BELLEVILLE POLICE SERVICE

2013-2015
STRATEGIC BUSINESS PLAN
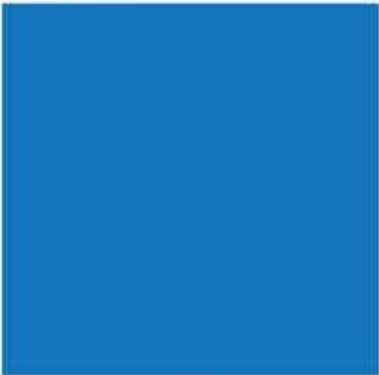
Table of Contents

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.

Our 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.

Our Vision

Service Excellence

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.

Duties of the Board

The responsibilities of the Police Services Board are outlined in section 31 (1) of Ontario's Police Services Act:

- Appoint the members of the municipal police force
- Generally determine, after consultation with the chief of police, objectives and priorities with respect to police services in the municipality
- Establish policies for the effective management of the police force
- Recruit and appoint the chief of police and any deputy chief of police, and annually determine their remuneration and working conditions, taking their submissions into account
- Direct the chief of police and monitor his or her performance
- Establish policies respecting the disclosure by chiefs of police of personal information about individuals
- Receive regular reports from the chief of police on disclosures and decisions made under section 49 (secondary activities)
- Establish guidelines with respect to the indemnification of members of the police force for legal costs under section 50
- Establish guidelines for dealing with complaints made under Part V
- Review the chief of police's administration of the complaints system under Part V and receive regular reports from the chief of police on his or her administration of the complaints system

With the support of the citizens of the City of Belleville the Police Services Board is confident of meeting future policing challenges in the years ahead.

From the Chief of Police

The Belleville Police Service is now poised to implement a new Strategic Business Plan. This Plan provides an overview of our key strategic directions over the next three years. It will function as our blueprint as we attend to the present and future needs and challenges of our community.

This document is the product of extensive consultation, research and input from members of the Belleville Police Service and the community who provided detailed and accurate accounting of and response to the concerns the City of Belleville faces. It could not have been prepared without the assistance of many, including Loyalist College who assisted with a community survey.

The business plan provides an outline of the goals and objectives that have been created to address the concerns identified by the community and members of the Service. Achievement of these goals will improve both the policing services and the quality of life of our citizens.

We cannot rest upon past successes but must continue to strive to develop innovative ways to address emerging issues and ensure future success as we address the sustainability of policing.

The Belleville Police Service has proudly served this community since 1836. We remain committed to providing the most effective and efficient community-based policing.

Our members are dedicated and accept the duties and the associated risks they face daily without hesitation to enhance the safety of all in our community.

We thank you for your ongoing support and commitment to safety within our community and look forward to working with our community as we take on new challenges over the next three years.

Cory L. McMullan
Chief of Police

Business Planning

This document was developed by the Belleville Police Service in collaboration with members of the Belleville Police Services Board. Its content is reflective of a considerable degree of consultation and input from within the organization as well as throughout the entire community.
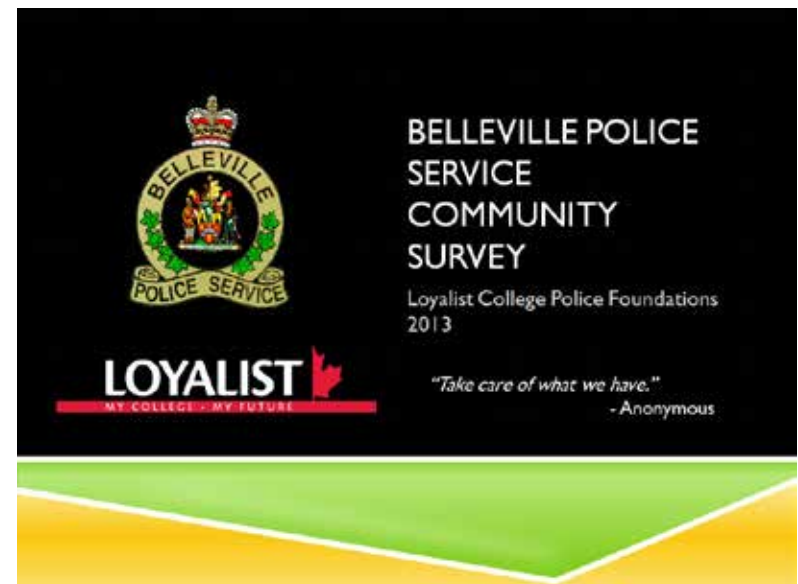
The Ontario Police Services Act's Adequacy and Effectiveness of Police Services regulation requires that every police services board in the province develop a business plan at least once every three years.

The goals and objectives outlined in the Plan address the priorities and concerns raised during member and community consultation as well as the environmental scan of issues and trends affecting the City of Belleville and the police sector.

Addressing the very nature of policing, core police functions, rising costs, social issues, alternative service delivery methods, best practices and new initiatives have been taken into account during the development of this plan.

The Plan also ensures that the Service continues to build upon its past successes.

Each goal has objectives and performance indicators identified to assist in determining if advances have been made in reaching the overall goal. In some cases the Service does not have complete control over the outcome of these measures. For example, there are numerous factors that affect crime rates.

BELLEVILLE POLICE SERVICE COMMUNITY SURVEY

Loyalist College Police Foundations 2013

LOYALIST
MY COLLEGE - MY FUTURE

"Take care of what we have."
- Anonymous

Community Profile

Belleville is home to approximately 50,000 people with a regional population estimate of almost 96,000. Just over 200,000 live within 30 minutes of the City.

The population in the City of Belleville traditionally experiences steady growth in all ranges with a projected growth of 1% per year. An above average increase in the 50 plus category is evident.

Consisting of both urban and rural neighbourhoods, Belleville offers commercial and public services, arts and culture, recreation, employment, education services as well retail and the region's largest hospital. The city is well serviced by a wide variety of transportation services.

The crime rate in Belleville has seen a positive downward trend. Calls for service from the community have steadily increased with an 11.8% increase over the last two years.

The Belleville Police Service had 21, 888 calls for service from the community in 2010 with that number growing to 24,480 in 2012. These trends can be partially reflective of an increased confidence in the Police Service, the increase in social issues that citizens turn to the police to address and a lack of resources available in a variety of organizations and services to keep up with the demand.

1 - Crime Prevention

Improved visibility of police resources in all neighbourhoods will foster an increased sense of personal safety within the community and enhance the quality of life of our residents. This positive feeling will translate into open lines of communication, increased commitment to problem solving, increased pride in neighbourhoods, 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.

GOALS	OBJECTIVES	PERFORMANCE INDICATORS
Goal 1.1 - To provide consistent deployment of police resources, while optimizing the effectiveness of every community contact.	1.1.1 - By implementing 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 • Conduct surveys of community re: safety and perception
	1.1.2 - By addressing neighbourhood policing needs through an intelligence-led policing model	• Crime 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. • 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
Goal 1.2 - To optimize efficiency and effectiveness of community contacts with our police service.	1.2.1 - By enhancing our response to Mental Health Act issues	• Service members receive regular training on symptoms of mental health and available community support services (LEAD Training) • 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
	1.2.2 - By enhancing our response to effectively assisting vulnerable sectors of our community	• Development and maintenance of an Alzheimer Person database • Maintenance of the Hard of Hearing Voluntary Registry • Development and maintenance of a Voluntary Autism Registry

GOALS	OBJECTIVES	PERFORMANCE INDICATORS
Goal 1.3 - To enhance crime prevention and community mobilization in order to increase the capacity to effectively deal with crime.	1.3.1 - By strengthening and expanding our network of community and crime prevention partners	• Maintaining and enhancing neighbourhood community and crime prevention contacts • Increase the focus on preventing crime within specific neighbourhood communities • By maintaining complement of auxiliaries and increase engagement • Re-energize the Volunteer Response Team program with more support from management • Build on the relationship with community policing volunteers by having an increased involvement of all uniform staff with community events
	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
	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
Goal 1.4 - To enhance the perception of safety, crime prevention and community mobilization, in "The Village" recognizing it has a unique and high profile presence in our community.	1.4.1 - By enhancing police presence in this neighborhood	• Increase police visibility and availability in this neighbourhood • Maintain a records management system to track police presence • Develop and implement a tracking mechanism to track all "Village" initiatives • Track initiatives and the outcomes which address social disorder concerns • Ongoing partnership with BDIA • Enhance partnerships with the "Friends of Downtown", the Downtown taskforce and/or other community committees, community policing volunteers presence increased • Explore options for Belleville Police Service awareness through use of logo, signage and educational pamphlets in the downtown
	1.4.2 - By implementing creative crime prevention solutions	• Utilizing crime analysis effectively to allow the Street Crime Unit to address specific concerns • Monitor and track incidents involving use of CCTVs • Developing initiatives through vested stakeholders

2 - Initial Response

The Belleville Police Service has continued to see an increase in calls for service despite a decrease in crime in Belleville. This demonstrates the need for the Belleville Police Service to ensure adequate and effective response to initial calls for service while working with the community who play their role in carrying out activities that have a positive social impact.

GOALS	OBJECTIVES	PERFORMANCE INDICATORS
Goal 2.1 - To improve the overall management of initial response to calls for service.	2.1.1 - By improving service delivery and efficiency through the continued identification and development of a variety of alternative response to calls for service	• Establish a proactive approach to address calls for service at liquor establishments with the assistance of Transportation Services, ACGO and City of Belleville • Increase the number of officers during peak times through the realignment of shifts • Enhance the use of community services, i.e. victim services, mental health, hearing society at initial call for service • Create a task to measure the use and effectiveness of community services at calls for service (i.e. victim services, mental health, hearing society)
	2.1.2 - Effective management/ enforcement of persons on conditions or wanted within the community	• Outstanding arrest warrants and bail conditions of violent crime offenders are made easily accessible to front line staff • The number of outstanding arrest warrants decreases • The time between warrant issuance and execution decreases • Increased enforcement of persons breaching conditions (OIC, recognizance etc.)
	2.1.3 - By ensuring the Belleville Police Service Emergency Response Team provides adequate and effective deployment or resources in response to major incidents	• Ensure all members of the ERT receive and maintain training recognized by the Ministry • Ensure training records, standards and qualifications are maintained • Ensure the ERT responds adequately, effectively and within a reasonable response time, 24 hours a day, seven (7) days a week • Ensure that all major incident commanders have received Ministry accredited training • Ensure an adequate training schedule is maintained

3 - Road Safety

Road safety is always an important matter for the community. The results of our community survey clearly illustrate that our citizens support education and awareness, greater enforcement and road design and condition as effective tools to enhance road safety. Through increased focus on effective management of the full range of traffic issues within the City of Belleville, the Belleville Police Service will work with our community partners to enhance road safety for all.

GOALS	OBJECTIVES	PERFORMANCE INDICATORS
Goal 3.1 - To improve road safety through education, enforcement and technology.	3.1.1 By educating motorists, cyclists, pedestrians and others on road safety	• Road safety topics communicated through the radio, BPS website and print media increase • Opportunities for developing road safety messages to the community are continually explored and evaluated • Road safety education initiatives are implemented
	3.1.2 By implementing a Selective Traffic Enforcement Program (S.T.E.P.) by identifying a traffic safety priority for each month	• A service wide initiative aimed at reducing the number of deaths, injuries and property damage caused by traffic accidents • By raising public awareness of road safety issues • Increase road users awareness of the law and realize the results of failing to obey it • Target high risk behavior of all using the roadway • Provide police an opportunity to identify drivers who are involved in unrelated offences, such as driving while disqualified or suspended
	3.1.3 By developing and enhancing road safety solutions	• Number of community meetings that officers attend are tracked • Increase presence in high schools to conduct road safety lectures • Increase number of vehicle inspection programs • Provide training to front line officers in the area of vehicle inspections
	3.1.4 By delivering effective strategic traffic and impaired driving enforcement program	• In collaboration with community partners and analysts enforcement locations are prioritized • Traffic unit officers and patrol officers are directed to strategic enforcement efforts • Satisfactory levels of traffic related issues at the neighbourhood level is improved
	3.1.5 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 • 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) • Explore possibility of laying of HTA charges at the Collision Reporting Centre and successful prosecution in court as required
	3.1.6 By ensuring a community collaborative approach to road safety	• Review new and 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, driving school instructors, and others • Deliver intelligence-led traffic enforcement initiatives based on crime/collision analysis, seasonal issues, and other factors impacting road safety
	3.1.7 By educating youth on the hazards of impaired driving	• 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

GOALS	OBJECTIVES	PERFORMANCE INDICATORS
Goal 3.2 - To ensure proactive traffic enforcement.	3.2.1 - By delivering effective selective traffic enforcement at locations identified through traffic pattern analysis and community generated complaints	• Community generated complaint areas through Selective Traffic Enforcement Program (STEP) are tracked and addressed by officers • Problem solving time in identified areas increases • The number of complaints regarding targeted areas decreases • Dedicated preventative enforcement efforts at identified high frequency collision locations are conducted • Road safety enforcement increases • The number of motor vehicle collisions decreases • Satisfaction of traffic related issues at the neighbourhood level improves
	3.2.2 - By improving alcohol and drug impaired driving investigations	• High frequency impaired driving offender locations are identified • RIDE grant funding for additional RIDE programs is continually accessed • RIDE programs and impaired driving interventions increase • All new recruits and coach officers are trained on standard field sobriety testing (SFST) • The conviction rate for alcohol and drug impaired investigations increases • Monthly RIDE initiatives from the traffic unit and platoons • Public education surrounding the reporting of suspended impaired driving is enhanced
Goal 3.3 - To ensure excellence in collision investigations and reports.	3.3.1 - 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 at At-Scene Collisions 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
	3.3.2 - 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 • Sharing Crime Analysis in reporting collision areas with the service and community • Utilize collision data provided by CRC as part of analyses

4 - Youth

The Belleville Police Service is committed to a collaborative approach to encourage youth and their families to make positive choices. By focusing on education and relationship building, we aim to build a lasting, positive influence on the youth in our community.

GOALS	OBJECTIVES	PERFORMANCE INDICATORS
Goal 4.1 - To build and strengthen relationships with youth.	4.1.1 - By increasing the number of informal visits at the elementary/primary level by encouraging all front line officers to attend during sporting events	• Develop a process to track the number of informal visits to our schools • Increase the number of opportunities for members to liaise with students in elementary, secondary and post schools
	4.1.2 - By increasing the initiatives with respect to liaising with students at the high school level	• Develop a process to track initiatives • Train patrol officers on issues impacting students • Enhance joint training for schools, police and community • Continue partnership in the threat/risk assessment and preventative response
	4.1.3 - By increasing police presence at college level	• Continue to support college training initiatives, i.e. Policing Foundation student placements • Enhance police involvement in a wide variety of programs • Expand on involvement of liaison officer with college concerns
Goal 4.2 - To prevent crime through youth education and relationship building.	4.2.1 - 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 • Enhance educational programs, i.e. anti-bullying, drug and alcohol awareness lectures at all levels of the education system • Reduce youth crime by 3%
Goal 4.3 - To use intelligence-led intervention and prevention strategies to address youth safety and security.	4.3.1 - By implementing a strategic direction specific to CROs, aligned with the neighbourhood policing deployment model	• A CRO strategic direction is developed and implemented • 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
	4.3.2 - By continually working with community partners to broaden the interventions available to youth	• Continue working with our school partners addressing youth at high risk to offend or re-offend. This practice follows the • Community Threat Assessment Model managed by the local school boards • Continue to train CROs and front line officers on the Community Threat Assessment Model • Track number of referrals to support/partner agencies

5 - Criminal Investigations

In striving for a safer community the Belleville Police Service must conduct criminal investigations to the highest standard. Congruent with community values, sensitivities and expectations, we aspire to deliver investigative excellence while dealing with increasingly complex investigations, violent and property crime, repeat offenders and organizational capacity.

5.1 CRIMINAL INVESTIGATIONS

GOALS	OBJECTIVES	PERFORMANCE INDICATORS
Goal 5.1.1 - To enhance criminal investigations by increasing/expanding our ability to investigate.	5.1.1.1 - By ensuring criminal investigations are conducted, prepared and presented in an effective and timely manner	• Develop a tool with local Crown Attorney to track conviction rates • Increase overall clearance rate by 1% • High level of satisfaction from judicial partners through feedback received • Crown briefs are completed in relation to the Justice on Target Program
	5.1.1.2 - By enhancing investigative skills training for members in accordance with legislative requirements	• Number of officers receiving training specific to criminal investigations • Officers receive training specific to homicide, sexual assault, elder abuse and domestic violence • Explore learning opportunities with other police services • Investigative knowledge shared throughout service by in-service training and presentations
Goal 5.1.2 - To provide awareness for sexual assault, sexting and internet vulnerability.	5.1.2.1 - By developing and delivering awareness information utilizing community partners	• Community partner organizations involved in delivering information to vulnerable groups are tracked and increased • Service delivered training is tracked • Utilization of the School response officer and others to deliver message to youths in partnership with the School Boards • Creation of an information pamphlet surrounding sexting, sharing inappropriate information wirelessly, Smart phones, Facebook • Monthly Crime Analysis reports to monitor effectiveness
Goal 5.1.3 - To provide awareness to reduce victimization surrounding fraud and identity theft.	5.1.3.1 By developing and delivering awareness information utilizing community partners	• Community partner organizations involved in delivering information to vulnerable groups are tracked and increased • Service delivered training is tracked • Senior residences and groups are identified for information delivery
Goal 5.1.4 - To enhance the Belleville Police Service's response to Domestic Violence occurrences.	5.1.4.1 By developing the newly created domestic violence, high risk and OSOR position	• Domestic violence training received for Domestic Violence Coordinator • Domestic violence service delivered training to enhance investigations • Review of present investigation and reporting of domestic violence occurrences • Implementation of any efficiencies identified to enhance domestic violence investigations • Promote information/awareness aimed at decreasing repeat domestic violence • Domestic violence information delivered for community education • Review and update service website with domestic violence information • To ensure compliance with provincial mandate

GOALS	OBJECTIVES	PERFORMANCE INDICATORS
Goal 5.1.5 - To enhance the Belleville Police Service's response to high risk offenders	5.1.5.1 - By developing the newly created domestic violence, high risk and OSOR position	• High risk management training received for high risk officer • Implement a high risk offender assessment tool • High risk management service delivered training • Review of present reporting and investigation of high risk offenders • A program developed whereby high risk offenders are monitored for compliance and charges laid when non-compliance occurs (Door Knocks) • A strengthened liaison with community groups, probation services and the Crown Attorney's office will facilitate the monitoring of offenders
Goal 5.1.6 - To enhance the Belleville Police Service's response to the Ontario Sexual Offender registry legislation	5.1.6.1 - By developing the newly created domestic violence, high risk and OSOR position	• OSOR training received for the OSOR officer • OSOR service delivered training • Review the present process for OSOR reporting and investigation • OSOR compliance checks conducted as per requirements • OSOR service compliance upon yearly ministry reporting
Goal 5.1.7 - To build and improve upon the present level of assistance to victims of crime.	5.7.1.1 - By providing support and information to victims to lessen the impact of crime	• Links between the Service's partner organization websites are provided • The delivery of the home/business security information to victims of residential and commercial break and enters is provided • CPTED audits are tracked and increased for prevention measures • Review and update safety information and tips on service website
Goal 5.1.8 - To be leaders in providing support and services to victims of crime.	5.1.8.1 - By enhancing the availability of victim supports and services	• Home Safety Audits are tracked and increased
	5.1.8.2 - By increasing awareness surrounding victimization and emotional trauma	• Victim impact statements are provided to victims of crime • The volume of completed victim impact statements increases
	5.1.8.3 - By continuing in-service training to officers with support service agencies who assist victims of crime	• Number of in-service training hours increases • Number of officers that have received specialized training increases
Goal 5.1.9 - To facilitate the successful transition to the consolidated courthouse.	5.1.9.1 - By participating with the various committees and partners with input into the development of the processes	• Security measures are appropriate and meets services operating needs • Business rules developed for operational needs, internally and with other police agencies • Court security plan is updated in partnership with MAG • Cooperative working relationship with Moorguard property management • Early access to building for training purposes and best practice procedures • Operations monitored, reviewed and updated • Staffing requirements determined and enhanced as required

5.2 VIOLENT CRIMES

GOALS	OBJECTIVES	PERFORMANCE INDICATORS
Goal 5.2.1 - To reduce violent crime.	5.2.1.1 - By enhancing violent crime offender management	• 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 maintained
	5.2.1.2 - By prioritizing and coordinating warrant and bail enforcement with a focus on violent offenders	• Outstanding arrest warrants and bail conditions of violent crime offenders are made easily accessible to front line staff • The number of outstanding arrest warrants decreases • The time between warrant issuance and execution decreases
Goal 5.2.2 - To enhance our ability to effectively investigate violent crime.	5.2.2.1 - By using an integrated approach to investigate violent crime	• Service representation on provincial committees and forums is monitored, ensuring best practices (Ontario Homicide Investigators , Robbery, MCM user group & Forensic Identification) • Mentoring/short term secondment opportunities are utilized when available • Violent crime clearance rates increase by 2%
	5.2.2.2 - By improving communications between the Crime Analyst and Service members	• Regular updates from the Crime Analyst updating members on violent crime trends • Number of special projects emanating from analysis reports
	5.2.2.3 - By ensuring that violent crime investigations and prosecutions are properly resourced with sufficient personnel and expertise to maximize the likelihood of apprehension and conviction of the offender	• Violent crime investigations and prosecutions are regularly monitored and assessed • Reduction in court overtime due to early resolutions

5.3 PROPERTY CRIMES

GOALS	OBJECTIVES	PERFORMANCE INDICATORS
Goal 5.3.1 - To reduce property crime.	5.3.1.1 - By enhancing property crime offender management	• Repeat property crime offenders within our Community are identified using standardized definitions and current Service data • Relationships with provincial and federal courts as well as probation and parole services are maintained • To enable immediate access of intelligence information • The use of contact cards/street check is increased • Property clearance rates increase by 2%
	5.3.1.2 - 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 maintained
Goal 5.3.2 - To enhance our ability to effectively investigate property crime through partnerships.	5.3.2.1 - By using an integrated approach to investigate property crime	• Monthly reports from Crime Analysis are utilized to identify trends and communicated throughout the service • Special projects are initiated to address property crime trends • Relationships with the community and policing partners are enhanced
Goal 5.3.3 - To expand public education initiatives relating to property crime.	5.3.3.1 - 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 • Research the ability to register most commonly stolen property on the services website, keeping abreast of the growing technology • Research the feasibility of having the public virtually "self-register" community stolen items on a service database

5.4 STREET CRIME / DRUG / INTELLIGENCE INVESTIGATIONS

The members of this unit aim to reduce illegal gang, drug and weapons activities and other social disorder issues within the community by focusing on intervention, prevention, enforcement and community mobilization. The officers are deployed based on ongoing analysis of crime trends, high risk individuals, and social disorder matters that lead to an increased perception of criminal activity. This unit provides strategic investigative support to units of the police service.

GOALS	OBJECTIVES	PERFORMANCE INDICATORS
Goal 5.4.1 - To enhance our ability to effectively investigate these investigations.	5.4.1.1 - By using an integrated approach in all investigations	• Continued commitment to joint forces projects with any Police Service or other law enforcement agency • 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 any related issues • Municipal Fortification By-Law passed and in place • Municipal Adult Entertainment By-Law passed and in place
	5.4.1.2 - By broadening our intelligence-led response to investigations	• Joint initiatives between units are tracked • Crime analysis is utilized to identify trends and direct response • Street crime is reduced • Crime trends are proactively recognized, and an investigative response is planned and acted on • Social disorder issues (e.g. graffiti, prostitution, prescription drug abuse, etc.) are handled with assistance of all sections of the Service • 5% increase in prosecutions for Social Disorder issues
	5.4.1.3 - By ensuring new unit interoperability between Street Crime Unit and the Criminal Investigations Division and Uniform platoons	• Will take the lead on investigations of a serial nature, e.g. series of related break and enters, robberies and other social disorder concerns in the community • Assist officers in completing investigations that fall within this unit's mandate
	5.4.1.4 - By ensuring active participation in Criminal Intelligence Service of Ontario initiatives and programs	• Continued support from and to CISO with regular intelligence submissions • Regular attendance at zone, provincial and special meetings
	5.4.1.5 - Through continued involvement with the Provincial Anti-Violence Intervention Strategy (PAVIS) program	• Continued provincial financial support for PAVIS initiatives (grant acquisition) • Regular contact with PAVIS liaison officers across the province • Continued work with other associated law enforcement agencies including Biker Enforcement Unit, Canada Border Services, Immigration Canada, etc.
	5.4.1.6 - By broadening our ability to effectively investigate crimes involving asset forfeiture	• Ensuring we are leveraging all opportunities to seize assets gained as a result of criminal activity • Ensuring that all officers are aware of the asset forfeiture limits and opportunities so that there is an increase in seized assets in all criminal activity

GOALS	OBJECTIVES	PERFORMANCE INDICATORS
Goal 5.4.2 - To expand public education initiatives relating to drug issues and activity in the community.	5.4.2.1 - By participating in and supporting community partnerships through increased community presentations	• Through community partnerships, campaigns are conducted to educate concerned parties • Increased partnerships with related community agencies and individuals to address prescription drug abuse and crime • Use of Crime Prevention Through Social Development (CPTSD) principles • Crime prevention strategies increases
	5.4.2.2 - By addressing drug use through education and prevention	• Data on substance abuse within our city is accessed to benchmark our progress
Goal 5.4.3 - To enhance training opportunities among staff and community partners	5.4.3.1 - By developing and facilitating educational programs for community partners surrounding drug investigations	• Community partner organizations involved in drug investigations are identified (e.g. Veridian, BFD, EMS) • Service delivered training is tracked and feedback is solicited • Working relationships in drug investigations improve
	5.4.3.2 - 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
	5.4.3.3 - By empowering patrol officers to be leaders in these investigations	• Patrol officers given the temporary opportunity to work in the Street Crime Unit when a problem is identified and being investigated by them • Assistance of the unit with resources, staff and experience • Assistance in the compiling of all charges, evidence for successful prosecution in court • At least 3 projects identified annually and where patrol officers participated

5.5 COMPUTER CRIMES (INCLUDES CELL PHONES AND TABLETS)

The Belleville Police Service is now in a technical position to investigate incidents involving computer and mobile devices. This has enhanced our ability as a Service to quickly and efficiently gather technical evidence to corroborate and/or refute criminal allegations.

GOALS	OBJECTIVES	PERFORMANCE INDICATORS
Goal 5.5.1 - To enhance our ability to effectively investigate computer crimes.	5.5.1.1 - By ensuring computer crime investigations are conducted, prepared and presented in an effective and timely manner	• Proper technology is obtained and maintained to support computer crime investigations • Up-to-date training is provided to keep in line with today's technologies • Feedback from the judiciary on preparation and presentation • Work directly with officers to effectively support their investigations when computers are involved
Goal 5.5.2 - To expand public education initiatives relating to Computer Crime.	5.5.2.1 - By developing a public awareness campaign about computer crimes	• Create a computer crime awareness pamphlet • Website updated to support computer crime awareness • Attend public speaking engagements about computer crimes
	5.5.2.2 - By involving the School Response Officer with educating students about computer crimes	• Number of students educated • How computers are used to commit crimes, i.e., facebook, hotmail, skype, twitter, etc.
Goal 5.5.3 - To enhance our ability to effectively investigate Computer Crimes through partnerships.	5.5.3.1 - By enhancing community and provincial partnerships to facilitate computer crime investigations	• Partnership with the Provincial Strategy Unit • Partnership with nearby police agencies to share investigative techniques • Partnerships developed with local organizations
	5.5.3.2 - By conducting in-service training for officers around computer crime trends	• Number of in-service training hours provided • Number of officers trained • Number of investigations where computers/ cell phones are utilized

6 - Communications

The Belleville Police Service will continue to enhance communication throughout our organization and with our 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. Consultations have provided direction for improvement to functions within the broad area of communication both internally and externally to address short and long term improvement opportunities. Effective communication will be the foundation towards achieving our goals and implementing our communications strategic direction.

GOALS	OBJECTIVES	PERFORMANCE INDICATORS
Goal 6.1 - To enhance information sharing and improve communication between the community and the Belleville Police Service.	6.1.1 - By maintaining the website as current as possible	• 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 • Property crime updates and prevention tips are available on the Service website • Community publications, pamphlets and public information posters are posted and updated • Events calendar reflects service activities
	6.1.2 - By enhancing the ongoing communication with the community through a variety of tools	• Research, develop and implement new initiatives with the media • Research social media options
Goal 6.2 - To improve the morale of members of the Service.	6.2.1 - 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 • Regular meetings of supervisors, units, service staff and Association
Goal 6.3 - Develop and implement strategies to promote and enhance the image of the Belleville Police Service.	6.3.1 - 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
Goal 6.4 - To enhance communication with the Belleville Police Services Board and Belleville City Council.	6.4.1 - By establishing enhanced communication with and participation of the Belleville Police Services Board	• Attendance at Award ceremonies, Swearing In ceremonies and OPC graduations is increased • Board plaque with updated photographs • Participation in ride alongs, community events and media releases is increased • Develop and provide training opportunities for all Board members • The Belleville Police Services Board attend Strategic Business Plan sessions
	6.4.2 - By establishing enhanced communication with Belleville City Council	• Chief of Police presenting quarterly Police Service deputations to city council • City Councillors invited to attend training, ride along and community events

7 - Human Resources

Members of the Belleville Police Service face significant workloads. 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.

GOALS	OBJECTIVES	PERFORMANCE INDICATORS
Goal 7.1 - To promote a healthy, respectful, inclusive and harassment-free workplace.	7.1.1 - By enhancing an early and safe return to work model	• Assist and educate members in their return to work program by identifying their capabilities and/or restrictions • Develop return to work plans that encompass assignments that recognize a member's continued contribution to the organization • Encourage support from return to work specialists when beneficial • Recommend other health services that may be available to assist a return to good health • Reduce time lost from work
	7.1.2 - To create a sustainable employee driven, management supported wellness program for all employees	• Develop the "wellness" section of intranet to provide information as requested by staff (for example: directory of professionals being used by members, healthy recipes, training techniques) • Create a wellness committee that will plan to meet at a minimum of 3 times per calendar year to discuss, implement and evaluate viable initiatives for members • Prepare and analyze the results of a member survey directed to gather information of what wellness means to the member and how it is able to be enhanced by BPS • Increase member participation in the Fitness Incentive by 10% • Partner with local health and wellness professionals to supply members with a voluntary health risk assessment • Bring health professionals on site according to what benefits are covered in group benefit plan • Develop budget submissions for future ongoing wellness initiatives • Offer workday fitness opportunities for all members
Goal 7.2 - To develop plans that identify and respond to future human resource issues in the next 5 to 10 years.	7.2.1 - By reviewing organizational staffing requirements for 5 and 10 year projected intervals	• Develop internal discussion papers on projected human resources issues for the future
	7.2.2 - 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
	7.2.3 - By updating 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
	7.2.4 - By developing employees and leaders for future succession in preparation for retirements	• Review, develop, implement policies, procedures and practices that encourage staff development, including promotional procedures • Develop task group to examine the core competencies and accountabilities
	7.2.5 - By ensuring systems, structure and practices meet performance objectives and expectations	• Develop task group to review and update the performance management system

8 - Information Technology

Information technology supports every aspect of our service delivery and serves to enhance resources by maximizing effectiveness and efficiencies. The Belleville Police Service strives to align the Service with the technology needs of policing in Ontario. We will strengthen our relationships with other police services, proprietors and education partners to develop and support our information technology strategic direction. Focusing on the acquisition of hardware and software leading to the implementation of processes, procedures and products will enhance services provided to the citizens of Belleville while providing future cost savings.

GOALS	OBJECTIVES	PERFORMANCE INDICATORS
Goal 8.1 - To maintain and operate reliable systems.	8.1.1 - By utilizing the most effective hardware and software	• Optimal hardware and software options are identified • Hardware and software solutions are purchased, installed and supported
	8.1.2 - 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
Goal 8.2 - To ensure effective and efficient use of Information Technology resources.	8.2.1 - 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
	8.2.2 - 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
	8.2.3 - By ensuring data integrity through improving the quality and timeliness of data being entered into our systems	• Members, whose personnel assignment requires data entry, 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
	8.2.4 - By addressing the hardware and software needs of our members and providing the most effective and efficient IT support	• Timelines for data entry are reviewed and improved • Explore the options of third line or data entry alternatives • Errors in Service data are reduced
	8.2.5 - By integrating computer systems	• 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
	8.2.6 - By aligning network infrastructure with demands	• A process is developed to ensure purchase requests address IT and financial impacts • Member satisfaction with IT services increases
		• The functionalities of identified servers are merged • Wherever possible, data is entered and retrieved from a single source
		• The capacity of the network is reviewed to identify strengths and weaknesses • To meet the needs of the Service, network capacity is improved

GOALS	OBJECTIVES	PERFORMANCE INDICATORS
Goal 8.3 - To ensure information technology capabilities are implemented to reduce staff workload where possible allowing for more effective work systems and potential redeployment of staff, and reduce the need for additional staff.	8.3.1 - By obtaining and implementing a mobile data solution for all front line officers	• Obtained financial support for the Blackberry/Playbook project • Implementing the plan which includes issuance of a Blackberry to all sworn staff and Playbooks for all cruisers • More efficient manner to communicate with staff on and off duty • Increased officer ability to query relative information on calls for service from the road and not having to return to the station for most queries • Increased officer safety and patrol • Increased officer presence in community • Increased officer ability to efficiently resolve matters and investigations • Reduction of communicator time on non-emergency tasks (vehicle, people, address histories) • Increased available time for communicators to effectively manage emergency calls and radio calls without increasing staff numbers
	8.3.2 - By obtaining and implementing the electronic brief process for all sworn staff.	• Obtained financial support for the E-Brief project • Implemented the process which includes the purchase and use of Dragon Naturally Speaking transcription system, allowing for a software system to electronically transcribe dictations instead of staff transcription • Implementation of a new scanning system to allow for non-electronic documents to be scanned into the system instead of being re-entered into the system • Reduce officers' time spent on paperwork and crown brief creation in station • Reduce time spent by transcriptionists in typing narratives • Reduction in time required for brief to be completed and forwarded to the Crown Attorney. This will decrease officers' time in courts • Increased officer presence in community • Increased time available for civilian staff to be involved in more non-essential police functions hence increasing available time for officers to focus on proactive law enforcement
	8.3.3 - By obtaining the Human Resources software package to manage all time off requests, leave request and schedules	• Obtained financial support for the OSL solution • Elimination of a non-integrated system for selecting time off for all staff • Streamlining process which will eliminate redundancies inherent in current system • Direct link to City Hall for payroll submissions • Increased time available in HR/Finance for other work that cannot be addressed in regular work days
	8.3.4 - By exploring and implementing all efficiencies within the Niche/RMS system	• Investigate all efficiencies that may exist within this system to maximize officer's time on patrol and not in station • Explore the ability to effectively manage crime analysis within this system reducing the costs for a stand-alone system currently in place

9 - Resource Management

The Belleville Police Service must manage all of our resources exceptionally well in order to deliver effective and efficient service delivery. The Belleville Police Service must be proactive and innovative to ensure the sustainability of policing that the citizens of Belleville deserve and expect. New initiatives which enhance services while providing long term cost saving measures must be implemented. 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. Providing our members with the necessary equipment to carry out their duties in a safe and effective manner is a priority.

GOALS	OBJECTIVES	PERFORMANCE INDICATORS
Goal 9.1 - To improve the Belleville Police Service's Board budget process.	9.4.1 - By implementing a long term capital budget strategy	• Identify present and future capital budget issues • Prepare and present business plan on capital issues • Include capital budget issues in annual budget presentation
	9.4.2 - By developing a detailed Operational Budget strategy	• Review annually all operating budget lines • Identify trends within the operating budget • Incorporate efficiencies through capital issue initiatives into future budgets
	9.4.3 - By formalizing the budget process with the Board and City Council	• Identify and develop strategy to address budget concerns brought forward by the Board • Implement budget process through Board Finance Committee • Finance committee to review and approve budget for Board presentation (Chief, Deputy Chief, Human Resource Administrator, Board Chair and Municipally elected representative from the Board)
Goal 9.2 - To develop and maintain a long-term facilities plan.	9.1.1 - By providing City Council Committee with information as required to assist with long-term facility plan	• Attend meetings as requested • Provide resources including all needs assessments, consultant reports, site reviews/evaluations/design, and business plan, etc.
	9.1.2 - By ensuring facility can continue to accommodate essential needs	• Current facility needs are identified with City staff and plans are developed to meet on-going critical issues
	9.1.3 - By enhancing facility security	• Annual review of building security and compliance with procedure
	9.1.4 - By ensuring regular maintenance/cleanliness	• Ongoing compliance with health and safety • Ongoing cleanliness is maintained through schedule development and regular inspection plan

GOALS	OBJECTIVES	PERFORMANCE INDICATORS
Goal 9.3 - To ensure our Service facilities meets compliance standards, and community and member expectations.	9.3.1 - 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
Goal 9.4 - To ensure our fleet and equipment meet or exceed compliance standards, and community and member expectations.	9.4.1 - 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 plan is developed and maintained • The development and implementation of a cleaning and maintenance plan for fleet • Regular participation in police cooperative purchase group meetings to gather and share information

ACRONYMS

ADLS	Automatic Drivers' License Suspension	NTR	Notice to Registrar
AODA	Accessibility for Ontarians with Disabilities Act	CRC	Collision Reporting Centre
CPTED	Crime Prevention through Environmental Design	CPTSD	Crime Prevention through Social Development
PSB	Police Services Board	RIDE	Reduce Impaired Driving Everywhere
DRE	Drug Recognition Expert	CAD	Computer Aided Dispatch
CRO	Community Resource Officers	SFST	Standard Field Sobriety Test
OSOR	Ontario Sex Offender Registry	FAQ	Frequently Asked Questions
MTO	Ministry of Transportation Ontario	QRTC	Quinte Regional Traffic Coalition
MADD	Mothers Against Drunk Driving	ORN	Operation Red Nose
CTAP	Community Threat Assessment Protocol	TCRT	Technical Committee to Review Traffic Matters
IVS	Insurance Validation Service	DR	Differential Response
CCV	Closed Circuit Video	BBIA	Belleville Business Improvement Area
CNUG	Canadian Niche Users Group	MapInfo	BPS Analyst Software
VRT	Volunteer Response Team	STEP	Selective Traffic Enforcement Program

GLOSSARY OF TERMS

310-OPEN (6736) Line – is a free confidential service, open 24 hours a day, 365 days a year, to get information, support and referral to all mental health and addition services in Hastings and Prince Edward County.

Annual Report – a report issued annually to the community outlining the Service's activities throughout the preceding year.

At-Scene Collision Investigation – an investigation conducted at the scene of a collision and not reported through the Collision Reporting Centre.

Call for Service – represents a new occurrence number including citizen generated calls, officer initiated occurrences and 911 calls.

Call Type Prioritization – a system that identifies the call's importance or how police will respond to that call based on the nature of the call.

Civilian – a non-sworn member of the Belleville Police Service.

Clearance Rate – the actual number of criminal code incidents that are solved.

Collision Analysis – the process of gathering collision related data for identifying and responding to traffic related issues in the City of Belleville.

Collision Investigation Procedure – a procedure outlining steps for investigating motor vehicle collisions.

Collision Reconstruction – a systematic process of evaluating the evidence associated with a particular collision sequence and applying accepted physical principles to ascertain how a collision occurred.

Communications Centre – includes complaint handlers and dispatchers who process 911, non-emergency and TTY (telephone, typewriter or teletypewriter communication for the hearing impaired) calls and maintain communication with police officers.

Community Mobilization – the actions and initiatives taken by police officers to motivate and support citizens to effectively deal with the root causes of crime and insecurity within their neighbourhoods.

Community Partner – an organizational relationship that enhances community participation.

Community Resource Officer – an officer that facilitates the implementation of community mobilization initiatives. Responsible for maintaining the integrity and ensuring the consistency of the crime reduction and crime prevention strategy, including community mobilization throughout the Service.

Community Resource Office – responsible for the support of Community Mobilization and serves as a resource for crime prevention, crime reduction and public education initiatives within the Belleville Police Service and in our community.

Community Threat Assessment Protocol – a protocol designed by the Hastings and Prince Edward District School Board in collaboration with Hastings and Prince Edward community agencies and services, to ensure that appropriate community team members communicate student information to school personnel who may then activate a risk/threat assessment process.

Computer Forensics - Computer forensics involves the preservation, identification, extraction, interpretation, and documentation of computer evidence. The field of computer forensics has different facets, and is not defined by any one particular procedure. At a very basic level, computer forensics is the analysis of information contained within and created with computer systems, typically in the interest of figuring out what happened, when it happened, how it happened, and who was involved.

Constable Selection Certificate – a certificate issued upon successful completion of the pre-interview screening component.

Crime Analyst – a uniform person responsible for collecting, analyzing and disseminating crime-related information for identifying criminals and crime patterns.

Crime Prevention Partner – an organizational relationship based on community crime prevention strategies in the areas of family, community, police and the criminal justice system, schools, business, public facilities and the workplace.

Crime Rate – the ratio of crimes to the population of an area.

Intelligence – refers to information collected for investigative purposes.

Intelligence-Led Policing – is a business model and managerial philosophy where data analysis and crime intelligence are pivotal to an objective, decision-making framework that facilitates crime and problem reduction, disruption and prevention through both strategic management and effective enforcement strategies that target prolific and serious offenders.

Member – an employee of the Belleville Police Service.

Mobile Forensics - Mobile phone forensics is the science of retrieving data from a mobile phone under forensically sound conditions. This includes full data retrieval and examination of data found on the SIM/USIM, the phone body itself and the optional memory cards. Data retrieved and examined can include images, videos, text or SMS messages, call times and contact numbers.

Neighbourhood – a geographical area defined by social relationships, political structures and physical features.

Neighbourhood Policing – an approach to delivering police services that increases contact between the police and the public in locally defined geographic areas; it involves increased police visibility, and police and community partners working together to identify and tackle issues of concern.

Niche RMS – a Police Records Management system that is a single, unified, operations policing system that manages information in relation to the core policing entities – people, locations, vehicles, organizations (businesses or other groups), incidents (or occurrences) and property/evidence.

Patrol – a group of uniform police officers deployed from within the Operations Division to perform routine duties.

Patrol Unit – an officer assigned to a specific area to perform routine patrol duties.

Patrol Zone – a specific geographical area.

Performance Indicators – are quantitative and qualitative measurements of our goal and objective achievements. They may be new or enhanced, required annually, the result of adequacy requirements or any combination thereof.

Police Services Act – a provincial act governing the conduct of police officers in the province of Ontario.

Police Services Board – civilian oversight body that governs how municipal police services are provided in the city of Belleville. The Board is comprised of two elected members from City Council, two provincially-appointed members and one community-at-large member appointed by City Council.

Proactive Time – an event specifically generated due to a community project, problem solving or previously identified area of concern.

Proactive Traffic Enforcement – pro-active traffic enforcement intended to be applied on minor and major collector roads that may result in a positive effect on surrounding road-ways.

Probation and Parole Services – provides community supervision, surveillance and counseling for adults, probationers and parolees, conditional sentence or house arrest (those serving sentences of up to 2 years less a day), provides pre-sentence reports for the court and investigation for Parole Board and Temporary Absence Authorities, liaises with other agencies and institutions, offers Volunteer Program for Assistant Probation Officers for volunteers who assist in supervising probationers sent from the courts.

Response Time – the time interval between when a call is accepted into dispatch and when an officer arrives on scene; it includes dispatch processing time and officer travel time.

RIDE – an alcohol countermeasures program that focuses enforcement efforts at known locations that through process of analysis has shown significant problems as a result of alcohol service.

Safe Schools – an initiative based on the Safe Schools Act which is related to safe schools issues and consequences for students who do not meet behaviour expectations.

School Resource Officer – uniform officer that attends district schools, liaisons between schools and police. They give assistances in relevant lectures with students as well as staff and administrations.

Selection System – a systematic process of gathering information about individuals, using tools like testing, interviews etc. to make employment hiring decisions that ensures these candidates meet the knowledge, skill and ability requirements of a specific position.

Service – refers to the Belleville Police Service.

Sex Offender Registry – is a provincial registration system for sex offenders who have been released into the community. These offenders must report to police every year. During the registration process, police enter information about these individuals into a data base. Federal legislation requires all provinces to send sex offender information to the National Sex Offender Registry (NSOR) database.

Strategic Direction – fundamental service direction of the Belleville Police Service from which achievable goals are derived.

Succession Management – refers to the identification and development of individuals with potential for taking on leadership positions.

Technical Committee to Review Traffic Matters – a group consisting of traffic officers, analysts and municipal staff that discuss and identify traffic related issues in the City of Belleville.

Traffic Officer – a uniformed officer assigned to the Traffic Unit who performs specialized collision investigation, pro-active enforcement and specialized traffic escort duties.

Transfer Process – a systematic process of gathering information about individuals, using tools such as testing, interviews etc. to make employment or job change decisions.

Victim Impact Statement – a written statement that describes the harm or loss suffered by the victim of an offence. The court considers the statement when the offender is sentenced.

Violent Crime – refers to "Crimes Against the Person" as per Statistics Canada. This includes violations causing death, attempting the commission of a capital crime, sexual assaults, deprivation of freedom violations, and other violent crimes.

Young Person – a person under the age of 18.