



2026-2029

# THE WAY FORWARD

BELLEVILLE POLICE SERVICE STRATEGIC PLAN

# Vision

Collaborative Community Safety

# Mission

To protect and serve with integrity, working with our community to build a safer, stronger future.

# Values

Leading with Integrity  
Engaging with Respect  
Acting with Professionalism  
Delivering Service Excellence

# Motto

Partners with the Community





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# Service Overview



## Introduction

In Belleville, policing is overseen by the Belleville Police Service Board, a civilian body established under the Community Safety and Policing Act. The Board is accountable by law for ensuring that policing in Belleville reflects the safety interests, values, and priorities of the community.

As part of its statutory accountability under the Act, the Board must prepare and adopt a strategic plan for the provision of adequate and effective policing. This plan sets objectives and priorities, defines core functions, and establishes performance measures in areas such as crime prevention, investigations, road safety, emergency response, and support for victims of crime.

## A New Plan for the Belleville Police Service

The 2026–2029 Strategic Plan provides a roadmap for the future of policing in Belleville. Developed by the Police Service Board, in close collaboration with members of the Belleville Police Service and shaped by valuable input from residents, businesses, and local organizations, the plan is rooted in the voices of the community it serves. It outlines the key goals and objectives that will guide the Service over the next four years. The plan is community-driven, results-focused, and service-oriented. At its core, this plan is about partnership. It reflects our shared commitment to building public safety together as true community partners.

## Performance Measurement

This plan includes a strong commitment to performance measurement and public accountability. Through ongoing reporting and by tracking progress against both qualitative and quantitative objectives, we will help the community understand where we're making an impact. Regular updates will provide transparency and ensure everyone can see how the Service is advancing the priorities outlined in this plan.



## Heather Smith

### Message from the Chairperson of the Belleville Police Service Board

It is a pleasure to present the Belleville Police Service Board's Strategic Plan for 2026–2029. Consultations shaped this road map for the next four years. From both the community and Belleville Police Service members, several messages emerged: communication within the service and with the public must improve; residents want police to be more visible and approachable, especially for diverse and multicultural groups; and the most pressing

issues are homelessness, mental health, addictions, and traffic control.

With the leadership of Chief Murray Rodd, we will implement Community Policing. This philosophy relies on trust, collaboration, and proactive problem-solving between residents and officers, directly reflecting the feedback we received. Though full implementation will take time and resources, it will help address issues before they escalate, tailor strategies to local needs, and strengthen public trust.

Sir Robert Peel (1788–1850), father of modern policing, stated that “the police are the public and the public are the police,” a principle we believe remains essential. To uphold it, officers must be properly resourced, trained, equipped, and staffed to address complex social and criminal issues. Maintaining a service prepared to respond is an investment in the safety of all Belleville residents.

While we operationalize Community Policing, the world does not stand still. Belleville's growth requires more officers to serve one of Canada's fastest-growing communities, and our members face daily social challenges. Though partners share responsibility, it is our officers who respond. Calls for service have risen, regulations demand greater transparency, and ongoing training is essential. Policing is demanding but rewarding, and we are fortunate to have officers and leaders committed to serving in partnership with residents. With the support of the community and partners, Community Policing will help tailor responses and create a healthier, safer Belleville for all.

Finally, we thank everyone who contributed through surveys, round tables, town halls, or conversations with our members. Your input shaped this plan. Together, with community partners, we will have a collective impact on challenges while continuing to address criminal behaviour.

A handwritten signature in black ink, appearing to read 'H Smith'.

Heather Smith  
Chair, Belleville Police Service Board



# Chief Murray Rodd

## Message from the Chief of Police

With the release of the 2026 to 2029 Strategic Plan, I want to thank the Belleville Police Service Board, our members, and our community for contributing their time, ideas, and feedback. This plan is built on your voices. It reflects what we heard and will guide us forward together.

Our people, both sworn and civilian, work tirelessly around the clock to maintain and enhance public safety. Our greatest successes come from supporting and empowering our members and from working in genuine collaboration with those we serve. Our community is at the centre of everything we do, and we remain steadfast in our commitment to protecting it to the very best of our ability.

We have asked for your input, and now we seek your partnership in action. We cannot do this work alone. Our new vision, Collaborative Community Safety, is rooted in our values and carried out through our mission to protect and serve with integrity, working with our community to build a safer, stronger future.

This plan sets clear goals and priorities to meet the needs of our community. It is about enabling and supporting the people on the frontlines, strengthening trust through collaboration and transparency, and providing the tools and resources needed to meet evolving demands.

We also recognize that policing faces challenges not only here at home but across the world. Modernization, evolving capabilities, and compliance with legislation are constant realities. We will remain adaptable and responsive, knowing when it is time to lead and when it is time to learn.

This is our shared plan, and together we will move it forward. By standing firmly behind our priorities and supporting our people, we are building the foundation to adapt, improve, and thrive in a constantly changing world. We are resolute in our commitment to the community we serve and confident in the future of Belleville, a future built for all.

It is an honour to serve as your Chief of Police.

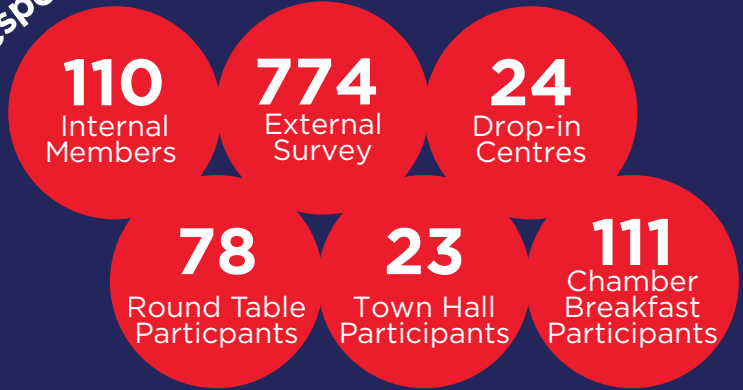
A handwritten signature in black ink that reads "Murray Rodd".

Murray Rodd  
Chief of Police

# YOU SPOKE

During the strategic planning process, we engaged community stakeholder groups through a number of strategies to gather information, including a member survey, community surveys, drop-in centres, and community town halls.

Responses:



## “WHAT WOULD YOU LIKE TO SEE MORE OF?”

-  **Police visibility**
-  **Partnerships and outreach**
-  **Mental health / addiction response and support**
-  **Recruitment and staffing**
-  **Training and development**
-  **Internal process and workflow optimization**

EXTERNAL

INTERNAL

# WE LISTENED

Your input has shaped a renewed path forward for the Belleville Police Service (BPS) that embraces growth, strengthens community safety, and reflects the values we share. This strategic plan captures our commitment to building relationships, engaging more often and more openly, enhancing transparency, and supporting our members in every area of their work. By focusing on the priorities you identified, we are creating new opportunities for meaningful outreach, effective collaboration, and stronger service to our community. We hope it's clear that you spoke, and we listened.

# Key Priorities



## **COLLABORATIVE COMMUNITY SAFETY AND ENGAGEMENT**

Build and maintain strong strategic partnerships that strengthens community safety

Prevent crime through education and awareness

Enhance transparency through timely and relevant public communications

Increase police visibility and community engagement

Promote community understanding of the police role in response to mental health, addictions and vulnerable populations through education and engagement efforts



## **PEOPLE, CULTURE AND CAPACITY**

Attract and retain a representative, empowered, and highly skilled workforce

Empower professional development through clear career pathways and training opportunities

Strengthen internal communication

Foster health, wellbeing, morale, and engagement

Equip members with the knowledge, skills, and training to respond effectively to mental health-related calls



## **OPERATIONAL EXCELLENCE**

Optimize core workflows and enhance operational efficiency

Modernize strategic communications

Leverage technology and innovation to meet evolving needs

Build a culture of continuous improvement and learning

Ensure police facilities and fleet are aligned with operational and organizational growth needs



# PRIORITY #1

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**COLLABORATIVE  
COMMUNITY SAFETY  
AND ENGAGEMENT**

# STRATEGIC OBJECTIVES

## **Build and maintain strong strategic partnerships that strengthens community safety**

1. Develop a strategic partnership strategy to identify gaps and opportunities, and boost engagements with external agencies to support the goals of the Belleville Police Service.
2. Co-develop solutions to local concerns with community members and empower members to pilot ideas and report back on results.
3. Pursue grant opportunities related to supporting partner engagement and strengthen community safety initiatives.
4. Partner with multi-jurisdictional and policing partner agencies to continue providing adequate and effective policing.
5. Promote road safety with educational campaigns, seasonal traffic initiatives, and partnerships with local schools and community organizations.

## **Prevent crime through education and awareness**

1. Ensure ongoing use of evidence-based policing to evaluate enforcement strategies, guide resource deployment, and respond effectively to emerging issues and community concerns.
2. Develop outreach messaging on public safety, crime prevention and victim support tailored to diverse populations, including prioritization of youth, racialized communities, and Indigenous communities.
3. Increase clearance rates for all crime types including violent crime, property crime, and youth crime.
4. Continue to support and assist victims of crime by connecting them with resources and coordinated support including our integrated Victim Services Support Specialist program, while implementing measures to reduce re-victimization rates.

## **Enhance transparency through timely and relevant public communications**

1. Improve transparency in police activities by sharing data, insights and ongoing safety initiatives on crime trends. Clearly explain public-facing policies and communicate the rationale behind decisions to strengthen community understanding, trust and satisfaction.
2. Expand use of social media, video content, surveys, dashboards, and presentations to highlight key statistics or relevant information and foster two-way communication with the community.
3. Collaborate with allied partners to amplify their stories, messages, and initiatives across BPS platforms.



## **Increase police visibility and community engagement**

1. Deploy a patrol strategy incorporating team/zoned policing and problem-oriented approaches.
2. Participate in regular community events and host BPS safety days across the city, with a strong focus on youth engagement, school presence, and connecting residents to safety resources.
3. Expand foot and bike patrols in downtown areas and “high crime” areas.
4. Involve the most appropriate police personnel in community discussions by selecting members whose roles, experience, or expertise best align with the topic being addressed.
5. Increase use of Auxiliary Officers and Community Policing volunteers to implement crime prevention initiatives and attend community events.

## **Promote community understanding of the police role in response to mental health, addictions and vulnerable populations through education and engagement efforts**

1. Share success stories that highlight compassionate, collaborative solutions for vulnerable community members.
2. Partner with local service providers to co-host public education sessions on addiction, mental health, and community-based supports.
3. Use social media and other communications channels to humanize the experiences of vulnerable populations and promote available resources.



## **PRIORITY #2**

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**PEOPLE, CULTURE  
AND CAPACITY**

# STRATEGIC OBJECTIVES



## Attract and retain a representative, empowered, and highly skilled workforce

1. Broaden recruitment efforts by engaging diverse candidate pools through outreach at education institutions, athletic organizations, military communities, and community events, while building partnerships that promote policing as a profession.
2. Utilize social media to promote career opportunities and highlight diverse paths into the service.
3. Launch a Belleville Police Service recruitment campaign that encourages people from all life experiences and diverse backgrounds to join.
4. Develop and implement an EDI (equity, diversity, and inclusion) policy and internal strategies to promote alignment with the demographic of the Belleville community.
5. Continue to implement programs and initiatives, such as 30x30 and 30Forward to increase the percentage of female police officers to 30% by 2030.

## Empower professional development through clear career pathways and training opportunities

1. Develop transparent, role-specific training and career progression frameworks for all positions, including an established career development continuum for sworn members and for all ranks, and offer cross training opportunities for civilians.
2. Offer members special projects and development opportunities to support job enrichment and retention.
3. Expand training opportunities to include seminars and workshops on key issues like mental health, leadership, domestic violence, and human trafficking.
4. Create a leadership strategy including senior leadership training and development to promote improved communication and effective management across the organization.
5. Support self-directed learning by expanding access to flexible training options, including a LinkedIn Learning pilot project and the development of micro-training modules.

## Strengthen internal communication

1. Increase two-way communication by introducing an online forum and hosting bi-annual service-wide town halls with senior leadership to promote internal transparency.
2. Include representation from key stakeholders on changes and decisions that affect their roles.
3. Offer in-person training where required for new policies and procedures through the responsible unit to ensure clarity and compliance.

## Foster health, wellbeing, morale, and engagement

1. Develop an internal awards and recognition committee.
2. Continue to promote wellness and team-building through service-wide events, training, and collaboration opportunities, including dedicated support for the Peer Organized Support Team (POST) members.
3. Support the professional growth of both sworn and civilian staff to ensure balanced workloads and reduce stress on members.
4. Continue to provide access to proactive mental health and wellness resources, including early intervention supports, peer networks, and training that encourages a culture of safety and resilience.
5. Increase knowledge and education regarding internal and external complaint processes.
6. Implement a reintegration program to support members returning from absence.



## Equip members with the knowledge, skills, and training to respond effectively to mental health-related calls

1. Continue to train sworn members with foundational skills in mental health response, de-escalation, and harm reduction.
2. Expand collaboration with specialized crisis teams such as IMPACT (Integrated Mobile Police & Co-Response Team) to ensure appropriate support for individuals in crisis.
3. Promote public education on resources such as the 988-crisis line to reduce unnecessary 911 calls.



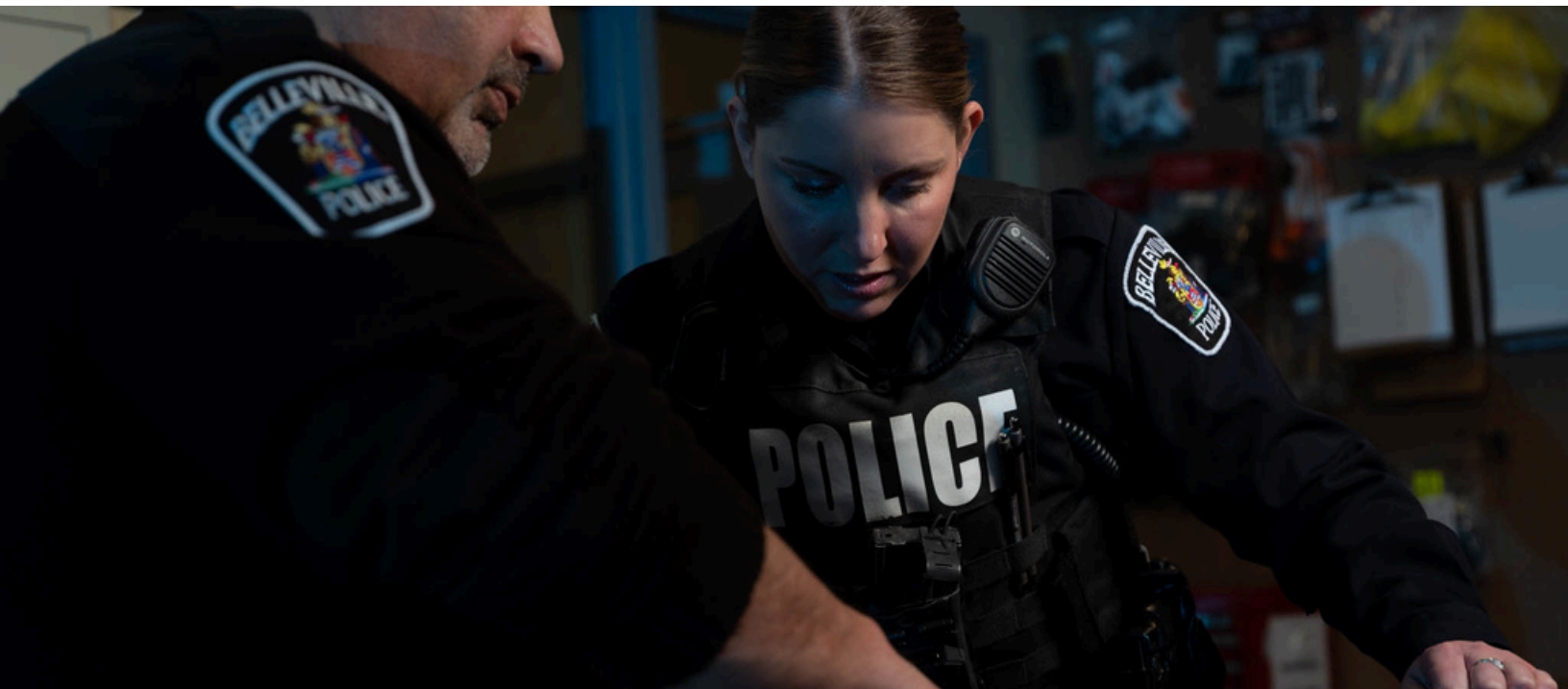
## **PRIORITY #3**

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**OPERATIONAL  
EXCELLENCE**

# STRATEGIC OBJECTIVES



## Optimize core workflows and enhance operational efficiency

1. Conduct targeted comprehensive civilian and sworn workload analysis on problem areas to address imbalances, inform staffing needs, and reduce inefficiencies.
2. Hire additional personnel to support investigative and administrative processes and efficiency.
3. Develop a centralized Internal Process Manual and implement regular reviews of core operational processes.
4. Provide thorough training prior to rollout of any new tools or systems, including the development of internal trainers, followed by a predetermined evaluation window established prior to rollout for all new initiatives to assess effectiveness and adjust implementation as needed.
5. Monitor and evaluate response times and call-handling efficiency for emergency service calls.

## Modernize strategic communications

1. Develop a detailed communications plan to reflect and support the objectives of the 2026-2029 Strategic Plan.
2. Standardize pre- and post-shift briefings with digital dashboards to improve internal awareness and alignment.
3. Expand use of multimedia content, including intranet updates, and an increased use of video content for both internal and external communications.



## **Leverage technology and innovation to meet evolving needs**

1. Include representation from sworn and civilian staff in the planning and selection of any new technologies that impact their roles.
2. Create a cross-functional innovation committee to identify, evaluate, pilot, and scale tech solutions that support community safety, improve data accessibility, and reduce administrative burden. Assign dedicated tech officers within each platoon or unit to support integration and adoption.
3. Utilize SharePoint for internal collaboration, data sharing, and web hosting to streamline communication and improve internal access to information.

## **Build a culture of continuous improvement and learning**

1. Integrate regular debrief sessions following major operations, incidents, or projects to capture insights and improve future planning.
2. Use performance data, member feedback, and community input to inform operational adjustments and strategic decisions.

## **Ensure police facilities and fleet are aligned with operational and organizational growth needs**

1. Conduct a comprehensive facility and fleet needs assessment, including accessibility, space utilization, and operational readiness.
2. Continue to prioritize upgrades that improve member wellness and community engagement.



## CANINE UNIT

As part of ongoing efforts to enhance specialized response capabilities, the Belleville Police Service expanded its Canine Unit in July 2024 with the addition of a second K9 team.

Constable Darrell Hatfield and Police Service Dog (PSD) DASH completed their basic handler training in the spring/summer of 2024 and now serve alongside Constable Jesse McInroy and PSD BAX.

Both teams are trained in tracking, search and rescue, and the detection of illegal drugs, firearms, and ammunition.



**PSD DASH**

This expansion strengthens our ability to assist in high-risk investigations, and support partner agencies as needed. It also enhances the Service's capacity to engage with the public through community events, school visits, and youth programs.

Ongoing training and certification ensure the Unit remains deployment-ready and aligned with best practices. The growth of the Canine Unit reflects the Service's commitment to investing in modern, adaptable resources through both strategic planning and community partnership.



**PSD BAX**



## INFORMATION TECHNOLOGY

The Information Technology Services Unit continues to play a critical role in advancing the Belleville Police Service's operational capabilities, supporting both frontline policing and organizational priorities. In addition to strengthening core systems, the unit is increasingly focused on harnessing business and data analytics to drive informed decision-making, optimize resource deployment, and measure organizational performance. Building on recent successes, including Canada's first Axon Electronic Notebook pilot, deployment of Axon Fleet 3 in frontline vehicles, expansion of electronic ticketing, and significant upgrades to our digital evidence, cybersecurity, and radio systems, we are positioned to deliver even greater value in the years ahead.

As part of the 2026–2029 Strategic Plan, our focus will be on projects that integrate technology more deeply into daily policing, improve the efficiency of investigative and administrative workflows, and strengthen the security and resilience of our systems. Key priorities will include:

- Full rollout of Axon Electronic Notes
- Implementation of a new records management solution
- Deployment of a collaborative document management system
- Continued cybersecurity leadership

Technology will remain a key component in achieving our mission to protect and serve with integrity, working with our community to build a safer, stronger future. This forward-looking framework reflects our commitment to collaborative community safety, operational excellence, and our people, culture and capacity, by ensuring that our members have the tools they need, when and where they need them, to keep our city safe.



## FACILITY AND FLEET

The Belleville Police Service remains committed to maintaining modern, safe, and efficient facilities and fleet resources to support both operational excellence and community service. We regularly assess our needs in areas such as accessibility, space utilization, and operational readiness, ensuring our infrastructure evolves alongside the demands of policing.

With growth and future-proofing in mind, we continue to enhance every aspect of our operations while maintaining spaces that are fully accessible and adaptable. Key priorities moving forward include significant facility expansion, particularly to support the growing field of digital forensics and investigative functions, evidence handling, and property storage, with clear accountabilities to ensure the integrity, security, and proper management of all materials.

Our recently established downtown Community Policing Office has already become an important hub for connecting with residents, providing support, and building relationships where people live, work, and gather. By engaging directly in the heart of the city, we strengthen trust and accessibility, making our service more approachable and responsive.

We look forward to the future, recognizing that maintaining operational facilities that adapt as we grow is essential to meeting the evolving needs of our members and the community we serve.



## Chaplain Brad Beale

### Message from BPS Chaplain

I'm honoured to be invited to add a word of commendation to our Strategic Plan for the Belleville Police Service. Strategic plans need to, on one hand, chart pathways forward into the immediate and distant future, while at the same time be nimble enough to adapt to changing demands and needs given the rapid pace at which both our world and the technology that now shapes everyday life continue to evolve.

Throughout this strategic plan are echoes of not only our guiding values of Leading with Integrity, Engaging with Respect, Acting with Professionalism, and Delivering Service Excellence, but also of our mission to build a stronger and safer community.

The input that shaped this plan, gathered through both community engagement and internal input, revealed the common thread of a desire for excellence and a healthy restlessness for continual improvement. This is not a negative indictment of the activities or ways in which policing of former years was engaged, rather, it reflects a positive adaptability to the ever-changing world in which we live. As my brother often reminds me from his business-world experience, "change is the only constant".

The Belleville Police Service has a strong record of community engagement, and the consequent positive impression that such engagement fosters. Internally, over the last few years, the work of the Peer Organized Support Team (POST) has similarly enhanced the work environment, recognizing that the demands of working with a Police Service, and the activities in which we sometimes become involved, can demand a heavy toll on the psychological, emotional, and spiritual health and well-being of staff and their families. This too has been a positive move toward a greater understanding of human "wholeness"; an understanding that to be at our best is not only about when we are physically well, but of equal importance are those other elements rooted in data and study, that contribute to our sense of well-being and wholeness.

It will be an exciting few years forward, and this Strategic Plan charts the way for us into that unknowable, uncertain future, with the nimbleness required to navigate it.

Brad Beale  
Chaplain



# BELLEVILLE POLICE SERVICE

[www.bellevilleps.ca](http://www.bellevilleps.ca) | [@bellevillepoliceofficial](https://www.instagram.com/bellevillepoliceofficial)

