

Belleville Police Service Board

Strategic Planning Committee

Meetings April 11, May 2, 9, 16, 22, 30 and June 13 and 27th

1. Round Tables: February 24th and February 26th , community groups surveyed, third Round Table booked for April 9th
2. Town Halls: April 2nd at BPS and April 8th at Thurlow Town Hall
3. Chamber Breakfast: February 26th, business community surveyed
4. Public survey launched: February 24th, will close on April 14th – approximately 800 respondents
5. Paper survey to Bridge Street Drop In: distributed March 10th
6. Internal BPS survey is ongoing
7. Survey QR cards distributed at Quinte Mall on March 8th , Walmart on March 15th, Belleville Sens Game on March 15th and Shoppers Drug Mart on Sidney Street on April 10th. Survey links on BPS and BPS Board website and distributed through Chamber of Commerce and Chamber Chats.
8. Public Survey closed on April 14th.
9. Meeting with the Mohawks of the Bay of Quinte booked for April 17th
10. Media Round Table: booked for May 5th
11. SWOT Analysis and Environmental Scan with BPS Board Members
12. Review of input from consultations to identify themes, objectives and expectations – Strategic Planning Committee (April and May meetings).
13. Data was compiled and reviewed by the committee to pull out big themes.
14. Respondents wanted to see evidence of more police visibility in every neighbourhood, police did not communicate out to the public very effectively, traffic issues were identified by many participants and homelessness, mental health and addictions was the big theme from town halls. Participants at Round Tables spoke about willingness to partner with the police. There was recognition that police were not in the best position to answer certain calls – homelessness, mental health for example - but in the absence of anyone else they were the default call. Overall people were satisfied with their interactions with police when they occurred – even those who were surveyed from Bridge Street – over 70% were satisfied or very satisfied with their interactions.
15. Internal survey results indicated that internal communications were poor. Serving men and women, along with civilian employees felt under resourced and were tired of overtime, work that did not get done, reports that numbered in the hundreds that

were not completed, being promised that the service would add to the complement of serving men and women, that never seemed to come.

16. Results were drilled down over a period of weeks to incorporate the themes from all consultations.
17. An additional internal survey was conducted over the latter part of May to ask for feedback from BPS members regarding Mission, Vision and Values and Motto. A scan of other police services vision, mission, values, motto helped populate options for consideration.
18. Following the polling of BPS members regarding survey of Vision, Mission, Values and Motto, the committee reviewed the results which lined up with those identified as preferred prior to the survey being distributed. There may be some minor tweaking prior to publication now that our Communications Specialist has joined the BPS.

VISION

Collaborative Community Safety

MISSION

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

VALUES (LEAD)

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

MOTTO

Partners with the Community

With these foundational elements in place, we are now developing the **strategic priorities, objectives, actions, KPIs, and timelines**, which will form the core of the finalized plan.

Areas of Focus for the Strat Plan: This may change a bit – as we package it

Collaborative Community Partnerships

Our Community

Stakeholders

Community Policing

Team Deployment

Team Development

Effective Partnerships
What do you want to do?
Actions to do that?

Our People
Professional and Supportive Workplace

People
Wellness
Training
Staffing
Communication
What do you want to do?
Actions to do that?

Processes

Investigative
Resource Deployment
Efficient/streamlining administration
Consistent
Team/problem oriented
What do you want to do?
Actions to do that?

General discussion about
Where you go to work, and what you are allowed/required to do while you are there.
Processes kept coming up in Internal Survey
Recruitment and staffing were top of mind of serving men and women – sworn and civilian.
A full-time recruitment officer?
Enhancing civilian staffing to support front line: what does that look like?
Internal feedback was operational, can be measurable.

Organizational Performance Goals:

Efficient, Effective, Excellence
What do you want to do?
Actions to do that?

19. We reviewed options for what the plan would look like – ensuring that the community consultation and internal consultation pieces were highlighted – you spoke, we listened – Hamilton did this well as did Fleming College.
20. We also discussed how the plan must be operational – results oriented. Results measured quarterly for the life of the plan – 4 years.
21. The committee will take a break from the work while staff put some measurable actions together for the strategic objectives. Work will continue over the summer by the staff component of the committee, with an objective of having something to review by the end of the summer.

- 22.** The committee would like to unveil the Strategic Plan by October 23rd Board Meeting, inviting participants to Round Tables and others surveyed to attend for the unveiling. Hard copies will be available and the plan will be uploaded to the Service and Board Websites. We will adhere to the CSPA to address each of the areas outlined and mandated.
23. The Strategic Communications Coordinator was tasked with formatting the data into a document that would be accessible and concise. The Chief and Deputy along with the committee and Inspectors will determine metrics to be reviewed quarterly though to December 31, 2029 to ensure that the Strat Plan is a document being used to provide adequate and effective policing to the community.
24. A draft of the plan was presented in late June whereupon the committee presented and recommended the draft plan to the Board on June 26th. Staff will continue to refine the product over the summer.
25. The Board will present the Strategic Plan to the Community at their regularly scheduled Board Meeting on October 23, 2025. Participants of Round Tables, media, Table Facilitators and others will be invited to attend. Refreshments will be provided. Chief Rodd, Chair Smith and Constables Blake and Waldon will present the results to the community.
26. The Plan was presented at the October 23, 2025 Board Meeting.
27. The Plan was presented to Municipal Council on December 8, 2025.