

Nelson Police Department

Forging Ahead

Strategic Plan 2011 - 2015



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MESSAGE FROM THE CHIEF OF POLICE

To attain the position of police Constable within any police service should be considered a singular defining achievement in a person's career.

To work within an organization whose men and women are appreciated by the citizens they serve as individuals who truly make a difference in maintaining a safe community, is a privilege few citizens are afforded.

All of us at the Nelson Police Department consider ourselves privileged to live in and to serve this community.

To date, this Department's success has been realized by means of exceptional levels of support and cooperation between the law enforcement, criminal justice, community and municipal governance partners who work daily to make Nelson one of the most secure and liveable communities in the nation.

It is our intention to continue to be visible "hands on" members of our community, and to be continuously inspired to build on an already enviable record of accomplishments and service delivery to our citizens.

I have every confidence that the next five-year period of collaboration with the Nelson Police Board as well as with the City's Management Team and the citizens we serve will yield substantial and positive results for all concerned.

As the basis for that assertion, and on behalf of the Nelson Police Board, the City of Nelson and the sworn and civilian men and women of this police service, I proudly share with you our collective vision for the next five years of policing excellence.



W. D. (Wayne) Holland
Chief of Police
Nelson Police Department

MESSAGE FROM THE NELSON POLICE BOARD

The municipal Nelson Police Board is proud to present to the community a long-term Strategic Plan to guide the work of the Nelson Municipal Police force. The completion of this plan reflects the commitment of the Board and staff to achieving the vision of the Nelson Municipal Police:

A Safe Community through Policing Excellence

The Nelson municipal Police Department is an integral part of the community of Nelson and is crucial to the quality of life enjoyed by all. The commitments expressed in the mission statement, as well as the guiding principles, reflect the philosophy and aspirations of the Board and staff. The goals and objectives enable the Police Chief and his staff to operate in a proactive and focused manner.

One of the stated goals is to “increase community awareness”. It is the hope of the municipal Nelson Police Board that the community will take advantage of opportunities to review and take part in the implementation of this Strategic Plan. We welcome the opportunity for ongoing communication with our public in relation to the work done by the Police Chief and his staff and ways to best service our community in policing the City of Nelson.



John Dooley
Chair



Barb Henry
Director



Hilda Jarratt
Director



Mike McIndoe
Director



Dr. William Reid
Director



EXECUTIVE SUMMARY

The Strategic Plan for the Nelson Police Department (NPD) is the over arching guiding document for the direction of the Department over the next five years. This plan was developed during 2010 by the NPD Management Team and the Nelson Police Board and finalized in March 2011. It represents our commitment to integrating our strategic direction under a paradigm that references the Official Community Plan (OCP), our 2009 Citizen's Survey, as well as the principles of sustainability and fiscal responsibility. Additionally, the Strategic Plan is evaluated and monitored with the view to ensuring that our Mission, Vision and Values are reinforced through measurable action.

Internal and external pressures and trends face the Nelson Police Department in its current and future endeavours. We have attempted to forecast how these will impact us in the future, as some of the contemporary challenges that face us today will have lingering effects. Spiralling labour costs and the increasing complexity and labour-intensive nature of court prosecutions are but two examples of sustainability challenges that will face us over the long term. The question then becomes : "How can we ensure a sustainable public safety platform in the face of these challenges?" The answer must lie in at least a partial restatement of our business lines, where we choose to proactively change some of the traditional methods of law enforcement in favour of more expeditious and efficient methodologies, aided in part by new legislation and technology.

The result of our review and collaboration are the Four Key Priorities identified by the Board for the next five years:

Staff Support and Enhancement

- Streamline and Professionalize the Work Environment
- Policy Development

Relationships with the Community

- Facilitate Ease of Reporting and Community Contact
- Increase Community Awareness

Adaptation

- Respond to Demographic and Systemic Change

Restructuring

- Optimize Use of Budget
- Maintain Pace with Emerging Information Technology

Executive Summary - (continued)

In accomplishing these Four Key Priorities, Five Basic Tenets of modern law enforcement will be utilized:

Partnerships – existing partnerships will be maintained and/or enhanced. New partnerships will be sought.

Recruitment – only capable and deserving individuals will be employed as sworn or non-sworn members of this Department; persons who are passionate about the job they do and the City they serve.

Training – our personnel will be knowledgeable and current with regard to the laws they enforce and will be fully trained and qualified in all aspects of their operational and administrative duties. Their knowledge, skills and abilities will be conveyed to our citizens, in furtherance of every citizen being empowered to assist us in maintaining a safe and peaceful community.

Communication – all levels of this organization, along with our citizens and Boards of Governance will be aware of what we are doing in their community as well as how and why we are doing it.

Enforcement – will be undertaken when it is in the best interests of the individual as well as society, when it is essential for public peace and good order, and when it is done in a lawful, compassionate and professional manner.



DEPARTMENT PROFILE

Mission

To preserve the quality of life in our community, the Nelson Police Department commits to preventing crime, preserving the peace and protecting lives and property by enforcing the laws of our country in a just, impartial, and equitable manner.

Vision

Safe Community through Policing Excellence

Values and Guiding Principles

Values

Integrity	Being truthful in character and behaviour.
Respect	Objective, unbiased consideration and regard for the rights, values, beliefs and property of all people.
Innovation	Adapting and responding to changing circumstances.
Compassion	Demonstrating care and sensitivity in words and actions.
Accountability	To the community and its leadership.

Guiding Principles

- The need to ensure the safety and security of all persons and property.
- The importance of safeguarding fundamental human rights.
- The need for cooperation and interaction between police personnel and the community.
- The importance of respect for victims of crime and an understanding of their needs.
- The need for sensitivity to the pluralistic, multiracial and multicultural character of our society.
- The need to ensure that the police are representative of the communities they serve.

HISTORICAL CONTEXT

The Nelson Police Department has been in existence since the first meeting of Nelson City Council in 1897. Today, it is comprised of twenty-one sworn members, ten Reserve officers, an Executive Assistant to the Chief (who also serves as the Department's general secretary), one Court Liaison Secretary, four Police dispatchers, three Bylaw Enforcement officers and two Victim Services providers. The Department also has part-time dispatchers, guards and matrons. The Department is under the command of a Chief Constable and a Deputy Chief Constable, who are accountable for public safety through the Nelson Police Board. The Board is constituted with the Mayor of Nelson as Chair, along with five civilian directors drawn from this community and the province, appointed by the Lieutenant Governor of British Columbia.

The force is structured as follows:

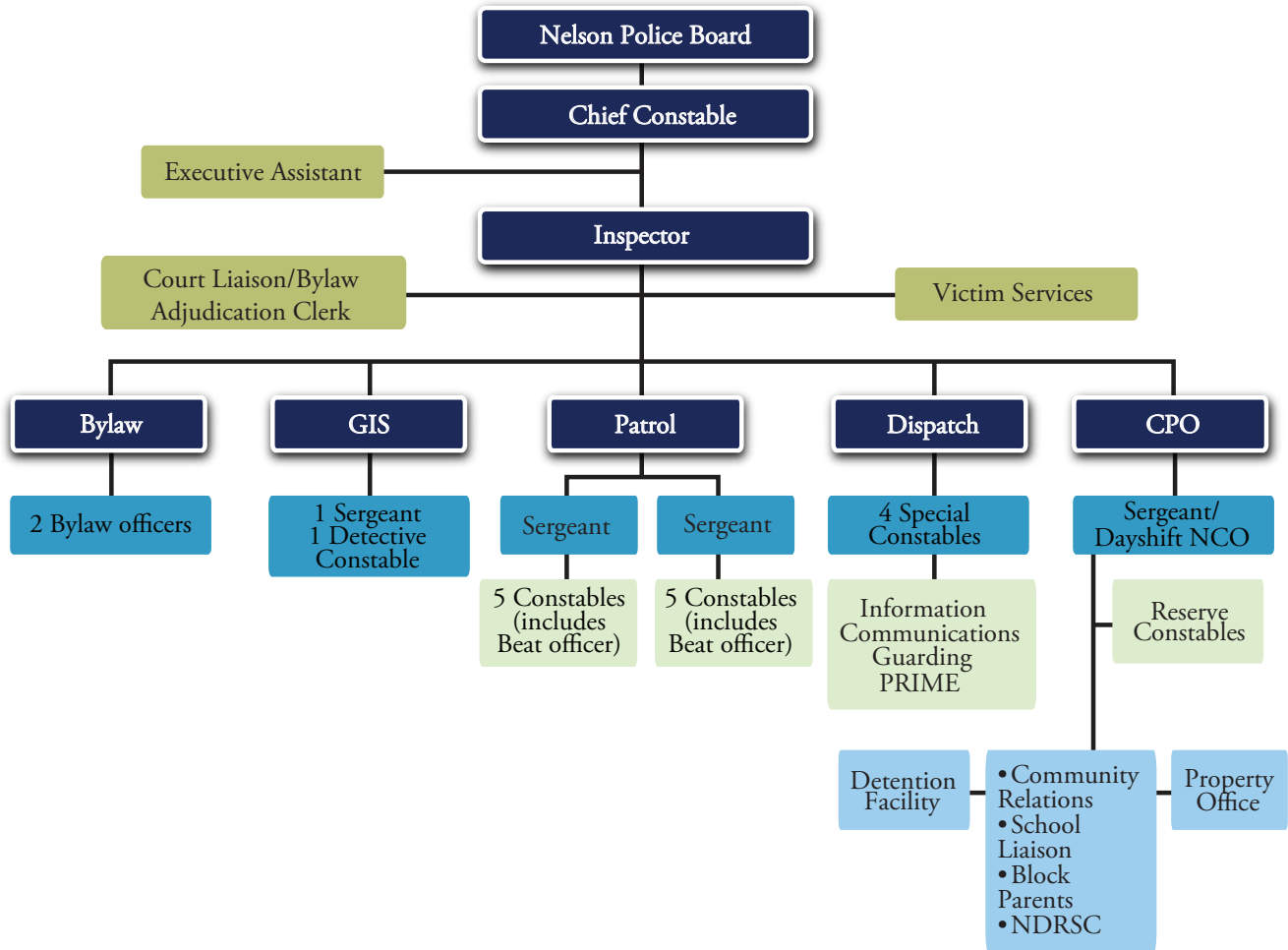
- Two patrol platoons of five constables - each with a sergeant (NCO) in charge
- Two designated Beat Officers on each platoon
- General Investigation Section - two detectives conducting plainclothes work and in-depth investigations (e.g. major crime, sexual assaults, drug investigations)
- Community Policing Office - one day shift NCO with oversight of public relations, school liaison, traffic enforcement and operational matters.
- Victim Services Program, one Coordinator and one Assistant Coordinator.
- Bylaw Enforcement Department - three Bylaw Enforcement officers who are responsible for enforcement of all municipal bylaws, including Animal Control.
- Reserve Police officers - currently ten civilian volunteers who perform numerous duties such as traffic and crowd control, and park patrol, and who provide support to the Patrol Division.

CORE RESPONSIBILITIES

The primary mandate of the Department is to provide a safe, crime-free community for our citizens to learn, work, and live in, and for our youth to flourish in. Through our efforts, we strive to reduce the fear of crime, provide redress for victims, resolve conflict and promote social harmony. Our proactive initiatives in the areas of covert drug enforcement, traffic enforcement, community liaison and public education augment our duty to routinely investigate crimes and bring offenders to justice. These targeted objectives are the product of consultation with the Police Board, City Council and a number of community groups and stakeholders.



2013 ORGANIZATIONAL CHART



PARTNERS

The Department actively participates in a host of programs with partner agencies, in the sincere belief that the community networking is a proactive means of preventing crime, enhancing public safety and strengthening relationships.

These programs include:

- Drug Abuse Resistance Education (DARE) program
- Nelson Police Camp
- CounterAttack program
- Nelson Block Parents
- L.V. Rogers High School Youth Action Team
- Nelson & District Road Safety Committee
- Nelson Youth Centre
- Violence Against Women in Relationships (VAWIR) Committee
- Special Olympics Committee
- Nelson Speed Watch
- Nelson Search & Rescue
- Bicycle Safety Program
- Nelson Reserve Program
- Loss Prevention Program
- Nelson Mental Health Committee
- Summer Park Patrol
- NPD Charity Fishing Derby.

We feel that this linkage with community partners and youth will continue to pay great dividends for the future of our community.

In addition, at no cost to the City of Nelson or its taxpayers, three Nelson police officers are seconded to the Integrated Road Safety Unit (IRSU) and one additional member is assigned to duties within the Integrated Border Enforcement Team (IBET). We will continue to pursue such opportunities for our personnel to enhance their knowledge, skills and abilities and to further strengthen our relationship within our provincial and federal policing partners.



SERVICES

While our size poses a challenge, the Nelson Police Department strives to provide full-service policing to all inhabitants of, and visitors to, Nelson. Through integrated roles, we have managed to maintain a 24X7 public information front counter service to all who need direct personal access to the police. Like the saying goes, “We Never Close.” The same staff provides 24-hour dispatching to our patrol units for City-wide coverage, and are a centralized 9-1-1 referral point for emergencies involving police, fire or ambulance. Response times to emergency calls in the City are kept to a minimum.

Additional key roles we provide include:

- A regional remand centre for provincial prisoners
- Traffic enforcement targeted to key areas
- Foot patrol officers in the downtown core
- City-wide bylaw enforcement, including animal control
- Security for departments and corporate interests of the City
- A full complement of community policing programs as outlined above.

CRIME STATISTICS

Municipal Police Statistics 2009 *Independent Municipal Police Departments*

Municipality	2009 Population	Police Strength	Pop per Officer	CCC Offences	Crime Rate	Case Load	Total Costs	Cost Per Member	Cost Per Capita
Abbotsford	135,947	209	650	9,423	69	45	\$ 35,833,538	\$171,452	\$264
Central Saanich	16,170	23	703	695	43	30	\$ 3,621,568	\$157,459	\$224
Delta	100,635	165	610	6,640	66	40	\$ 28,500,016	\$172,727	\$283
Nelson	9,938	17	585	951	96	56	\$ 2,696,523	\$158,619	\$271
New Westminster	65,016	108	602	6,219	96	58	\$ 19,674,792	\$182,174	\$303
Oak Bay	18,012	23	783	830	46	36	\$ 3,798,925	\$165,171	\$211
Port Moody	32,998	46	717	1,365	41	30	\$ 7,970,736	\$173,277	\$242
Saanich	113,516	151	752	5,825	51	39	\$ 24,271,676	\$160,740	\$214
Vancouver	630,185	1,327	475	51,061	81	38	\$214,883,531	\$161,932	\$341
Victoria	100,467	241	417	13,299	132	55	\$ 40,153,462	\$166,612	\$400
West Vancouver	46,280	81	571	2,336	50	29	\$ 11,912,059	\$147,062	\$257
Total	1,269,164	2,391		98,644			\$393,316,826		
Average			531		78	41		\$164,499	\$310

Please note: In this report, “police strength” refers to the authorized or established police strength as of December 31, 2009. “Case Burden” is defined as the number of Criminal Code offences (excluding Traffic) per authorized police strength.

The RCMP municipal forces may have a relatively lower sworn strength because of the administrative and operational support provided by “E” Division Districts and Headquarters. Due to these differences in organizational structures, comparisons between the case burdens of independent municipal and RCMP municipal forces may be misleading. Because it represents the workload per officer in each policing jurisdiction, case burden is a better indicator of the demand for police services than either population or crime rates.

(Source: Ministry of Public Safety and Solicitor General, Police Services Division)



KEY PRIORITY #1 - STAFF SUPPORT AND ENHANCEMENT

Streamline and Professionalize the Work Environment

Goal A: Maximize Efficiencies

Indicators of Success:

1. Administrative workload shifted to civilian staff, freeing sworn staff for patrol and investigations.
2. Enhanced staff capacity to handle civil and natural disasters.
3. Seamless transfer and succession planning.
4. Maintenance of high Professional Standards (Police Act).

Action Plan

Strategies	Resources Needed	Ownership	Timeline	Status
Reduce reliance on sworn officers & streamline the administrative environment by hiring an Office Administrator <ul style="list-style-type: none"> • Reduce NCO Admin Workload • Improve client service delivery at front counter • Fingerprinting, document service, property office & data retention • Prisoner & vehicle maintenance • Low hierarchy offence reports 	Production needed of a business case by management to win budget approval	Police Board Chief of Police	Fiscal 2012	On-going
Provide Emergency Preparedness Training (Incident Command System Levels 1&2) Patrol Sergeants to Receive a/m Levels plus Minerva Training	Justice Institute of BC Provincial Emergency Program	DCC – as the Training Officer	2012	CC trained DCC trained 2 Sergeants By Fall 2011
Succession Planning <ul style="list-style-type: none"> - Expertise/investigational strength development (Arson Datamaster GIS Drugs/ Accident Investigations) - Encourage members in grooming for managerial positions - Mentoring - Conduct interest survey re: leadership style/expertise matrix - Gender equality in hiring practices 	Personnel records Attrition forecast Strategic Plan	Police Board CC DCC – as the Training Officer	2011 2010 On-going	CC Done DCC Done Sergeant competition completed (2 year list) Various members identified re specialized training

KEY PRIORITY #1 - STAFF SUPPORT AND ENHANCEMENT

Streamline and Professionalize the Work Environment - (continued)

Goal A: Maximize Efficiencies - (continued)

Indicators of Success:

1. Administrative workload shifted to civilian staff, freeing sworn staff for patrol and investigations.
2. Enhanced staff capacity to handle civil and natural disasters.
3. Seamless transfer and succession planning.
4. Maintenance of high Professional Standards (Police Act).

Action Plan

Strategies	Resources Needed	Ownership	Timeline	Status
Authorize dispatch staff to write General Occurrence Reports (GOs) <ul style="list-style-type: none"> • Mandated to low hierarchy offences only • Effective, morale building use of resources • Quality assurance maintained through established routing rules 	PRIME amendments Policy Changes CAD/GO Training	DCC	March 2011	Completed One-year trial phase is being monitored
Identify a Professional Standards Officer <ul style="list-style-type: none"> • File coordination of complaints under new Police Act • In-house authority on legislative process & file management 	Immersion training with OPCC	Sergeant i/c Administration (Rotational)	January 2011	On-going
Establish Key Performance Indicators (KPI's) for sworn/civilian staff <ul style="list-style-type: none"> • Provides an overview of NPD relative to public safety • KPI's can include crime rates, clearance rates & budget variance 	COMPSTAT Project plus Quarterly & Annual Reports to the Police Board	CC DCC	2011 2012	Quarterly Report first Annual Report



KEY PRIORITY #1 - STAFF SUPPORT AND ENHANCEMENT

Policy Development

Goal B: Internal and External Regulations, Policies and Procedures

Indicators of Success:

1. Increased operational effectiveness.
2. Clearer understanding of performance expectations.
3. Diminished potential for exposure to liability.
4. Increased public confidence in our service delivery.

Action Plan

Strategies	Resources Needed	Ownership	Timeline	Status
Reduce civil liability & empower officers by updating policies & procedures	Funding for Policy Coordinator outside Department (6 mo position) Word processing workstation Assistance of NPD staff & Board Partner with City of Nelson on Policy Coordinator	Police Board CC DCC NCOs	2011 Policy Review commenced in March Review completed December 2011	On-going
Implement Taser Policy from Braidwood Recommendations <ul style="list-style-type: none"> Adopt & amend policy consistent with Provincial Standard De-escalation & resuscitative training 	Board approval Police Services Division regulation	CC DCC – as the Training Officer Braidwood Review Implementation Committee(BRIC)	2010 Taser use in abeyance	On-going ETA 2013

KEY PRIORITY #2 - RELATIONSHIPS WITH THE COMMUNITY

Facilitate Ease of Reporting and Community Contact

Goal A: Increase Accessibility of Nelson Police Department

Indicators of Success:

1. Increase in reporting rates of minor offences.
2. Positive community satisfaction with ability to report crime and be supported with information.

Action Plan

Strategies	Resources Needed	Ownership	Timeline	Status
Implement on-line reporting methodology (Nelson PD website)	City of Nelson IT Services	DCC Dispatchers City IT	2013	On-going
Initiate public outreach program for vulnerable victims of all ages <ul style="list-style-type: none"> • Target aging demographic (elderly) with higher reliance on police intervention • Those physically disabled & mentally challenged • Those marginalized through homelessness, poverty & addictions 	Enhanced reporting mechanism Development of handout materials reference guides Venues for public engagement Alternatives to the criminal justice system E.g. Restorative Justice Program	Crime Prevention / Community Policing officer	2011 to 2015	On-going



KEY PRIORITY # 2 - RELATIONSHIPS WITH THE COMMUNITY

Increase Community Awareness

Goal B: Media, Marketing and Public Education Strategies

Indicators of Success:

1. Informed feedback from public.
2. Greater demand for Community Policing officer resources.

Action Plan

Strategies	Resources Needed	Ownership	Timeline	Status
Publish crime statistics in local media weekly	Technical support	Executive Assistant	January 2012	Enhance the NPD website Contributions to monthly City newsletter Media releases
Market & showcase preventive efforts in media segments <ul style="list-style-type: none"> • Reserve officers in Park Patrol • IRSU in school zones • Loss prevention & counterfeit seminars • DARE classes 	Staff availability for digital capture of events / articles	Crime Prevention / Community Policing officer	Expansion & enhancement 2011 to 2015	Working with IMPACT & City communications consultant

KEY PRIORITY # 3 - ADAPTATION

Respond to Demographic and Systemic Change

Goal A: Decreased Reliance on the Criminal Court System

Indicators of Success:

1. Offences dealt with through local bylaws and alternative dispute resolution (adjudication system).
2. Decrease in member court time/overtime in processing reports.
3. More members resources put back "on the street."
4. Organizational efficiencies and savings by means of the Bylaw Adjudication process.

Action Plan

Strategies	Resources Needed	Ownership	Timeline	Status
Development of a Controlled Substances Property Bylaw <ul style="list-style-type: none"> • Public safety initiative to prevent grow-ops within the city • No case seizures with cost recovery 	City of Nelson Legislative Services Council approval Fire Department & electrical inspectors Nelson Hydro - digital recording ammeters (DRAs)	Fire Chief – Nelson Fire & Rescue Services	June 2012	2011 collaboration & consultation completed Drafting of bylaw & legal review on-going
Improve coordination of Graffiti Management Program for City overall	Digital camera capture Anti-Graffiti Bylaw (City of Nelson Legislative Services) Public Works & service club support	CPO To coordinate	June 2012	On-going
Target Social Order Offences <ul style="list-style-type: none"> • Develop a new Public Disorder Bylaw to target non-criminal street problems 	City Legislative Services for drafting Review Busking Permit Policy	Chief of Police City of Nelson Legislative Services	June 2012	2011 collaboration & consultation completed Drafting of bylaw & legal review on-going



KEY PRIORITY # 3 - ADAPTATION

Respond to Demographic and Systemic Change

Goal B: Enhanced Apprehension Outcomes/Decreasing Downtime

Indicators of Success:

1. Measurable decrease in offences due to targeting repeat offenders.
2. Decrease in member court time/overtime in processing offenders.
3. More member resources put back “on the street.”
4. Efficient court and alternatives to court outcomes.

Action plan

Strategies	Resources Needed	Ownership	Timeline	Status
Increase use of Civil Forfeiture Provisions & Canada Revenue Agency <ul style="list-style-type: none"> • undeclared income & proceeds of crime 	Member training Establish Liaison Officer with Federal/Provincial agencies	Patrol NCOs GIS Detectives	2011 - 2015	On-going
Maximize use of Provincial IRP Provisions to combat impaired driving	NCOs to direct enforcement strategy IRSU to complement	Patrol & IRSU NCOs CPO coordinating Counterattack	2011-2015	Completed on-going monitoring & enhancements
Systemize FTA charging protocol for recidivist offenders <ul style="list-style-type: none"> • FTA records improve likelihood of remand 	Crown to approve FTA charges on prolific offenders Court Liaison to maintain linkage	Deputy Chief Court Liaison NCOs Administrative Coordinator	2011-2015	On-going
Develop a Chronic Offender Program	GIS to conduct surveillance w/ aggressive charging protocol Crown to accede with tougher stance on remands	NCOs to identify targets GIS to conduct operational deployment Court Liaison to monitor	2012	Best Practices (Vancouver PD & Kamloops RCMP) to be identified & implemented
Collaborate with Council re amendment and/or creation of new bylaws	City of Nelson Legislative Services Police/Bylaw officers to assist in drafting Council approval Capital budget for Adjudication Courts		2012	Bylaw drafting is on-going for: noise street & traffic, smoking marijuana.

KEY PRIORITY #4 - RESTRUCTURING

Optimize Use of Budget

Goal A: Budget Management in the Achievement of our Mission/Vision

Indicators of Success:

1. Reduced costs through options available in two-tiered policing using police cadets, special constables, sheriffs and Bylaw Enforcement officers.
2. Realization of labour and cost savings through integration and local training.

Action Plan

Strategies	Resources Needed	Ownership	Timeline	Status
Explore potential for two-tiered policing: <ul style="list-style-type: none"> • Police cadets, bylaw officers or special constables engaged in low hierarchy public safety tasks 	Police Association (Collective Agreement) Board & Council approval	Police Services Police Board City Council CC DCC	Fiscal 2012	On-going
Integration with BC Sheriff Service <ul style="list-style-type: none"> • Create an MOU giving sheriffs lead role in cell block management & provide training • Explore additional tier of subpoena & warrant service, DNA collection, enforcement of bail conditions 	Provincial Government Legal services Operational plans	CC DCC BC Sheriff Service	2011-2015	On-going consultation
Deploy CCTV in targeted high crime/problem areas <ul style="list-style-type: none"> • Crime reduction strategy combining cost effectiveness • New technologies allow for proactive mobility of devices • Privacy challenges cleared in the courts • High deterrent potential without adding officers 	City policy development Council approval Privacy Commissioner Liaison City IT support Capital budgeting	City Council Police Board CC DCC City IT	2012 – or as budget allows	On-going



KEY PRIORITY #4 - RESTRUCTURING

Maintain Pace with Emerging Information Technology

Goal B: Enhance Systems in Accordance with Emerging Technology

Indicators of Success:

1. Fully functional RMS and CAD – supporting intelligence sharing/freeing resources.
2. Maintenance of electronic data to bolster investigations and mitigate liability with victims and offenders.

Action Plan

Strategies	Resources Needed	Ownership	Timeline	Status
Implementation of the CAD version 7.1 <ul style="list-style-type: none"> Security tokens for PRIME BC Regulated compliance 	Training SMEs & software	Deputy Chief Dispatch	2012	Budget & training driven
Implementation of federally mandated Real Time Identification System (RTID)	Capital budget exceeding \$20K training	CC DCC	2012	Budget driven
Transition to Intoxilyzer IV <ul style="list-style-type: none"> BAC Datamaster C no longer supported New industry standard 	Capital budget item	CC DCC	2012	Budget driven
Cell block CCTV & audio <ul style="list-style-type: none"> Ensure compliance with Police Service Division standards Video retention congruent with Police Act 	City IT Support Contractor for audio upgrades	CC DCC	Completed one year monitoring Assessment until 2012	On-going
In-car camera deployment <ul style="list-style-type: none"> Make all units fully operational Staff to coordinate video storage & continuity for courts/bylaw hearings 	IT Support Civilian staff (Administrative Coordinator)	DCC	2012	Cameras acquired Budget for transcription required
Digital recording/transcription upgrades <ul style="list-style-type: none"> Growing expectation & disclosure demands for prosecution 	Civilian staff training with digital equipment Modest capital investment including software	DCC NCOs Administrative Coordinator	2011-2015	On-going due to enhanced disclosure demands from Crown
Intelligence-led service delivery of policing to citizens	As required	CC/DCC/Board	2011-2015	On-going

POSTSCRIPT AND ACKNOWLEDGEMENTS

The Nelson Police Department is entering an era of unprecedented evolution, due to fiscal, demographic and other societal drivers. We will continue to face a variety of challenges, including, but not limited to, the enhanced integration of our personnel with our RCMP counterparts, the necessity to share facilities and human resources with other civic and law enforcement entities and the requirement for us to manage the complexities relating to the unceasing and relentless criminal jurisprudence and information technology (IT) developments that abound in the reality of today's world.

Success in the future, as in the past, will be assured by means of the professionalism, dedication, patience and cooperation currently demonstrated by our outstanding front-line men and women, who include our police officers, Bylaw Enforcement officers and non-sworn support staff. We wish to acknowledge them as well as our citizen volunteers and supporters, the Directors of the Nelson Police Board, the City of Nelson Management Team, the Nelson Police Association and the Canadian Union of Public Employees, for their role in achieving our past goals and successes. We look forward to continuing to work as a team in the next five years so that even more may be done to ensure a safe and vibrant community for all.

Our appreciation also goes to our partners in law enforcement: the Crown prosecutors, social workers, probation officers, mental health professionals, firefighters, ambulance attendants and all those who work daily with us on the street as well as on various committees and within our schools.

Finally, our 114-year legacy of policing this community would not have been possible without the stalwart cooperation and support of a myriad of City Departments, from Finance to Public Works, as well as from our progressive and innovative Council.

For those of you not already reading this on the Web, more information about our City and the Nelson Police Department may be accessed at www.nelsonpolice.ca.

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GLOSSARY OF ACRONYMS

BAC	Breath Analysis Certificate/Computer
BOARD	The Nelson Police Board of Directors
BRIC	Braidwood Review Implementation Committee
CAD	Computer Aided Dispatch
CC	Chief Constable
CCTV	Closed Circuit Television
CPIC	Canadian Police Information Computer
CPO	Crime Prevention Officer and/or Office/Community Policing Officer and/or Office
DARE	Drug Abuse Resistance Education
DCC	Deputy Chief Constable
DRA	Digital Recorder Ammeters
FTA	Fail to Appear
GIS	General Investigation Section
IBET	Integrated Border Enforcement Team
IMPACT	Integrated Municipal Provincial Auto Crime Team
IRSU	Integrated Road Safety Unit
IT	Information Technology
MOU	Memorandum of Understanding
NCO	Non Commissioned Officer
NDRSC	Nelson & District Road Safety Committee
NPD	Nelson Police Department
OPCC	Office of the Police Complaints Commissioner
PIRS	Public Information Retrieval System
RCMP	Royal Canadian Mounted Police
RMS	Records Management System
RTID	Real Time Identification System
SME	Subject Matter Expert
VAWIR	Violence Against Women in Relationships