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Dear Mayor Ellis and Members of Council,

Please find attached and below responses to the questions that were issued on February 17, 2026 by Councillor Carr. I hope that you will find these answers to be fulsome and with sufficient detail. I have also included additional documents for your review and consideration as part of the BPS 2026 Operating Budget.

Adequate & Effective Policing (Legal Threshold):

- 1. What is the minimum standard for adequate and effective policing under the CSPA? Please provide a detailed itemization of which areas the BPS is not meeting, meeting or exceeding this legal requirement.**

As outlined in the Community Safety and Policing Act, 2019 Ontario Regulation 392/23

Adequate and Effective Policing (General):

Generally applicable standard

2. (1) A policing function shall be provided to an extent and in a manner that is reasonable, having regard to the following factors:
 1. The policing needs of the community.
 2. The geographic and socio-demographic characteristics of the police service's area of policing responsibility.
 3. The extent to and manner in which the policing function is effectively provided in similar communities in Ontario.
 4. The extent to which past provision of the policing function by the police service has been effective in addressing the policing needs of the community.
 5. Best practices respecting the policing function.

Under Ontario's policing oversight system, the Inspector General of Policing and any inspector appointed by the Inspector General have the statutory authority to obtain information, records and data that is relevant to an inspection. The Inspector General also has the legal authority to determine whether there has

been non-compliance with the Community Safety and Policing Act (CSPA) and, if so, issue progressive, risk-based and binding directions and measures on police services and chiefs of police, as well as police service boards, to protect public safety. The CSPA embeds protections to ensure the Inspector General's oversight role is delivered at arm's-length of government. At this time, BPS is meeting the applicable legal requirements. There are no open action items, findings, or identified compliance deficiencies currently against the Service related to this requirement. Based on existing reviews, oversight processes, and internal accountability mechanisms, BPS remains in compliance.

In addition, service data from 2024 further reflects the organization's performance and community impact. Of 28,593 calls for service during the year, only 42 complaints were made against BPS members, representing approximately 0.13% of total calls for service. This low complaint rate demonstrates a high level of professionalism, appropriate service delivery, and positive community engagement across a significant volume of interactions.

The Belleville Police Service continues to meet its established response time targets, ensuring calls for service are addressed in accordance with their assigned priority level. This reflects effective call assessment, appropriate resource deployment, and a continued commitment to timely and responsive public safety service.

While the legal standard is presently being upheld, we do have a concern regarding long-term sustainability. The ongoing inability to consistently reach and maintain authorized complement creates operational strain on existing personnel. Continued staffing shortages may present a risk to maintaining current service levels and compliance standards over time if not addressed. This is further amplified by the declared state of emergency that Belleville remains under dating back to 2024.

- 2. The minutes of the Police Board meeting on November 20, 2025 read, "Many of the costs are related to training and other obligations that are mandatory under the Community Safety and Policing Act that came into effect in February 2024." Can you identify the new training and "other obligations" that are required under the CSPA and provide the direct link in the law and / or regulations as well as a breakdown of costs?**

All training expenditures are considered operationally necessary and/or legislatively required. Investments in training directly benefit members by enhancing skills, readiness, and effectiveness. Furthermore, they support the community through improved service and public safety. The training budget for 2026 remains unchanged from 2025, totaling \$346,400, which represents 0.97% of total expenditures.

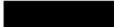
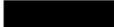
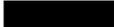
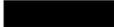
Please find the attached Training Regulation (Ontario Regulation 87/24) Guidance Document as per the Community Safety and Policing Act, 2019 for all training requirements.

3. Please break down your calls for service by type. How many calls for service are mental health related? Out of the mental health calls, how many were impact team responded versus officer only? How many calls would be considered non-core police functions?

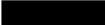
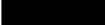
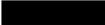
The term ‘mental health call’ is not a legislatively defined category under the Community Safety and Policing Act and is inherently subjective, as it may encompass a broad range of circumstances, behaviors, and service needs depending on how a call is described, assessed, and ultimately coded. In 2025 there were 342 Mental Health Act call types and 216 attempt suicide call types. This is not an exhaustive list of all calls for service involving mental health.

In 2024 the Belleville Police Service received 28,593 total calls for service. Of which, 616 crisis calls and community referrals were managed through Integrated Mobile Police and Co-Response Team (IMPACT), and 182 crisis calls and community referrals were managed by Victim Services. In 2025 the Belleville Police Service received 32,662 total calls for service. Of which, 695 crisis calls and community referrals were managed through Integrated Mobile Police and Co-Response Team (IMPACT) at the end of October, and 215 crisis calls and community referrals were managed by Victim Services. These figures highlight continued community reliance on co-response services. These co-response services are funded by the Ministry of Health.

In addition to this BPS utilizes HealthIM as a resource to monitor and create efficiencies between police services and health care services specifically for mental health related calls. In 2025 officers used this tool to track the engagement of 223 individuals, over 328 calls and reported an average wait time of 1 hour and 3 minutes before officers were released from the hospital.

SUMMARY STATISTICS		
INDIVIDUALS	MH CALL VOLUME	WAIT TIME AVERAGE
223	328 Calls	1h 03m
Contact Frequency	Highest Volume	Longest Wait Times
Chronic Presentations 20 individuals	SAT 2025-04-12 (4 Calls)	4h 58m 
Repeat Presentations 37 individuals	SUN 2025-02-16 (4 Calls)	4h 44m 
New Presentations 166 individuals	SAT 2025-03-15 (4 Calls)	4h 36m 
	SAT 2025-01-18 (4 Calls)	4h 10m 
	WED 2025-09-03 (4 Calls)	3h 41m 

In 2024 there were 234 individuals, over 351 calls and reported an average wait time of 1 hour and 34 minutes.

SUMMARY STATISTICS		
INDIVIDUALS	MH CALL VOLUME	WAIT TIME AVERAGE
234	351 Calls	1h 34m
Contact Frequency	Highest Volume	Longest Wait Times
Chronic Presentations 15 individuals Repeat Presentations 46 individuals New Presentations 173 individuals	WED 2024-09-25 (9 Calls) SUN 2024-04-07 (4 Calls) TUE 2024-06-25 (4 Calls) THU 2024-06-20 (4 Calls) WED 2024-01-10 (4 Calls)	8h 38m  6h 23m  5h 20m  5h 14m  5h 00m 

BPS does not categorize calls for service as “non-core” policing functions. One hundred percent (100%) of calls received are answered by a BPS member. Ensuring members of the public receive timely guidance, support, and direction is fundamental to our role in public safety. 100% of calls received are considered core to our mandate, as each requires professional assessment and action by a BPS member.

The top ten non-criminal call types in 2025 were:

1. 911 Call/911 Hang-up – 3,416
2. Police Assistance – 3,334
3. Traffic Enforcement (Highway Traffic Act) - 2,110
4. Unwanted Person – 2,051
5. Traffic Stop – 1,688
6. Motor Vehicle Collision – 1,524
7. Traffic Complaint - 1,483
8. Police Information – 1,121
9. Suspicious Person – 889
10. Property Check – 881

The top ten criminal call types in 2025 were:

1. Theft – 796
2. Bail violations – 377
3. Assault – 376
4. Fraud - 361
5. Mischief – 285
6. Shoplift – 263
7. Breach of Probation – 210
8. Harassment - 209
9. Break and Enter (Business, Residential, Other) – 169
10. Threats - 159

In other words, when you call BPS, we answer — every time.

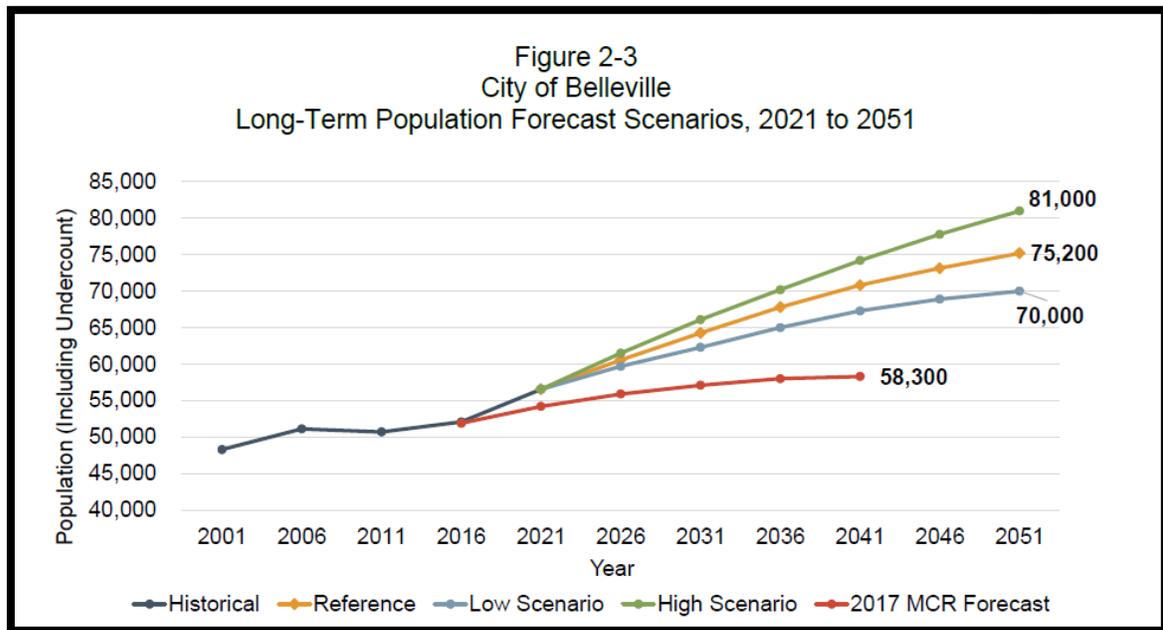
Staffing Levels and Growth:

4. What empirical evidence demonstrates that Belleville requires additional sworn officers to remain CSPA-compliant?

Front line sworn complement on platoon in 2012 was 47 and in 2026 at current staffing levels is 52 representing an immaterial change of only 5 members in 14 years. Calls for service continue to increase both in overall volume and in complexity. Members are responding not only to a higher number of incidents, but also to calls that require greater time, specialized skills, interagency coordination, and enhanced documentation. Many incidents now involve multifaceted social, mental health, or risk-related components that demand careful assessment and sustained engagement. As a result, the growing demands placed on members extend beyond simple call response, increasing workload, decision-making requirements, and operational pressures across the Service. The PSB has a duty of care to the members of the Service as an employer. Failure to appropriately staff and equip members would jeopardize our adherence, commitment and legislatively required mandate to provide adequate and effective policing.

Year	Total Calls for Service	Change From Prior Year	% Change From Prior Year
2020	24591		
2021	25152	561	2.28%
2022	27410	2258	8.98%
2023	29375	1965	7.17%
2024	28593	-782	-2.66%
2025	32662	4069	14.23%
Change from 2020 to 2025		8071	32.82%

The continued growth of the community and rising population have directly increased demands on the Service. As residential development expands and the number of residents, businesses, and visitors grows, so too does the volume of calls for service, traffic activity, public events, and overall need for police presence. Population growth not only increases the number of incidents requiring response but also broadens the scope of community expectations around safety, visibility, engagement, and specialized support. This sustained growth places additional operational demands on members and reinforces the need to ensure staffing levels and resources keep pace with the evolving needs of the community.



As reference, the below outlines the number of sworn officers to population ratio of Belleville and service comparators:

POLICE SWORN STAFFING LEVELS SERVICE COMPARATORS			
Service	Population	Sworn Officers	Sworn Officers-to-Population Ratio
Cornwall	47845	112	0.002341
North Bay	52662	121	0.002298
Sault Ste. Marie	78000	166	0.002128
Woodstock	54000	101	0.001870
St. Thomas	50000	93	0.001860
Sarnia	72047	132	0.001832
Belleville	61000	111	0.001820
AVERAGE RATIO (excluding Belleville)			0.002055

Member wellness remains a critical consideration in the current operating environment. Sustained increases in call volume, greater incident complexity, staffing pressures, and ongoing community demands contribute to cumulative stress on members. This can elevate the risk of burnout, fatigue, and impacts to both physical and mental health resulting in a negative impact on staffing retention.

The feedback received from community members gathered during our recent strategic planning process included the following key insights:

Communication (41.57% of 1010 respondents)

A substantial portion of responses (41.57%) focused on the need for improved communication with the public. Residents request regular updates, enhanced social media engagement, and town hall meetings. This suggests that people want to be kept informed about police activities and the service's role in the community.

Community Engagement (22.47% of 1010 respondents)

Another key point raised (22.47%) emphasizes the importance of officers actively engaging with the community, particularly with youth and local businesses. Community members expressed a desire for officers to foster relationships and not just perform enforcement duties. "Street beats" and other engagement programs are vital to building trust and connections, but they require additional officers to implement on a regular basis.

Visibility (19.10% of 1010 respondents)

Community members are calling for increased police visibility, particularly in areas beyond the downtown core. A total of 19.10% of responses emphasized the importance of foot patrols and community events. This increased visibility not only improves safety but also builds stronger community relationships, which is a top priority for residents.

5. How many sworn officers are currently assigned to non-frontline or administrative functions? What is the annual cost of those positions?

The Belleville Police Service has 32 sworn members that are currently deployed to specialty units that fulfill specific operational and mandated service requirements, ensuring critical functions across the Service are properly resourced and supported. This equates to approximately \$5,957,000 (includes salary, pension and benefits) or 20.34% of total compensation in 2026. These members are assigned to units including Court Security, Police Disclosure Quality Assurance, Training, Executive Services, Intake, Support, Criminal Investigations Division, Drugs and Intelligence, and Forensic Investigation Services. These members and specialty units frequently aid other local municipal police services, the Ontario Provincial Police and are active participants in provincial criminal intelligence networks – Criminal Intelligence Service Ontario (CISO), Internet Child Exploitation (ICE), Repeat Offender Parole Enforcement (ROPE) are a few examples of interagency collaboration and assistance.

Overtime Control

6. What percentage of total compensation costs is overtime?

4.17%

7. What has been the total annual cost for overtime in the past 5 years?

2025 = \$1,148,271

2024 = \$1,299,358

2023 = \$1,050,733

2022 = \$1,063,118

2021 = \$872,744

8. What is the overtime budget for 2026?

\$1,222,000 (includes salaries and benefits)

9. What formal overtime reduction target has the Board approved for the coming budget year? If none, why not?

The Board has approved a formal overtime budget target of \$1,222,000 for the 2026 fiscal year. The targeted amount was established with consideration of several key factors, including current staffing levels, collective agreement obligations, anticipated calls for service, mandatory training requirements, historical overtime expenditures, and the overarching priority of maintaining community safety. These considerations ensure that the target is operationally realistic while demonstrating prudent financial stewardship.

A central priority for 2026 is the continued rightsizing of the organization to ensure alignment between staffing capacity and service demand. Addressing this enables the organization to create sustainable conditions that enable and support ongoing overtime reduction and mitigation.

The introduction of Team Policing strategies in 2026 will further support these efforts. In conjunction with continued optimization of deployment models, enhanced operational scheduling flexibility, and maximized use of existing staffing resources, these initiatives are expected to improve service delivery efficiency and reduce reliance on overtime where operationally feasible.

It is also recognized that certain operational demands—particularly major or critical incidents—are inherently unpredictable. The timing, scope, and situational requirements of such events may necessitate overtime to ensure appropriate response and public safety. As such, while the approved target reflects a commitment to responsible management, flexibility must be maintained to address emergent circumstances.

Budget Accountability and Tax Impact

10. What specific cost-containment instructions had the Board issued to the Chief for the 2026 budget year?

The Board's role is to provide governance, financial oversight, and strategic direction — not to manage day-to-day operations or make operational decisions.

In setting cost-containment guidance for the 2026 budget process, the Board focused on ensuring that the proposed budget is realistic, fiscally responsible, and aligned with community priorities and public safety needs. Our direction emphasized compliance with the Community Safety and Policing Act (CSPA), prioritization of core and legislated policing services, and the protection of current service levels to ensure public safety remains uncompromised.

We advised that any new spending be limited to demonstrated necessities, with all proposed additions clearly justified through operational requirements, risk assessments, and measurable outcomes.

Our shared mandate with the Chief was to bring forward a budget that reflects responsible stewardship of public funds. This includes a continued commitment to efficiency, recognition of the financial pressures facing the municipality, and ensuring that the Police Service remains properly resourced to meet the community’s safety needs.

11. What budget reduction options were explicitly considered and rejected? Please list them and the rationale for each rejection.

- Utilization of Development Charges (DC) – not available currently following collaboration and consultation with City of Belleville finance staff. This financing strategy to offset budget expenditure was considered and rejected as DC studies are still ongoing and funding is currently unavailable to BPS.
- Contribution to Reserve budget reduction – not recommended following collaboration and consultation with City of Belleville finance staff. This financing strategy to offset budget expenditures was considered and rejected as it would not align with adhering to the established City of Belleville contribution to reserve policy nor would it provide sufficient funding for necessary Asset Management Planning creating increased risk for future sustainability.
- Removal of Interest and Principal on Long Term Debt (LTD) - not permitted and rejected following collaboration and consultation with City of Belleville finance staff. Although this would not represent a budgetary offset to the municipality, interest and principal on LTD relate to a City of Belleville-owned asset, not the day-to-day operations of BPS. Excluding these costs from the operating budget provides a clearer view of the Service’s true operational expenditures while maintaining full municipal accountability for capital financing.

POLICE 2026 OPERATING BUDGET SERVICE COMPARATORS				
Service	Population	2026 Operating Budget (\$)	\$ Per Population	2026 Operating Budget Includes Principal or Interest for Building
North Bay	52662	\$32,161,029	\$610.71	No long term debt expense on building included
Sault Ste. Marie	78000	\$43,725,252	\$560.58	No long term debt expense on building included
Belleville	61000	\$33,524,718	\$549.59	\$1,179,800 long term debt expense on building included
Cornwall	47845	\$26,284,528	\$549.37	No long term debt expense on building included
Sarnia	72047	\$38,733,664	\$537.62	No long term debt expense on building included
Woodstock	54000	\$27,500,000	\$509.26	No long term debt expense on building included
St. Thomas	50000	\$21,628,762	\$432.58	No long term debt expense on building included
AVERAGE \$ PER POPULATION (excluding Belleville)			\$533.35	

- Increased Provincial Offense Revenue Sharing budget - not recommended following collaboration and consultation with City of Belleville

finance staff. This budgetary change was rejected due to a lack of visibility and predictability of the anticipated revenues to be received in 2026.

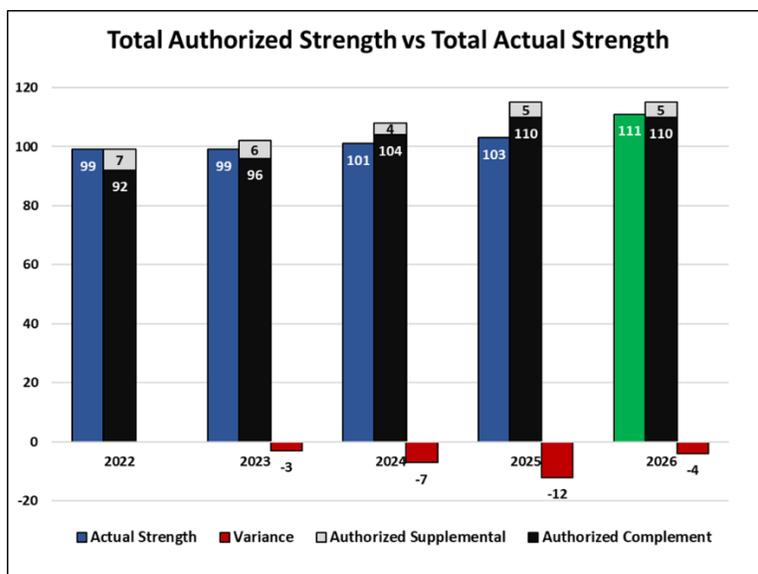
- Removal of Parental Leave, WSIB Leave or known employee vacancy salaries, pensions and benefits from the budget – not a recommended strategy to remove as BPS remains contractually liable for both current and future expenditures and as such rejected.
- No increase to Overtime Budget – not a recommended strategy based on historical expenditures, current staffing shortages, increased demands and increased total calls for services. This budgetary change was rejected as it would not reflect the anticipated total operational expenditure required, would be an unachievable target and would represent an inaccurate budget.
- No additional or reduced Sworn or Civilian staffing increases – not a recommended strategy and rejected based on current staffing shortages, previously PSB approved complement increases, increasing demands on members, increasing total calls for service, feedback received from community members, member health and wellness considerations, municipal growth, additional training, Ministry of Attorney General compliance requirements and more.
- Elimination of downtown office presence – not a recommended reduction and rejected based on the importance of relationships with community partners. The feedback received from downtown businesses in 2025 because of the new office space and from the Downtown Community Oriented Responsive Enforcement (CORE) initiative was overwhelmingly favorable and aligns with the Strategic Plan. The significance of this initiative is demonstrated through the waiving of all rental costs, as well as the coverage of construction and renovation expenses for the space.
- Defer investigative expenses for human trafficking and cryptocurrency to 2027 – not a recommended reduction and rejected due to increasing calls for service in these areas of crime. These are necessary investments to ensure members have the appropriate resources and tools to effectively enforce legislation, protect the community, and investigate and apprehend offenders.
- Elimination of recruitment, marketing and advertising initiatives – not a recommended reduction and rejected due to existing staffing shortages and hiring challenges. Policing Province-wide is facing severe shortages and shrinking applicant pools.
- Removal of cyber security monitoring expense - Not recommended and rejected, as this represents a necessary budgetary expense and a critical safety mechanism. Cybersecurity monitoring serves as an essential internal control tool, protecting sensitive information, maintaining operational integrity, and mitigating risks to both the Service and the community. On January 3, 2025, the Kingston Police identified a network issue, which an investigation revealed to be a major cyber incident. The Kingston Police's experience underscores the importance of

vigilance, preparation, and cooperation in safeguarding public systems. BPS does hope to secure and advocates for funding to offset this expenditure.

12. What was the Board’s threshold for tax impact?

As previously stated, our shared mandate with the Chief was to bring forward a budget that reflects responsible stewardship of public funds. This includes a continued commitment to efficiency, recognition of the financial pressures facing the municipality, and ensuring that the Police Service remains properly resourced to meet the community’s safety needs.

13. In the last 5 years, annual budgets included funds for hiring. Please outline the annual planned hiring versus actual hiring as well as corresponding expenditure amount for the past 5 years. If there were unused funds due to the lack of hiring, please advise the amount of unused funds and where those funds were reallocated to?



Budgets are created with the goal being to reach the total authorized complement (what the PSB has approved) or the alternatively agreed complement amount in the given year (what the PSB has budgeted for).

- 2022 – Authorized strength = 99; Budgeted strength = 99
- 2023 – Authorized strength = 102; Budgeted strength = 102
- 2024 – Authorized strength = 108; Budgeted strength = 108
- 2025 – Authorized strength = 115; Budgeted strength = 109; 6 deferred to 2026
- 2026 – Authorized strength = 115; Budgeted strength = 111; 4 deferred to 2027

Budgets are created with estimated costs for new hires based on a presumed level of experience and staffing intake dates based on Ontario Police College availability. New hire salaries, pension and benefits are not necessarily annualized in the budget year unless known information is available. Fully annualized salaries, pensions and benefits are then not realized until the following year. In addition to this, staffing changes occur within the budgetary

year that may not have been considered including resignations, retirements, leaves, return to works, etc.

Any surplus or deficit in the operating or capital budget is directly applied to meet the Service's operational needs. Surpluses are reinvested in areas such as training, equipment, technology, alternative staffing, overtime, or contributions to reserves, while budgetary deficits are funded with reserves.

14. Without breaching the CSPA, what specific changes could the Board make to reduce the budget? If the answer is "none", please explain how every dollar in the current police budget is legally unavoidable by providing direct links (identifying specific sections of the act and regulations)

Budget reduction changes that were explicitly considered and rejected have been provided above along with the rationale for each. Our shared mandate with the Chief was to bring forward a budget that reflects responsible stewardship of public funds. This includes a continued commitment to efficiency, recognition of the financial pressures facing the municipality, and ensuring that the Police Service remains properly resourced to meet the community's safety needs.

Best regards,



Heather Smith
Belleville Police Service Board
Chairperson



Murray Rodd
Chief of Police