations, programs, activities • develop a list of topics available for presentation to external groups to raise public awareness of the BPS • develop a standard format for communications • increase the public's level of knowledge about the Belleville Police Service	• This area of the communications has not yet been fully addressed in the plan.
5.4.3 By continuing to seek opportunities to build relationships with our business and community partners	• encourage members to actively participate in community volunteer initiatives • promote volunteerism in the community through In-Service, recruit training, and communicating volunteer requests for assistance from other organizations • develop a list of members and their volunteer activities • number of community group meetings/events attended and initiatives generated from encounters increases	• Members are actively getting involved in the community such as United Way, Special Olympics, Rotary, Addictions Centre, Children's Wish Foundation, Gleaners Food Bank, St Johns Ambulance, Volunteer Fire Departments, John Howard Society, Three Oaks, Musicians For Hope, Plainfield Community Homes, Quinte Regional Human Resources Committee, Various school programs and parent councils, Quinte Children's Foundation, Children's Aid Society, Belleville Chamber of Commerce, etc.

6 – HUMAN RESOURCES

The Belleville Police Service believes that our people are our most important resource and our organization depends on their health and well being. We are committed to continuous learning and improvement, and maintaining open, positive communication which promotes effective and efficient teamwork. Ensuring excellence in our recruitment and selection processes will enhance our ability to develop and retain highly qualified members.

Goal 6.1 To promote a healthy, respectful, inclusive and harassment-free workplace.

Objectives	Performance Indicators	
6.1.1 By ensuring adequate human resources to meet the expanding and evolving needs of the organization	• development of ongoing workload analysis plan	• Initial stages of development. • Report to be forwarded to the Police Services Board for consideration at the end of 2011.
6.1.2 By ensuring members are provided with a wellness program	• the development of a wellness program, including recognition of outstanding contributions by members and citizens to the Police Service and/or community • creation of Critical Incident Procedure • long-term absences from the workplace are evaluated and steps are taken to promote return to work as appropriate and reduce future occurrences	• All long term absences, and return to work processes are put in place. • Recognition of outstanding contributions by members and citizens to the Police Service and/or community is done through the Awards Ceremony. • The development of a wellness program is still not finalized. • The creation of Critical Incident Procedure is not finalized.
6.1.3 By improving our members' understanding of all members' duties and responsibilities	• job descriptions are created and kept current • all members have access to job descriptions by placing them on intranet	• All job descriptions are available on the Intranet. • Most Civilian and sworn job descriptions are completed.
6.1.4 By enhancing the awareness of our Harassment in the Workplace procedure	• review and update procedure • all members receive training on procedure	• New procedures completed, posted and training provided.

Goal 6.2 To ensure excellence in our selection processes.

Objectives	Performance Indicators	
6.2.1 By employing selection and transfer processes that are fair and unbiased for all applicants	• all selection and transfer processes are reviewed and updated • to ensure ongoing review and evaluation of selection criteria for career development • review and update performance management system	• Processes for jobs are consistent and follow a similar pattern. All embody some score for seniority, reliability, and resume. • Performance Management System still in development.
6.2.2 By utilizing the OACP Constable Selection System	• entering a licensing agreement with the OACP for the Constable Selection System • accessing the full set of selection tools • members receive training in the essential competency interview and background investigation	• Have successfully utilized the OACP Constable Selection Process to hire recruits. • Members have received the training and been certified in the process including ECI interviews and background checks.

Goal 6.3 To enhance succession management.

Objectives	Performance Indicators	
6.3.1 By ensuring the best candidates are identified and prepared for career development and future succession	• creation of a succession management strategy for horizontal and vertical opportunities is developed	• Still in development at this point in the plan.
6.3.2 By enhancing job enrichment and development opportunities for members	• research and consider implementation of a coaching/mentoring/job shadowing program • utilization of cross training opportunities	• Have looked to short secondment opportunities in specialized units including CIB and Drugs and Intelligence units. • More work required in the mentoring process and job shadowing.
6.3.3 By implementing a current skills development and learning plan	• creation of a current skills development and learning plan • annual audit and review of the skills development and learning plan	• Current plan requires updating, and an audit performed.

7 - INFORMATION TECHNOLOGY

Information technology supports every aspect of our service delivery and serves to enhance resources by maximizing effectiveness and efficiencies. We will keep pace with the rate of change in technological development and incorporate advancements where there are benefits to the functionality, reliability and security of our systems. We will strengthen our relationships with other police services, proprietors and education partners to develop and support our information technology strategic direction.

Goal 7.1 To maintain and operate reliable systems.

Objectives	Performance Indicators	
7.1.1 By utilizing the most effective hardware and software	• optimal hardware and software options are identified • hardware and software solutions are purchased, installed and supported	• Ongoing…but continue to meet this standard
7.1.2 By ensuring all systems exceed verification standards	• a maintenance schedule of system verification testing to be applied at regular intervals is implemented • where verification standards are not met, problems are identified and corrected	• Ongoing…but continue to meet this standard

Goal 7.2 To continually maintain the highest level of system integrity.

Objectives	Performance Indicators	
7.2.1 By ensuring systems security	• sources of vulnerability are identified and eliminated • security permissions are consistently aligned with the personnel assignments and changed accordingly • education in systems security is provided	• Ongoing…but continue to meet this standard
7.2.2 By continually enhancing systems to meet changes in legislative standards and memorandums of understanding with other police partners	• routinely scheduled reviews of legislative standards and memorandums of understanding are implemented • hardware and software systems are enhanced as required	• Ongoing…but continue to meet this standard. • IT Sgt has joined Provincial CPEG committee. • OPTIC updates are shared with several people throughout the organization to en the messaging is constantly being shared.

Goal 7.3 To ensure effective and efficient use of Information Technology resources.

Objectives	Performance Indicators	
7.3.1 By developing an information technology (IT) strategic direction	• criteria for prioritizing IT projects are established. Status reports, including resource requirements of all IT projects are delivered at regular intervals IT operating practices and procedures are reviewed annually to ensure compliance and consistency	• Ongoing…but continue to meet this standard
7.3.2 By standardizing member training to optimize the use of systems and software	• training requirements are identified and aligned with personnel assignments • members of the Service requiring training are identified • standardized program modules are developed and delivered to ensure cross-training occurs so that there is no IT job that only one person has the total knowledge base and permissions for	• Not yet addressed in this plan.
7.3.3 By ensuring data integrity through improving the quality and timeliness of data being entered into our systems	• members, whose personnel assignment requires data entering, editing, or linking privileges in computer systems, are consistently and regularly trained to ensure data integrity • supervisors trained to identify non-compliant data entry practices • the sources of data entry issues are identified and addressed • timelines for data entry are reviewed and improved • explore the options of third line or data entry alternatives • errors in Service data are reduced	• Third line for data entry achieved. • Quality Assurance for RMS has been shared with two new staff and training received from OPTIC staff to ensure it is current and valid. • No current practice to ensure members, whose personnel assignment requires data entering, editing, or linking privileges in computer systems, are consistently and regularly trained to ensure data integrity. • Not all supervisors are trained to identify non-compliant data entry practices. • Timelines of data entry have improved.
7.3.4 By addressing the hardware and software needs of our members and providing the most effective and efficient IT support	• members needs are surveyed annually on their system requirements • business relationships with community IT partners are fostered • a system of tracking requests for service is established and frequent requests for service are proactively reduced • frequently asked questions (FAQs) are posted on the Intranet • a process is developed to ensure purchase requests address IT and financial impacts • member satisfaction with IT services increases	• This section has not been addressed at this stage in the plan. • Current business partners for IT needs are in excellent order and continue to strive. • FAQs are on the Intranet, but under utilized.
7.3.5 By integrating computer systems	• the functionalities of identified servers are merged • wherever possible, data is entered and retrieved from a single source	• New VM server purchased and brought on line to provide simple hand free backing up of data.
7.3.6 By aligning network infrastructure with demands	• the capacity of the network is reviewed to identify strengths and weaknesses • to meet the needs of the Service, network capacity is improved	• New VM server purchased and brought on line to provide simple hand free back of data

8 – CAPITAL RESOURCE MANAGEMENT

The Belleville Police Service must manage all of our resources exceptionally well in order to deliver effective, efficient and economical service delivery. A long-term facility plan will enable our Service to accommodate current needs and future growth. Our Police Facility must support work behaviours, reinforce culture, improve performance and assist the Service in the achievement of its goals. We are committed to ensuring that our members have the necessary equipment to carry out their duties.

Goal 8.1 To develop and maintain a long-term facilities plan.

Objectives	Performance Indicators	
8.1.1 By establishing a working committee to report on long term facility	• the formation of a Facility Committee to provide ongoing input into development and implementation of the plan • presentation at the City Strategic Planning meeting on new facility plan • needs assessment is completed and presented to the Police Services Board	• The formation of a Facility Committee to provide ongoing input into development and implementation of the plan was created in early 2011. • Presentation at the City Strategic Planning meeting on new facility plan conducted in January 2011. • Committee Chair, CAO Kester, has set meeting agenda and meeting schedules.
8.1.2 By ensuring facilities can continue to accommodate essential needs	• current facility needs are identified and plans are developed to meet requirements • capital budget is established to support needs	• This is ongoing each year to establish priorities.
8.1.3 By enhancing facility security	• the development and implementation of a procedure for building security • annual review of building security and compliance with procedure	• Building Security process in effect. • Annual review not completed.
8.1.4 By ensuring regular maintenance/cleanliness	• ongoing compliance with health and safety • ongoing cleanliness is maintained through schedule development and regular inspection plan	• JHSC committee meets and provides feedback as required. • Maintenance schedule completed and maintained by Fleet/Maintenance supervisor.

Goal 8.2 To ensure our Service facilities meets compliance standards, and community and member expectations.

Objectives	Performance Indicators	
8.2.1 By fulfilling public accessibility needs according to the Accessibility for Ontarians with Disabilities Act (AODA) and Adequacy Standards	• to ensure compliance and efficient operations, regular meetings held with Human Resources and maintenance members • compliance with AODA and Adequacy Standards, a report is issued annually to the PSB	• Current facility does not meet the needs or requirements of AODA. Staff continues to provide Service to meet the needs of all persons in all circumstances with a variety of “work arounds”.

Goal 8.3 To ensure our Fleet and Equipment meet or exceed compliance standards, and community and member expectations.

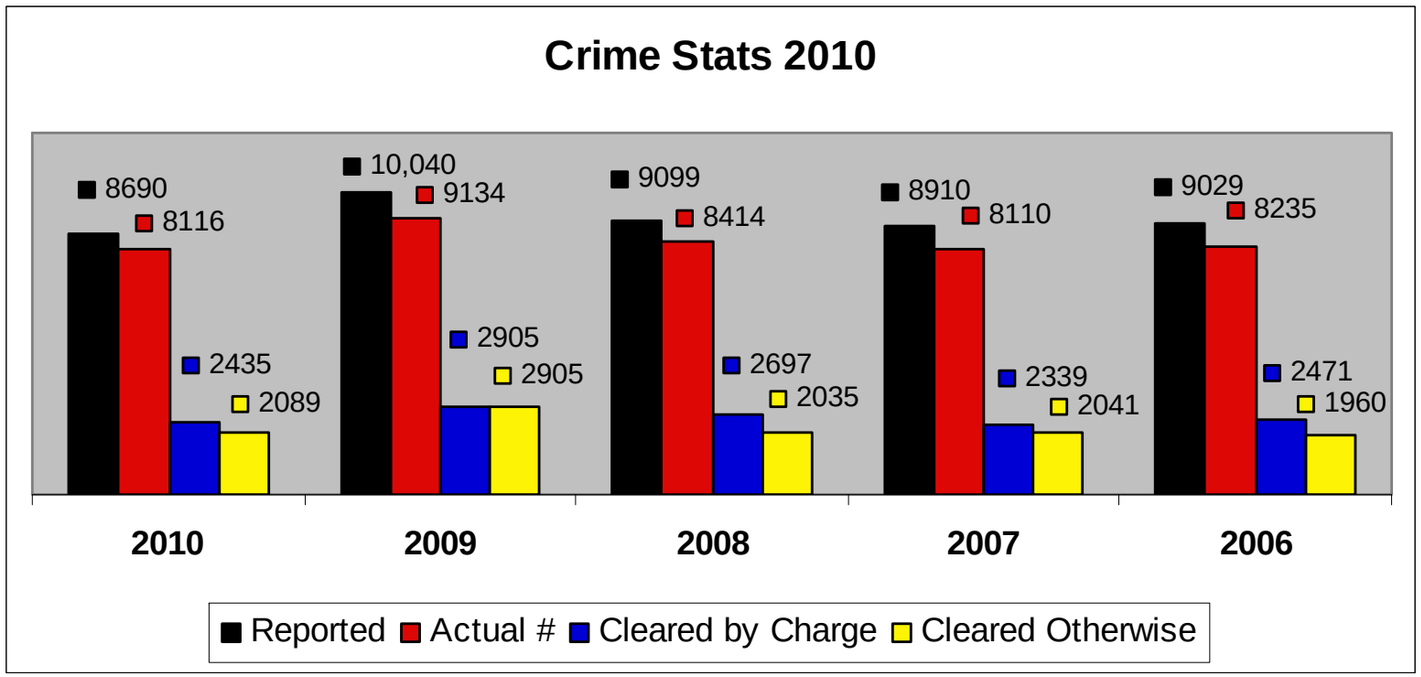
Objectives	Performance Indicators	
8.3.1 By ensuring our members have the necessary equipment to perform their duties	• equipment recommendation committee is formed to examine and make recommendations regarding the purchase of equipment • the members are provided with the necessary equipment in a timely and efficient manner to safely carry out their duties • quarter master develops and maintains an equipment strategy plan • the development and implementation of a cleaning and maintenance plan for fleet	• Equipment committee formed. • QM constantly reviews equipment needs and plan with Finance Department. • Cleaning of fleet continues as time permits with assistance for local car wash, etc.

STATISTICAL HIGHLIGHTS

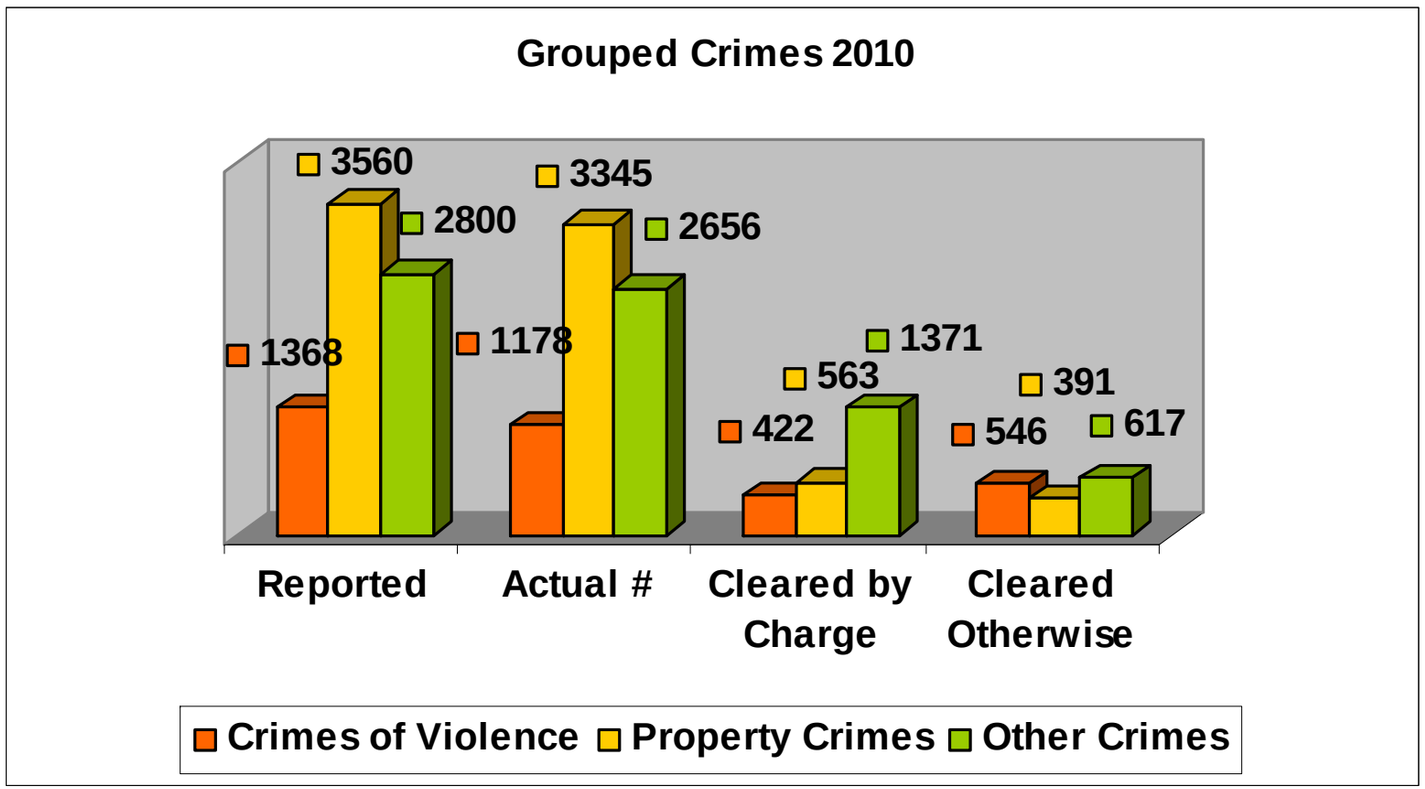
The following section provides an overview of reported incidents and a selection of performance measures or significant crime types. Comparative statistics are provided in some cases for the preceding year, a five year summary of selected measures is also provided.

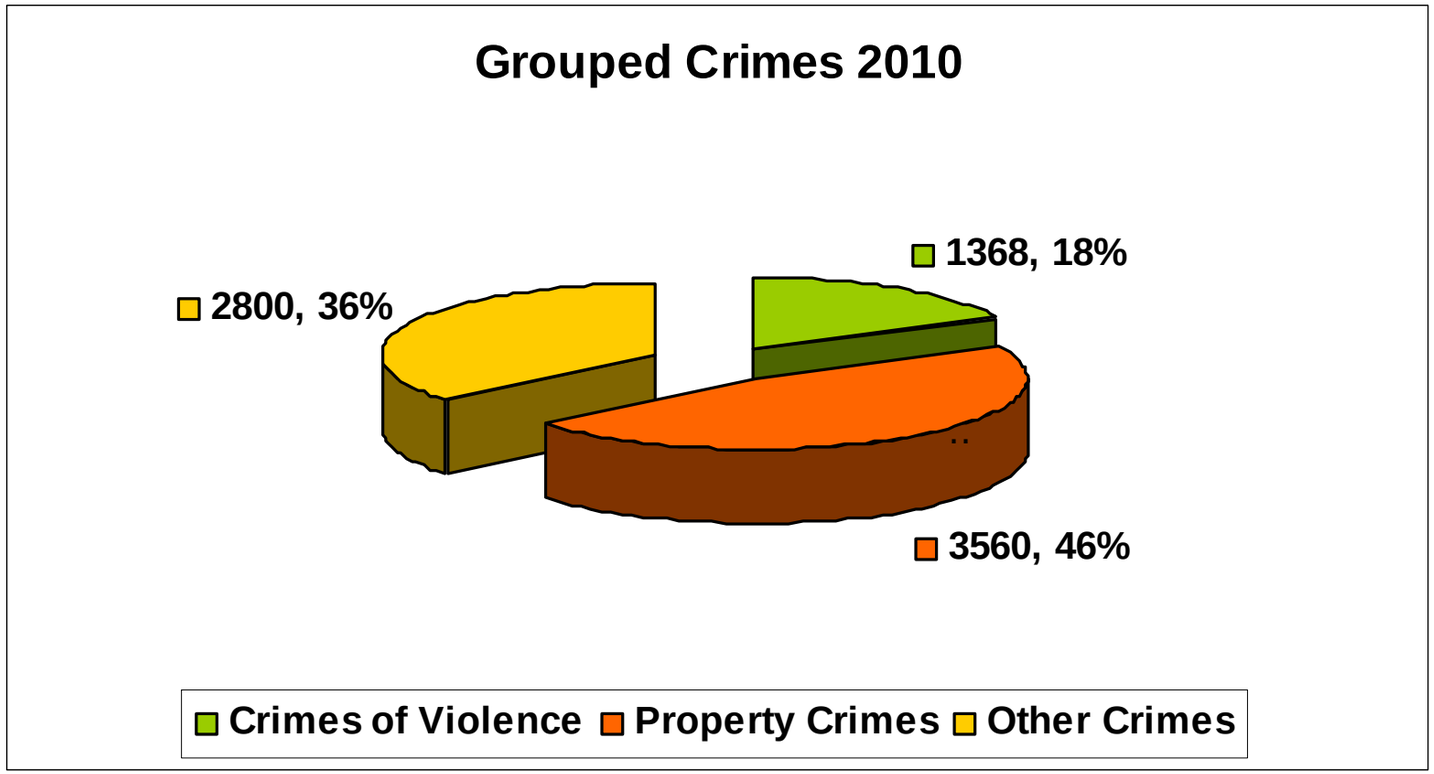
Calls For Service

	When you called in 2009	When You Called in 2010
Total number of calls for Service	**22,332**	**22,120**
Total number of calls requiring a dispatched response	**20,063**	**20,340**
Total number of calls requiring an alternative response	**2,269**	**1,780**

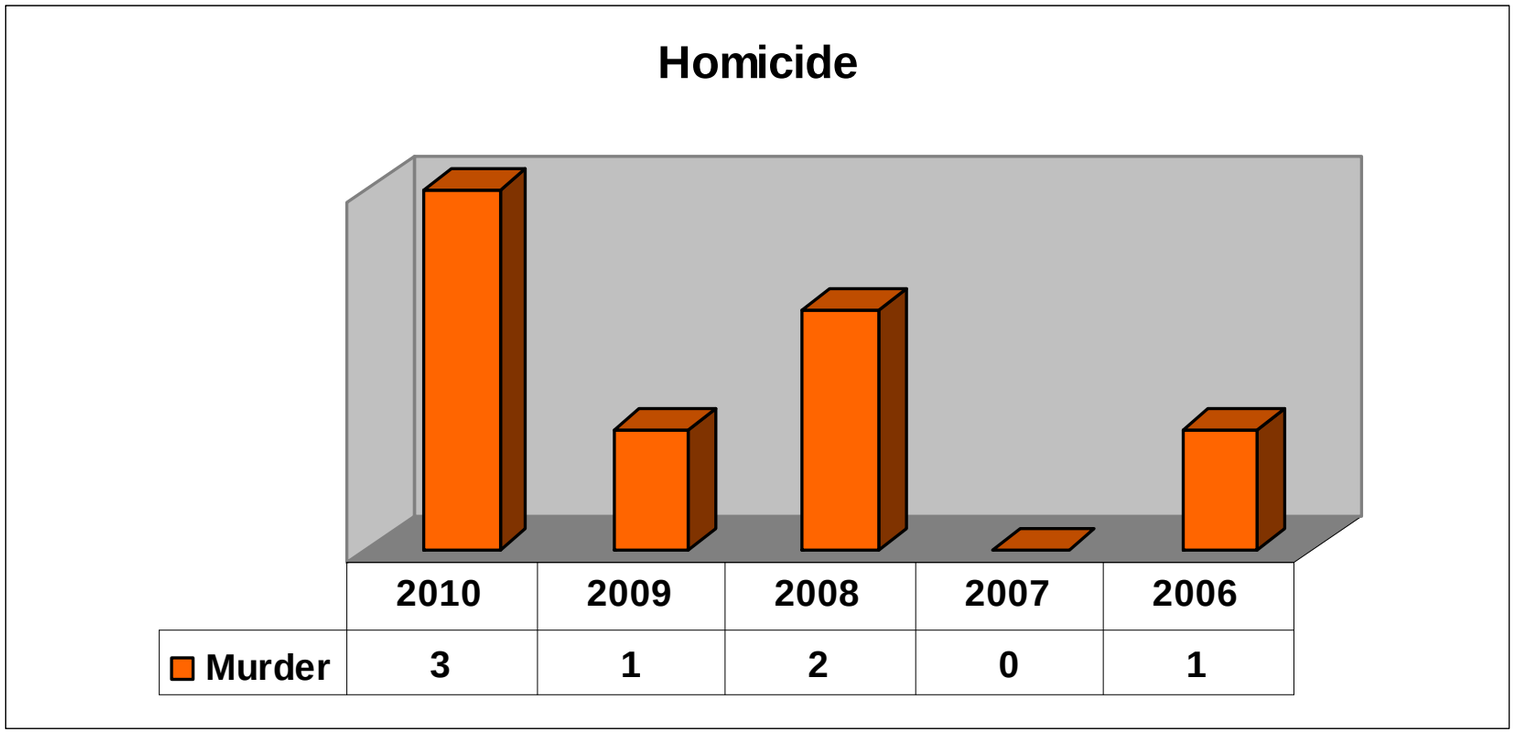


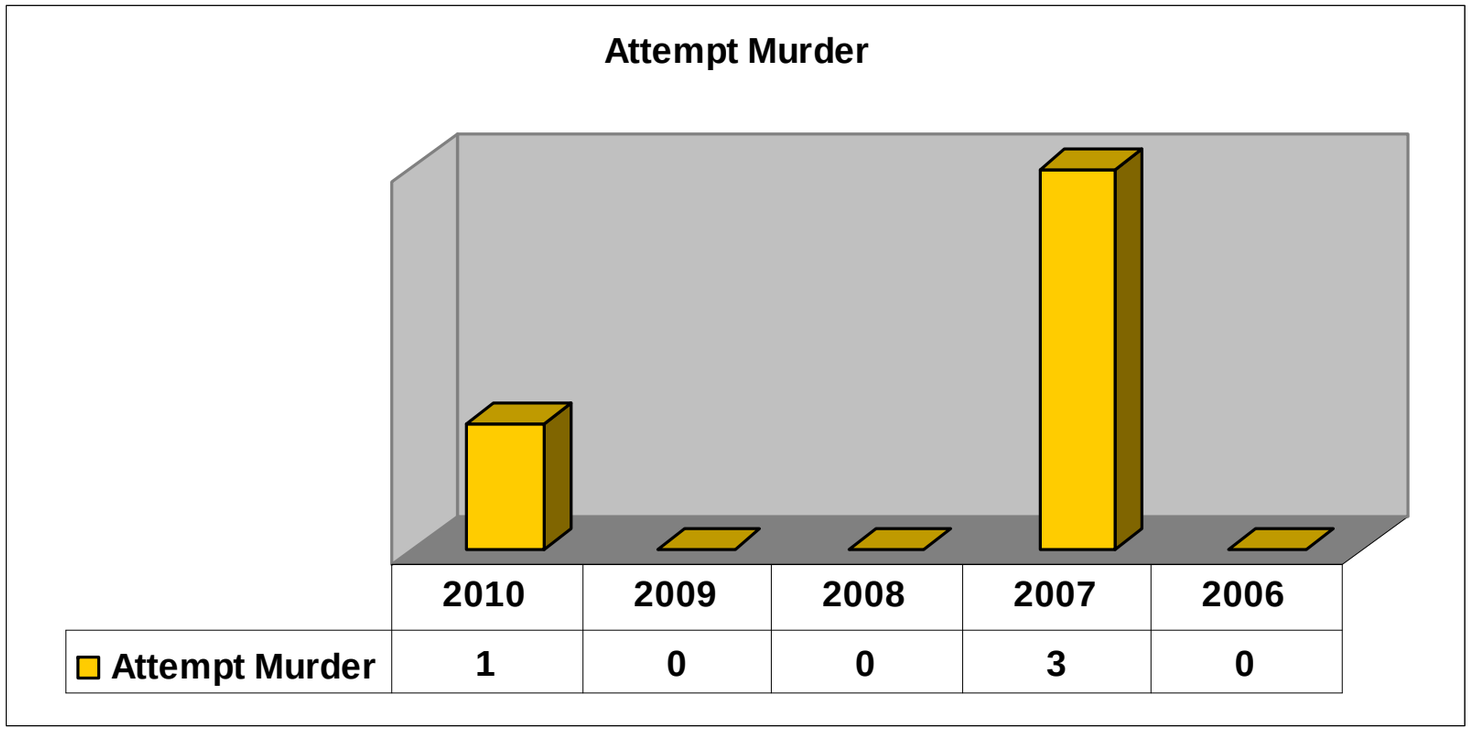
Year	Reported	Unfounded	Actual	Cleared By Charge	Cleared Otherwise	Clearance Rate	Change
2010	8690	574	**8116**	2435	2089	**56%**	-11%
2009	10,040	906	**9134**	2905	2274	**57%**	9%
2008	9099	685	**8414**	2697	2053	**56%**	---------


Grouped Crimes 2010
3560
2800
1368
1178
3345
2656
422
563
1371
546
391
617
Reported
Actual #
Cleared by Charge
Cleared Otherwise
Crimes of Violence
Property Crimes
Other Crimes

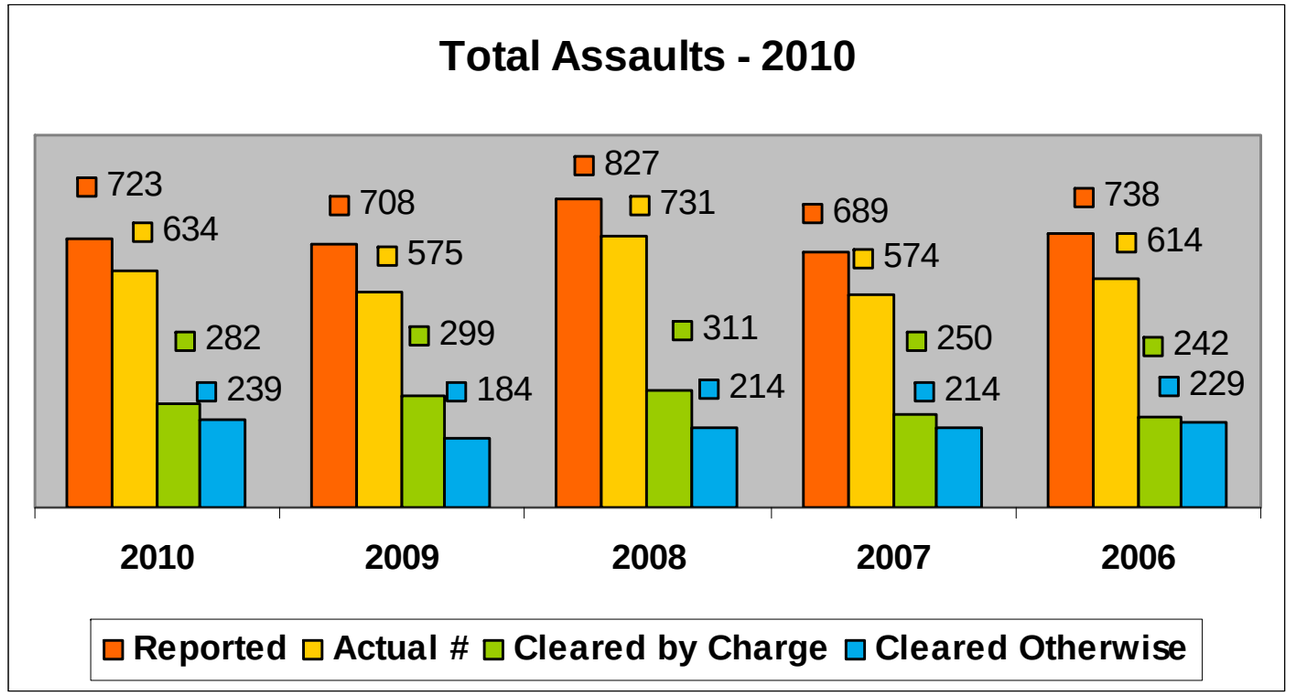

Grouped Crimes 2010
1368, 18%
2800, 36%
3560, 46%
Crimes of Violence
Property Crimes
Other Crimes

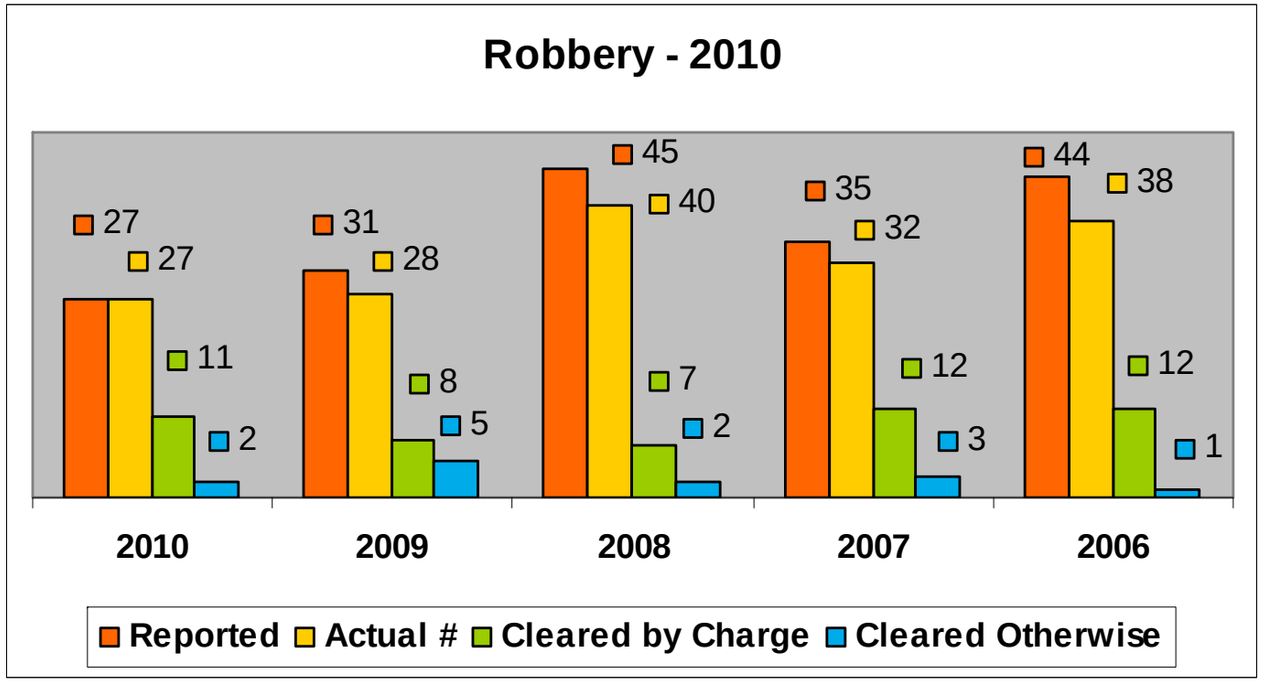
Specific Crime Types

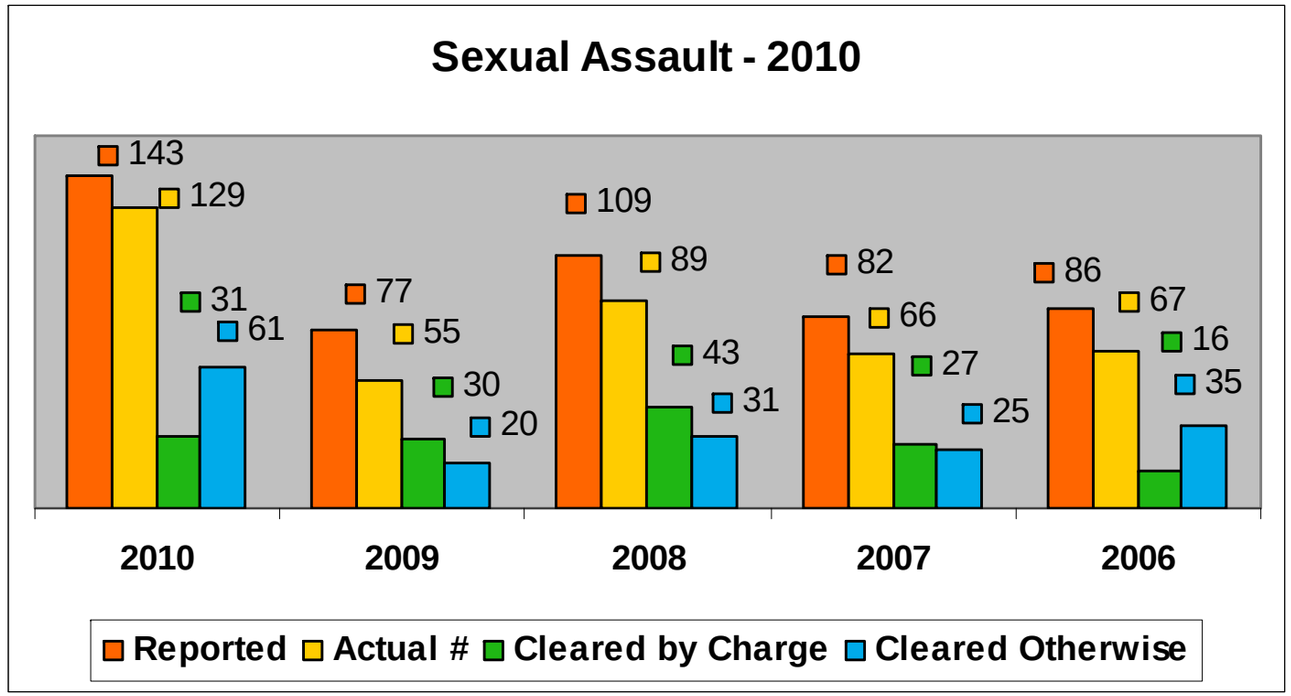


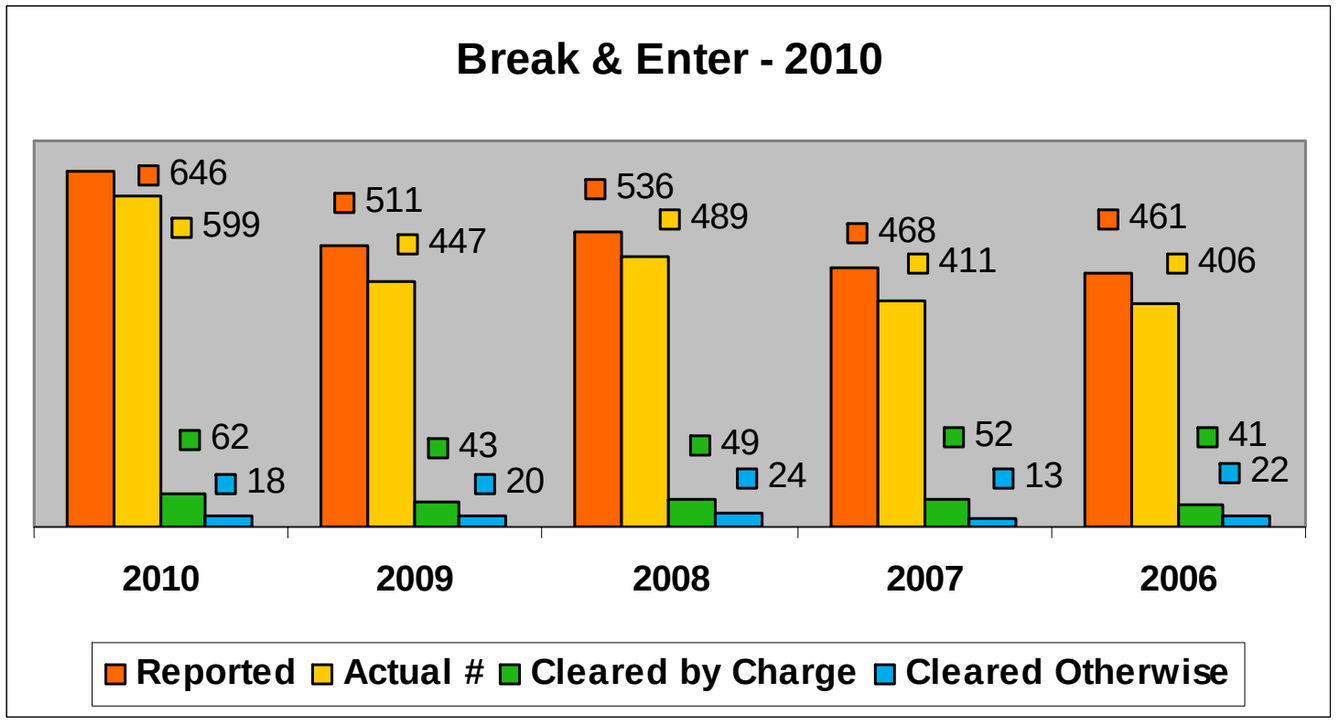


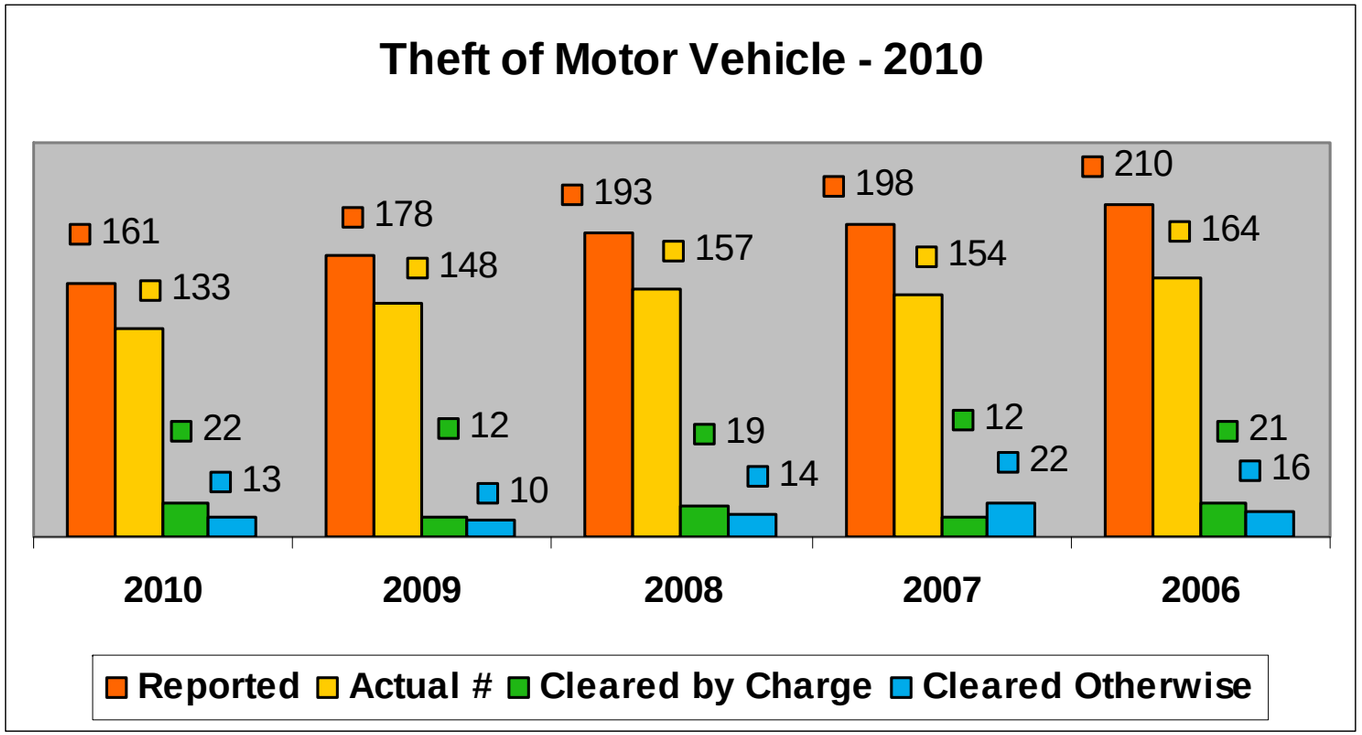
	2010	2009	2008	2007	2006
Attempt Murder	1	0	0	3	0


Total Assaults - 2010
723
634
282
239
708
575
299
184
827
731
311
214
689
574
250
214
738
614
242
229
2010
2009
2008
2007
2006
Reported
Actual #
Cleared by Charge
Cleared Otherwise


Robbery - 2010
27
27
11
2
31
28
8
5
45
40
7
2
35
32
12
3
44
38
12
1
2010
2009
2008
2007
2006
Reported
Actual #
Cleared by Charge
Cleared Otherwise

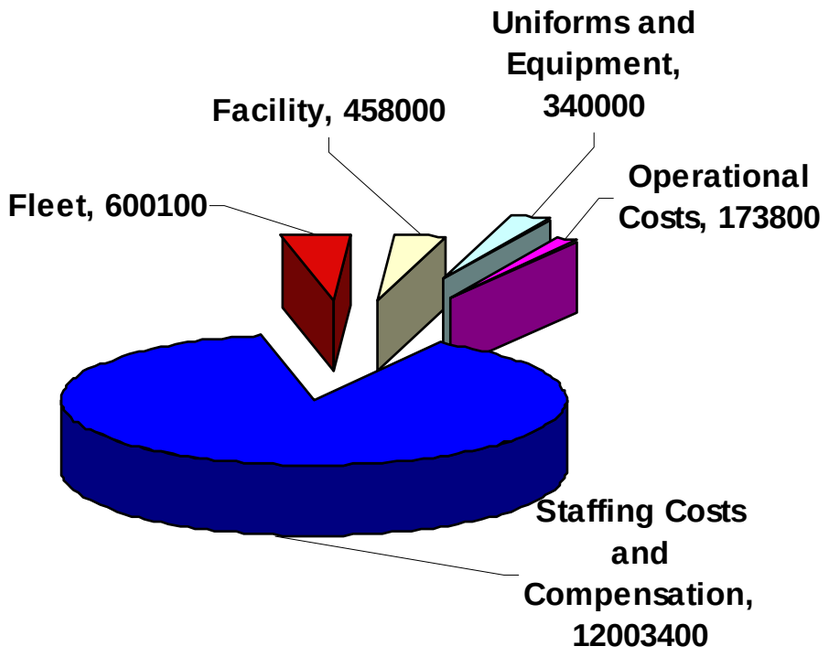

Sexual Assault - 2010
143
129
31
61
77
55
30
20
109
89
43
31
82
66
27
25
86
67
16
35
2010
2009
2008
2007
2006
Reported
Actual #
Cleared by Charge
Cleared Otherwise


Break & Enter - 2010
646
599
62
18
511
447
43
20
536
489
49
24
468
411
52
13
461
406
41
22
2010
2009
2008
2007
2006
Reported
Actual #
Cleared by Charge
Cleared Otherwise


Theft of Motor Vehicle - 2010
161
133
22
13
178
148
12
10
193
157
19
14
198
154
12
22
210
164
21
16
2010
2009
2008
2007
2006
Reported
Actual #
Cleared by Charge
Cleared Otherwise

FINANCIAL REPORT 2010 HIGHLIGHTS

2010 Operating Budget ($13,575,300.)



Financial Breakdown From Graph

Staffing costs and compensation -- $12,003,400 (89% of total budget)

Fleet - $600,100 (4% of total budget)

Facility - $458,000 (3% of total budget)

Uniforms and equipment -- $340,000 (3% of total budget)

Operational costs - $173,800 (1% of total budget)

Total 2010 Operating Budget of $13,575,300

PUBLIC COMPLAINTS REPORT 2010 HIGHLIGHTS

Public Complaints

Public Complaints 2010			
Complaint Classification	2009	2010 Reported to OIPRD	2010 Requiring Investigation *
Total	14	20	11
Neglect of Duty	1	10	5
Discreditable Conduct	9	4	2
Excessive Use of Force	1	5	4
Unsatisfactory Work Performance	0	0	0
Excessive Use of Authority	3	1	0
Chief's Complaints	3	1	

All complaints against police officers are reported to the Office of the Independent Review Director (OIPRD) pursuant to the Police Services Act. 2010 was the first full year for the new system as it came into effect October 19th, 2009. Under this process all complaints are to be forwarded to the OIPRD to be recorded and screened consistent with the legislation. Once screened by the staff at the OIPRD, they are then forwarded to police for investigation or for information. In some cases the complaints are not proceeded with as they do not meet the criteria set forward.

In 2010 of the 20 Complaints forwarded to the OIPRD concerning the Belleville Police Service, only 11 required investigation compared to 14 investigations in 2009. The chart above depicts the changes in complaint classifications from 2009 to 2010.

In part the increased number of reported complaints is due to the Service's and OIPRD's public awareness strategy. The Belleville Police Service has an easy to follow link for people to follow from the Belleville Police Service website to the OIPRD. In previous years, there was no formal reporting structure for complaints that were received, but were not investigated with.

A Chief's Complaint is an internal investigation conducted in relation to the actions of a member that falls outside of the mandate of the OIPRD and can include civilian members of the Police Service.