

Belleville Police Strategic Safety Plan 2022 - 2024



A police officer in a dark uniform with "POLICE" on the chest is walking past a car. The officer is wearing a tactical vest and has a watch on his left wrist. The background is slightly blurred, showing a street scene with a police car's lights visible in the distance.

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.

VALUES

- **Reciprocity**
- **Respect**
- **Professionalism**
- **Service Excellence**
- **Community Leadership**

MOTTO

Partners with the community.

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ABOUT THE BELLEVILLE POLICE SERVICE

The Belleville Police Service is a municipal police service that has been serving the community of Belleville for more than 180 years, making it one of the oldest police services in Canada.

The City of Belleville has a population of 56,000 and was ranked the fourth best city to live in Canada by Maclean's. Located on the north shore of the beautiful Bay of Quinte and nestled between Quinte West and Tyendinaga Mohawk Territory, the City of Belleville has unsurprisingly seen a population growth of 8.6 percent in the last five years.

The Belleville Police Service is a team of 94 sworn officers that police two wards: a predominantly rural area to the north and east, and the City of Belleville proper that together comprise a total of 245.6 square kilometers. Additionally, the service employs 54 full-time and 15 part-time civilian support staff, and there are 12 volunteer auxiliary members along with an active group of community policing volunteers.

Core Functions

The Belleville Police Service is responsible for the core functions of enforcing the law, preventing and reducing crime, assisting victims, maintaining public order, and responding to emergencies.

Police Services Board

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.

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 Belleville Police Services Board is comprised of Chair Jack Miller, Vice Chair Kelly McCaw, Mayor Mitch Panciuk, Heather Smith, Murray Angus and Board Secretary Susan Boyle.



MESSAGE FROM THE CHAIRPERSON OF THE BELLEVILLE POLICE SERVICES BOARD



Since the last Strategic Safety Plan presented by the Belleville Police Services Board in 2019 a lot has changed in our world as a whole and within the world of the Belleville Police Service.

In 2019, the Belleville Police Service operated in an antiquated, cramped, and outdated facility. In October 2020, we moved into a modern, spacious building that will not only serve the needs of our 163 uniform and civilian members to help make Belleville the “Safest Community in Ontario” today, but for decades to come.

In the last three years the Belleville Police Service has seen a change in our leadership with a new Chief and Deputy Chief, both promoted from within our own ranks.

Belleville’s population has grown by 10% in just six years, prompting an increase in calls for service and a change in how we respond to the needs of our community.

The challenges facing our police service are constantly changing and becoming more complex and sophisticated as more crimes are committed through the internet and social media.

Belleville is not exempt from global crimes such as child pornography, human trafficking and the ever-evolving drug trade. The police must have the training and resources to address these threats and others to our community.

The Belleville Police Service is well suited to adapt through leveraging technology such as the “Connected Officer Program”, using Samsung phones, body worn cameras, and the “CAMSAFE” program, which was developed by the Belleville Police Service.

As calls for service regarding mental health and addiction challenges increase, the Belleville Police Service continually educates our front line officers while providing the latest resources available (i.e. The IMPACT program) to address the complexities of those challenges faced by some of our citizens.

Canada is ever-changing. Our country is more diverse than it was three years ago and the Belleville Police Service is committed toward a more diverse and inclusive workforce.

A lot has changed in the three years since the last Strategic Safety Plan was presented to our community and no doubt much will change before the next one. However, the Belleville Police Service is well positioned to address the challenges of today and into the future.

Chairperson Jack Miller

MESSAGE FROM THE



Over the past two years, our community has endured a global pandemic with COVID-19 that has challenged us in so many ways. Every person and business in our community were met with unique challenges. As one of our city's three primary emergency responders, we were called to assist in ways that we had never anticipated, but we met those challenges with conviction, dedication, and respect for all of our citizens.

One of the largest obstacles we faced was to ensure that your Belleville Police Service had a workforce that was resilient and capable of meeting calls for service in the municipality that we serve and protect. Even during the height of the pandemic, we were able to attend those

calls for service and this is primarily as a result of the dedication and professionalism of the women and men of our Service. For this, I am eternally grateful to all of our staff, including all the support staff who worked behind the scenes to ensure that we were capable of executing our duties.

Over the past three years, we have witnessed some significant challenges to the profession of policing itself, including repeated requests for defunding of the police. I believe that it is important to recognize that what transpires in the United States is not reflective of the style or accountability of police officers in Canada, and more specifically in Ontario. We are very proud of the work that we do to support our fine city and believe that through education, training, inclusion, and building relationships with our community, we can overcome many of the difficulties we face today.

Sir Robert Peel's Policing Principals notes "the police are the public and the public are the police", and I believe this to be more important now than it has ever been as we face a number of challenges together with the public. Those suffering from homelessness is a significant test for all communities globally and the Belleville Police Service is committed to working with our entire community to look for solutions and best practices on how to best serve these members of our city, while respecting the rights of all citizens of Belleville.

Inclusivity in the workplace is an important area of focus for the Belleville Police Service: In the spring of 2022 with the support of the Police Service Board and City Council, we were

CHIEF OF POLICE

able to hire our first developmentally capable person to work alongside our custodial staff, and one of our current objectives is to work towards increasing the percentage of female police officers to 30% of our workforce by 2030.

The Belleville Police Service is actively looking for women and men from our community to become members of our police service. We are looking for members who have strong common sense, compassion, empathy, and a strong work ethic. If you are that person, please look at our website for instructions on how to apply to our service. If you know of someone who exemplifies those characteristics, please encourage them to join our team! After 37 years of policing, I can attest to the fact that the profession of policing provides you with the opportunity to make a real difference in the lives of so many people.

As our beautiful city continues to grow, you have my solemn promise that we will continue to work with our emergency service partners and all of our community partners to look at opportunities to become more effective and efficient in the delivery of our services. As it is only through working together that we can overcome the obstacles that lay ahead of us.

The Belleville Police Service is committed to making Belleville the “Safest Community in Ontario” as we work towards that goal, our conviction to you is unwavering.

Thank you for your continued support.

CHIEF OF POLICE MICHAEL T. CALLAGHAN



BELLEVILLE POLICE SERVICE UPDATE FROM THE DEPUTY CHIEF

The 2022-2024 Strategic Safety Plan will serve to map out our strategy as we strive to connect with our citizens and ensure public safety. The past several years have seen an exponential change in policing, and with the support of the Belleville Police Services Board and our community members, we are now positioned to not only adapt to the changing landscape, but to thrive in it.

In October of 2021, we moved into our new state-of-the-art headquarters located at 459 Sidney Street in Belleville. This modern, upgraded facility has allowed our members to carry out their duties efficiently and effectively, and has also benefitted our community partners and citizens.

This past year has seen the implementation of numerous initiatives, programs, and technological advancements, one of which is our Body Worn Camera project in partnership with Axon Public Safety Canada. This initiative has many benefits for our officers and our community, including the enhancement of public trust and improvement in the collection of evidence. It has also served as an invaluable training tool, allowing officers to share footage of critical calls for service in order to enhance and improve their response.

One significant challenge moving forward will be the need to continue to recruit a skilled and inclusive workforce. As we continue to grow and expand, the Belleville Police Service will need to adapt and develop new approaches in order to attract quality employees to the organization.

I am exceptionally proud of the men and women who serve their community here at the Belleville Police Service. They work tirelessly every day in the face of many obstacles to keep this City safe and prosperous, and are without exception committed to achieving our goal of making Belleville the “Safest Community in Ontario”.



DEPUTY CHIEF CHRIS BARRY



COP SHOP 2021



ESSENTIAL WORKERS THANK YOU!



RIDE TO REMEMBER



**AREA OF FOCUS #1
COLLABORATIVE
COMMUNITY SAFETY**

STRATEGIC OBJECTIVES:

#1 ADDRESS CRIME THROUGH EFFECTIVE CALL RESPONSE, INVESTIGATIONS, ENFORCEMENT, AND POLICE VISIBILITY

- Achieve a crime rate per 100 000 population below provincial and national average.
- Utilize data and crime statistics to prioritize enforcement strategies.
- Increase technology to optimize resource deployment throughout the organization.

#2 STRENGTHEN COMMUNITY ENGAGEMENT

- Strengthen partnerships with community agencies to assist people in crisis.
- Increase interaction through continued development of social media platforms and surveys.
- Increase representation and participation on boards, committees, and events in our community.

#3 IMPROVE ROAD SAFETY THROUGH EDUCATION, ENFORCEMENT, AND PROACTIVE STRATEGIES

- Use analytics and data to direct enforcement and target road safety concerns.
- Reduce the rate of personal injury and fatal motor vehicle collisions in our city.
- Increase participation and collaboration in road safety initiatives and educational campaigns through memberships on various local committees and other joint forces operations.

#4 ENHANCE YOUTH PROGRAMS AND PARTNERSHIPS

- Increase alternative responses to youth crime utilizing community agencies.
- Continue to support the Children's Safety Village.
- Enhance our participation in the provincial Youth In Policing Initiative.
- Focus on further collaboration and engagement with local schools.

#5 PREVENT CRIME THROUGH COMMUNITY INITIATIVES, AWARENESS, AND EDUCATION

- Increase community awareness of crime trends through social media and community presentations.
- Increase complement of officers trained in Crime Prevention Through Environmental Design (CPTED) principles and number of audits conducted.
- Enhance existing crime prevention programs i.e. Hallowe'en Safe Streets, Lock-it or Lose-it, etc.
- Increase use of our Auxiliary Officers and Community Policing Volunteers.

AREA OF FOCUS #2

PROFESSIONAL AND SUPPORTIVE WORKPLACE



STRATEGIC OBJECTIVES:

#1 ATTRACT AND RETAIN SKILLED EMPLOYEES WHO REFLECT THE COMMUNITY

- Increase number of recruiting outreach initiatives in secondary and post-secondary educational institutions, as well as community events.
- Collaborate with partner agencies in a variety of engagements to promote policing as a desired profession.
- Develop internal strategies and initiatives that further promote equality and diversity.
- Implement programs and outreach to increase the percentage of female police officers to 30% by 2030.

#2 CREATE A HEALTHY AND ENGAGING WORKPLACE

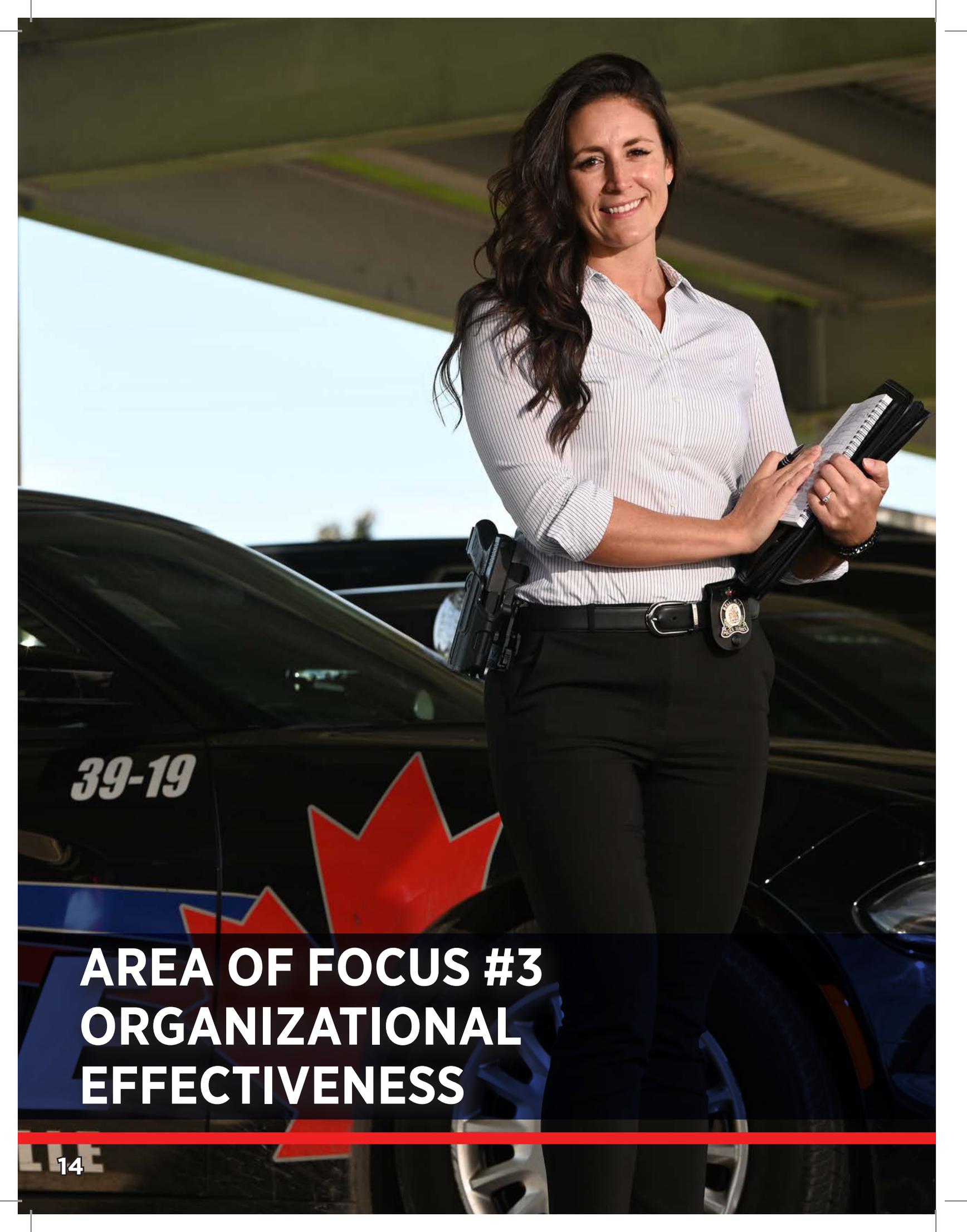
- Continue to enhance the awareness, understanding, and availability of health and wellness services to members.
- Increase training and collaboration opportunities for the Peer Organized Support Team.
- Implement strategies for cultivating a culture of psychological safety.
- Develop a community of support to police spouses and families through resources that will enable families to thrive in their roles as a policing family.

#3 PROVIDE OPPORTUNITIES FOR PROFESSIONAL DEVELOPMENT TRAINING

- Enhance leadership planning and career development continuums at all levels.
- Continue to leverage technology to provide alternative training methods.
- Continue supervisory training bi-annually to foster leadership development and growth.

#4 INCREASE EMPLOYEE ENGAGEMENT AND COMMUNICATION

- Survey members regularly to determine levels of employee engagement and communication.
- Utilize different formats of communication to enhance employee awareness i.e. internal monitors, bi-weekly information bulletin, etc.
- Encourage and increase participation in service-wide team building events that support the community i.e. BBQ's for Mental Health, Polar Plunge, etc.



**AREA OF FOCUS #3
ORGANIZATIONAL
EFFECTIVENESS**

STRATEGIC OBJECTIVES:

#1 SUPPORT AND ASSIST VICTIMS OF CRIME

- Enhance the utilization of the Victim Support Specialist and other support agencies that assist victims of crime.
- Expand the Therapy Dog Program.
- Utilize the CPTED program to deliver crime prevention education.
- Incorporate the Victim Liaison Officer position.

#2 MANAGE AND DEPLOY RESOURCES IN A RESPONSIBLE AND SUSTAINABLE MANNER

- Ensure continuous evaluation of patrol delivery model and response to calls for service using evidence-based strategies.
- Collaborate and train with community partners to ensure successful response to large scale emergencies.
- Review workload and workflow to improve on processes.

#3 MAINTAIN PUBLIC TRUST AND ENSURE TRANSPARENCY AND ACCOUNTABILITY

- Continue to utilize community surveys to ensure transparency.
- Increase the use of technology to investigate and resolve public complaints i.e. body worn cameras.
- Provide quarterly reports on public complaints brought to the Police Services Board.
- Increase frequency of town hall meetings.



INFORMATION TECHNOLOGY UPDATE

The Information Technology Services Unit was successful in delivering on several key priorities including the completion of Phase 1 of our Officer and Community Safety Initiative, which included installing GPS telematics on all vehicles, providing awareness to dispatchers where units are located in relation to calls for service, improving response time for priority calls; and equipping officers with Body Worn Cameras to capture interactions, ensure transparency, and resolve public complaints.

We have continued to progress on our Mobile Connected Officer solution: The majority of our vehicles are now equipped with DeX enabled technologies, allowing officers to complete the majority of their tasks directly from the vehicle using their mobile smartphone. Officers are able to monitor and close dispatch events, lookup entries in the records management system, review and capture digital evidence, and complete electronic tickets. This model is one that many other services across North America are actively looking at and/or piloting.

In support of our 2022 – 2025 Strategic Safety Plan, the Information Technology Services Unit will be focussing on several initiatives and projects, including the following.

- Moving forward with the next phase of our Officer and Community Safety Initiative which will include the installation of cameras in vehicles, both front facing and an in-car custody camera.
- Continued progress on our Mobile Connected Officer solution, including direct entry of reports into the records management system, and an electronic collision reporting tool.
- Moving the entire Service forward with a new platform for storage and sharing of all digital evidence, including the ability for citizens to submit captured evidence.
- Expanding on our business continuity plan, including improvements to our internal infrastructure and ensuring high availability systems, ensuring that we are utilizing the latest technologies to reduce risk of cybersecurity and ransomware attacks.
- Meeting the requirements of Next Generation 911 (NG911) in our Communications Centre.

Technology continues to be a crucial tool for the daily operations and business continuity for all members of the Belleville Police Service. Technological advancements to improve operational efficiency and outcomes is especially important to enhance policing in a meaningful way for both agency and the community.





OUR FACILITY AND FLEET

In October 2020, The Belleville Police Service moved into our new, long-awaited and highly anticipated, 67,000 sq. ft headquarters at 459 Sidney St. While it is home to our 160+ sworn and civilian members, our new facility is also a building for the people. Our Community Boardroom is open to non-profit organizations and activities that enrich our community, such as Tai Chi for Seniors, Women in Policing events, and community policing volunteers.

We have a 1440 sq. ft Joint Forces Room (JFO), that is used as an educational hub, hosting Ontario Police College courses such as Criminal Investigative Training and traffic safety courses. In addition, the JFO room will act as the new Emergency Operations Centre for the City of Belleville. In the event of an emergency resulting in city-wide power failure, our facility is equipped with a 60 Hz, 12500 L generator, certified by the Environmental Protection Agency (EPA) that could run the building for over a week.

With the environmental impact of our Service in mind, infrastructure for electric vehicles was also put in place as we look towards a more sustainable fleet. Motion sensor lighting and temperature controls reduce energy consumption and decrease operating costs during our 24/7 365 days of the year operation, and there are future plans to install solar panels on our car port.

Moving into this building gave us the opportunity to implement cutting-edge technology into our design. Automated controls for our HVAC units, water, lighting, and plumbing help our facility run at optimal performance. Benches in our holding areas are heated using a closed looped system, where water is cycled through our boiler to decrease the energy demand on our HVAC units and efficiently control temperature. Our state-of-the-art Forensics lab, has positive and negative pressurized rooms to keep the integrity of evidence during examination.

The health and wellness of our members is of great importance to our service. Our 2135 sq. ft. gym and 1316 sq. ft. training area allows our officers to maintain peak physical preparedness to carry out their duties safely, while our wellness courtyard, an outdoor garden area, provides a tranquil space.

We haven't forgotten Bax, our beloved police dog: the new building design allowed us to renew our K-9 program, and Bax has a designated area on our 9.5 acres of land to train, and a passage way for him to traverse between the interior and exterior of the building.

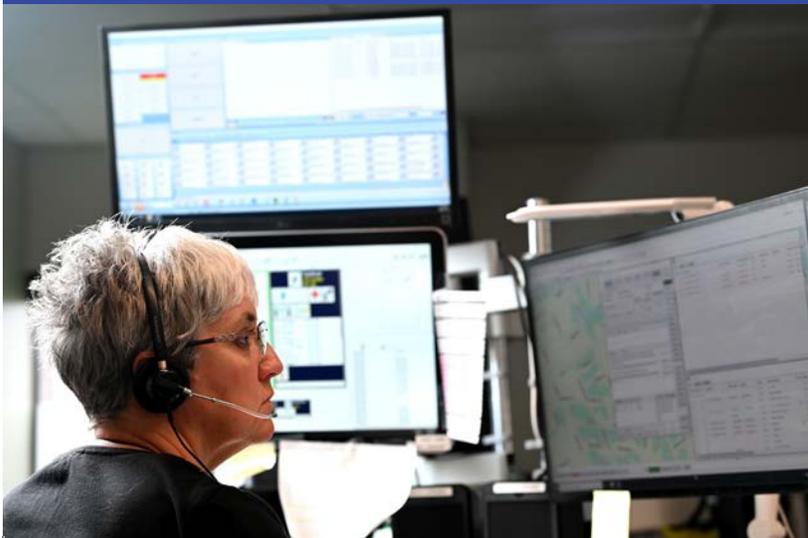
As we look toward the future, our new facility provides us with room to grow to meet the needs of our thriving community, and a safe space to welcome its members.



POLICE

CITY OF BELLEVILLE

ESTD - 1836



OUR CANINE UNIT

The Belleville Police Service Canine Unit was reinstated in July 2020. Cst. McInroy and Police Service Dog (PSD) BAX completed their basic handler course through Halton Regional Police Service. In completing that course, they are trained to track human scent and detect illegal drugs, firearms, and ammunition.



PSD BAX is a German Shepherd that was born June 22, 2018 in Slovakia. PSD BAX lives at Cst. McInroy's residence as they are on call 24/7 to assist all members of the Belleville Police Service. The Belleville Police Canine Unit has been called to assist with other police and border agencies numerous times with tracking, warrant execution, and drug/firearm detection.

The majority of deployment for the Canine Unit is assisting the Emergency Response Team and Drugs and Intelligence Unit for warrant execution and drug/firearm detection. Patrol officers recognize and appreciate the use of the Canine Unit on calls for service with PSD BAX and his ability to deescalate situations.

The Belleville Police Canine would not be possible without community support and continued sponsorship by numerous members of the City of Belleville.

A close-up profile photograph of a German Shepherd dog's head. The dog has brown and black fur, large upright ears, and is looking towards the right. It is wearing a black harness with a gold-colored metal ring. The background is a bright, out-of-focus green.

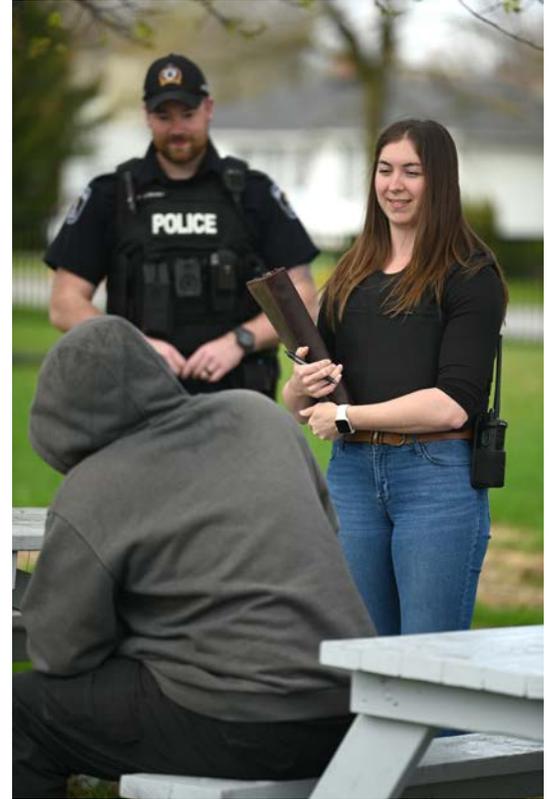
Police Service Dog (PSD) BAX

OUR INTEGRATED POLICE AND MOBILE CO-RESPONSE TEAM

As a result of a collaborative leadership team and a successful pilot project, IMPACT (Integrated Police and Mobile Co-Response Team) was formed and received long-term funding from the Ministry of Health. Embedded within Belleville Police Service, Addictions and Mental Health HPE IMPACT delivers collaborative addictions and mental health (AMH) co-response together with our police partners through live calls, after-the-fact referrals, and outreach. All referrals are police initiated.

IMPACT provides mobile, community-based voluntary service wherever response is required in times of need. For individuals experiencing addictions and mental health issues that result in police calls for service, the program strives to improve and enhance interactions through individualized risk assessment, safety planning, care coordination, advocacy, resource connection, and personal and/or family (caregiver) support. In instances of non-acute AMH presentations, IMPACT aims to reduce reliance on emergency department visits and to ensure that client needs are identified and addressed within the community. In situations involving attendance at Quinte Health Care whether by client choice or by apprehension under the Mental Health Act, Co-Response Workers are able to share clinical judgment and assessment results with hospital staff to aid in the triage and admission process. For clients requiring follow-up and continued comprehensive support, a transfer to one of the program's transitional case managers is facilitated with the option to refer for longer-term services, as needed.

IMPACT leverages strong community partnerships to provide the best possible outcomes for clients and their caregivers. IMPACT also promotes the wellbeing of all Belleville Police Service personnel and is committed to providing informal supports through confidential, anonymous debriefing contacts, and service coordination.



OUR VICTIM SERVICES SUPPORT SPECIALIST PROGRAM



In the fall of 2021, as a result of multi-agency community partnerships, the Belleville Police Service received a Survivor Centred Services Victim Support Ministry Grant. Over the next few years, the Victim Services Support Specialist embedded within our Service seeks to expand our current referral system to ensure a wrap-around approach to victims support; to increase education and awareness within the police service to front line officers while creating partnerships with community agencies to ensure all officers are aware of all resources available; increase training with all community partners (VWAP, SAC, Three Oaks); and to ensure victims of intimate partner violence and human trafficking have access to all supports available.

The Victim Services Support Specialist will also support and assist officers with victims on scene of a Domestic Violence occurrence,

Death Notification, Human Trafficking victim, homicide, crime scene clean-up, installing safety enhancements for victims and can offer extensive safety planning and emergency accommodations.

Since implementation in early 2022, police referrals to the Victim Services Support Specialist have gone up exponentially. Daily victims of crime are being offered continued supports and are being connected with other community agencies that could offer the best support to that individual. The Belleville Police Service believes having increased victim support through this position will make an invaluable difference in the community.

MESSAGE FROM CHAPLAIN BEALE

The 2022-2024 Community Safety Plan is ambitious, comprehensive, and achievable. While we continue in the traditional foundations of the role of policing in and with the community, this plan is cognizant of the demographic and cultural changes which our region is experiencing. Community engagement plays a central and vital role in this plan. I remain convinced that the troubles experienced by our neighbouring country to the south, particularly during and after the summer of 2020, were less relevant and less widely embraced in our municipality because of the professionalism, excellence, tireless compassion of our officers, and the emphasis which the Belleville Police have always placed on partnership and on-going dialogue with the community we serve.



The British philosopher Roger Scruton notes in an article in *The New Criterion*, Oct., 1998, “The modern world gives proof at every point that it is far easier to destroy institutions than to create them. Nevertheless, few people seem to understand this truth”. Through the excellence and professionalism of our police service - in every department and aspect - we have largely avoided the threats to the institution of policing in Belleville that others have experienced elsewhere.

Sometimes institutions can become stagnant and stuck. This is not the case with the Belleville Police Service. Ideas, learnings, and solutions to challenges are shared freely, and this leads to continual renewal, evolution, and enhancements. Such open and transparent conversations create more honesty in our relationships with one another, strengthens our unity, and builds the organization. This plan is a reflection of that philosophy with its emphasis on adaptation and openness to change with clearly stated goals regarding diversity in hiring, ongoing professional development, and enhancing internal communications member to member.

Another step in this strengthening process is the Peer Organized Support Team. Not only are members supported directly, but open conversations about day-to-day stresses and challenges they may face are also held. Within the Belleville Police, genuine concern for the wellness of our members holds a place of very high priority.

Police Chaplains are held accountable to the guidelines, policies, and protocols of the Canadian Police Chaplains Association, and the local police service they serve. Chaplains are not there to proselytize nor interfere. A chaplain is a strictly confidential “ear” - perhaps a sounding board. Chaplains are there to support members and their families, and be useful on calls with whatever a particular chaplain’s background training and skill set might be.

For me, it continues to be deeply humbling and a tremendous honour to serve and walk alongside the members of the Belleville Police Service as their Chaplain. As I regularly mention, I am but a symbol of the overwhelming support the Belleville Police have in the community too. We have exciting and wonderful days ahead with the implementation of this plan.



Belleville Police Service
459 Sidney Street
Belleville, ON K8P 3Z9

General Inquiries
613-966-0882



Email: info@bellevilleps.ca
Website: www.bellevilleps.ca

 **@BLVLPolice**

