



# North Bay Police Service

## Business Plan 2004-2006



## FOREWORD



As stated in our Mission Statement, the North Bay Police Service is “Dedicated to service, committed to community”. This is our second Business Plan and is seen as the roadmap for future service delivery to the citizens of North Bay and Callander.

The past three years has seen much change in policing and in the world. We have now worked through the implementation of new provincial standards that are designed to ensure that every citizen in the Province of Ontario receives the same basic policing services. The events of 9/11 have raised our level of awareness to acts of terror and challenged us to prepare to respond to similar tragedies. Some changes we could plan for, others we could never anticipate. Nonetheless, this Police Service has proven itself and achieved the goals set out in its previous Business Plan.

The goals and objectives in this plan are the culmination of months of work with the members of the Police Services Board, the members of the Police Service and citizens of North Bay and Callander. The business planning process is one that requires an introspective look at what we are doing, why we are doing it, how well we are delivering the services, and asking how we can do better.

We have attributed our past success to our close link with the community and the support we have received in the past. This document is a testament to that support and reflects the Service’s commitment to working with the community toward common goals. We will continue to be open and accountable to our citizens.

As Chair of the Police Services Board and as Chief of Police, we are pleased to present our 2004-2006 Business Plan. It sets out our priorities, goals and objectives for the next three years. They have been developed with the community and will present challenges to the men and women of our Police Service. We are confident that they will achieve success and continue to deliver a level of service that should be envied by other communities.

William Ferguson  
Chair, Police Services Board

G.T. Berrigan  
Chief of Police

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## **MISSION STATEMENT**

### **NORTH BAY POLICE SERVICE**

*Dedicated to service, committed to community.*

## **VALUES STATEMENT**

We the Members of the North Bay Police Service are committed to:

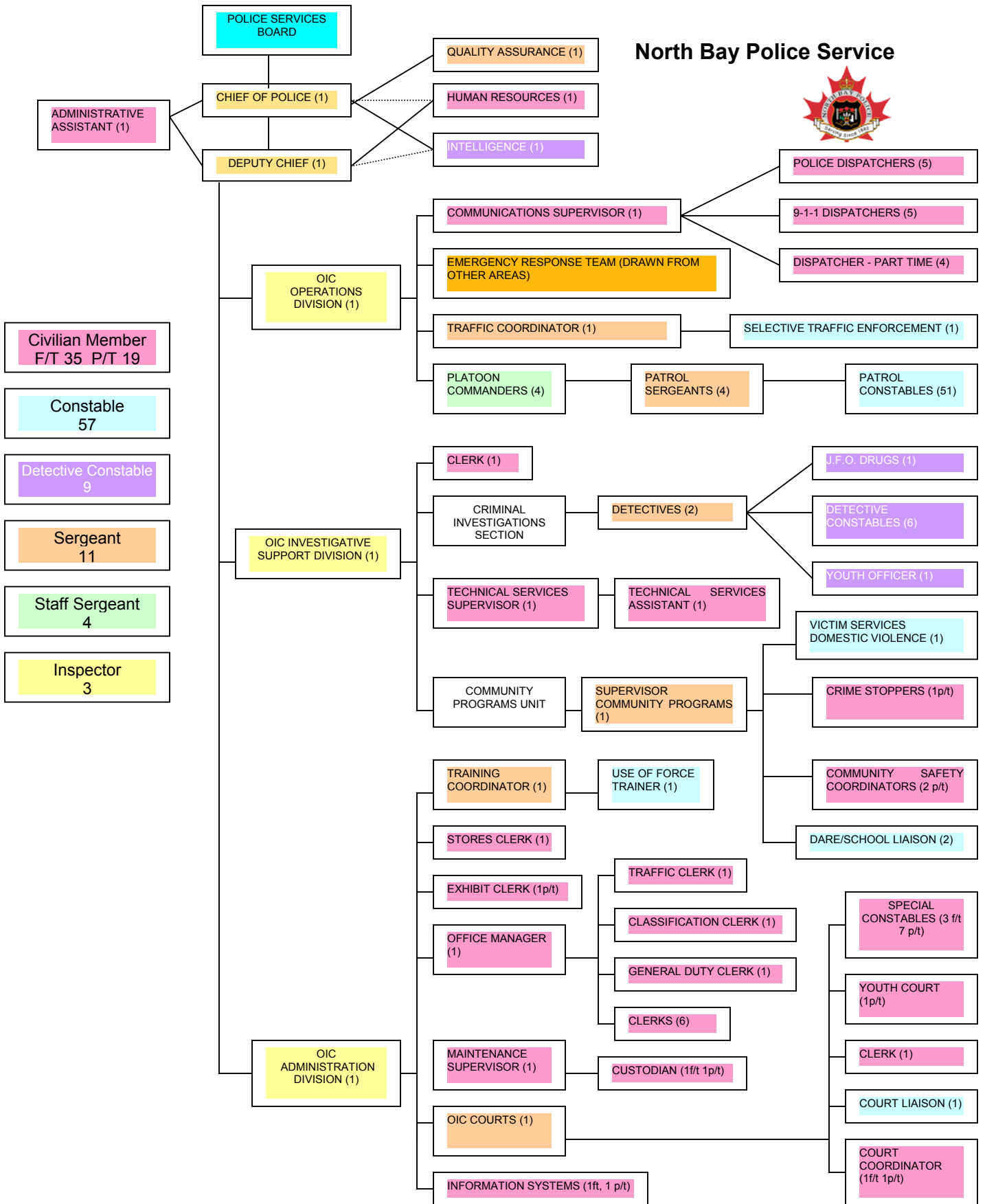
Excellence in Policing

Pride in Professionalism

Compassion for those in need

**Honesty-Integrity-Vision-Teamwork**

# North Bay Police Service



- Civilian Member  
F/T 35 P/T 19
- Constable  
57
- Detective Constable  
9
- Sergeant  
11
- Staff Sergeant  
4
- Inspector  
3

## ENVIRONMENTAL SCAN - ASSUMPTIONS

The business of providing policing services to a community is, much like any business in the private sector, influenced by a number of internal and external factors. A careful analysis of these can provide insight into the direction that an organization can take to ensure quality service delivery now and in the future. As part of our environmental scan, we have examined a number of issues that will impact on our future service delivery.

### Political Factors

As a partner agency of the City of North Bay, it is imperative that a continued liaison with City Council be maintained. This relationship has provided a variety of supports in the past and the continued rapport will provide expertise and resources that complement our common goals. As we also provide services to the Municipality of Callander, a continued strong working relationship with its mayor and council is also essential.

Other recent political changes will impact this Service over the planning period. A new provincial government elected in the fall of 2003 and a pending federal election in 2004 should provide change in some areas that are yet unknown. Legislative changes in some areas are expected, in the area of marijuana possession for example. However, policy and direction from either political entity in other areas has yet to be declared.

### Population Changes

The population forecasts for the City of North Bay and anticipated growth have not materialized. Census information from Statistics Canada indicates a decrease in population from 1996 to 2001. The 2.9% downward change has not been offset by migration to our outlying communities as they have seen a decrease of 1.7% during the same period. We will assume however, that the expectation of an aging population will continue or even accelerate. The recent municipal election identified the retention of young professionals as an issue in our community. Thus, the projected population demographics from March of 2000 can be relied upon as an indication that our population is aging. This can also be confirmed through Statistics Canada indicating an increase in the population 15 years of age and older from 79.5% in 1996 to 81.4% in 2001.

#### **Projected population demographics City of North Bay**

	<b>15-24</b>	<b>25-34</b>	<b>35-44</b>	<b>45-54</b>	<b>55-64</b>	<b>65+</b>
1996(actual)	5.66%	18.34%	22.06%	18.28%	14.66%	21.00%
2011(projected)	4.69%	16.37%	17.18%	20.95%	19.03%	21.79%
2021(projected)	4.17%	15.03%	17.11%	16.85%	20.50%	26.33%

Data Source: City of North Bay Official Plan Background Studies Concerning Population/Demographics/Housing and Employment (March 2000)

## **Unknowns**

Other emergent issues like technology and technological crime will be addressed. The availability of investigators with the skill sets to conduct inquiries into complex technological crimes or the availability of resources to assist in investigations of this nature will be examined.

There are a number of uncertain issues that may challenge this Service and its resources. The full impact of the expected changes within the Northeast Mental Health Centre is not yet known. With the downsizing of institutions and the construction of the new hospital, we anticipate seeing more persons released into the community from Psychiatric facilities. Our members will have more contact with patients in the front lines. We will have to work more closely with community agencies in identifying needs for community supports and assisting individuals accessing such services.

The status of a larger, regional correctional facility in our community is not known. It brings similar challenges as the psychiatric institution. Inmates originating from other communities who are released may decide to remain here. This can create a drain on resources should this number increase dramatically.

## **Community Consultation**

In November 2003, the North Bay Police Service conducted a consultation exercise, with the assistance of Nipissing University's Criminal Justice Program. This partnership provided the Service with new resources and gave students of the program an opportunity to participate in a real life exercise from which they could learn and benefit. The program used both community forums and questionnaires to provide data that would be compared to the findings from previous years. The result would be a reliable survey and research piece that would aid in the development of this plan.

In addition to the questionnaire, participants in the focus groups were asked to answer the following question:

“Thinking about yourself, your family and your neighbourhood, how could the North Bay Police Service do a better job of keeping your neighbourhood and the community safe?”

The findings of this process will be presented throughout this document as they apply to various issues.

## **ORGANIZATIONAL GOALS AND OBJECTIVES – STRATEGIC PLAN**

The Police Service unveiled its new Strategic Plan in March of 2003. The planning process involved participation from all areas of the Service and the community in the development of a strategic direction, Mission Statement and Values Statement along with organizational goals and objectives in the following areas:

- Resource Allocation
- Organizational Competitiveness
- Technology
- Human Resource Management
- Communications
- Answering Community Needs and
- Compliance with Legislative Requirements.

This extensive planning process goes further with an Implementation Plan and reporting strategy to ensure goals and objectives are met. This Strategic Plan is seen as a tool to be used to enhance organizational health and growth through to the year 2008.

## **BUSINESS PLANNING REQUIREMENTS**

The *Police Services Act* and Regulations requires the Police Services Board to prepare, at least once every three years, a business plan that addresses the core business functions of the police service, including how it will provide adequate and effective police services. The Board, in partnership with the Chief of Police, must prepare a detailed strategy for the development of the Business Plan, consistent with requirements of the regulations. This plan must provide quantitative and qualitative performance objectives and indicators relating to:

- The police service's provision of community-based crime prevention initiatives, community patrol, and criminal investigation services;
- Community satisfaction with police services;
- Emergency calls for service;
- Violent crime and clearance rates for violent crime;
- Property crime and clearance rates for property crime;
- Youth crime and clearance rates for youth crime;
- Police assistance to victims of crime and re-victimization rates;
- Road safety;
- Information technology;
- Police facilities; and
- Resource planning.

With the participation of Board Members through the Strategic Planning Process and Community Consultation process in the fall of 2003, internal and external scan needs were met. Added to the planning process was a crime statistics review to establish long-term trends in key areas, and review of other research conducted in the community that impact on the police service.

# COMMUNITY BASED CRIME PREVENTION

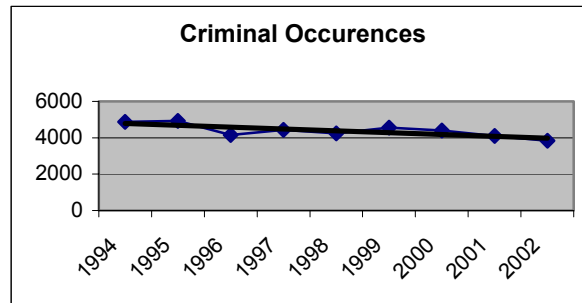
## Introduction

Crime Prevention is the first of the six core functions that must be delivered. The *Police Services Act* mandates that our police service deliver Community Based Crime Prevention Programs. The Community Programs Unit has provided opportunities for the public to become involved in policing. Through initiatives like Block Parents, Crime Stoppers, S.T.O.P., and other community based programming, the link with the community has grown stronger.

Crime prevention and crime suppression are primary objectives. Two of Sir Robert Peel's nine principles of policing are:

- The basic mission for which the police exist is to prevent crime and disorder; and
- The test of police efficiency is the absence of crime and disorder, not the visible evidence of police action in dealing with it.

Thus the table below showing the trend of criminal activity over a period of nine years is a clear indicator of our success in preventing and suppressing crime.



Through public awareness campaigns on issues like property crimes and drinking and driving, we expect to see a continued downward trend in the number of incidents and victimization. As the catalysts in Community Problem Solving, Community Programs personnel will work with patrol officers and the public to develop community based strategies in dealing with problems and issues in the community.

## Goal

**To develop effective, appropriate and sustainable crime prevention initiatives with community stakeholders.**

## Objectives

1. To ensure that crime prevention initiatives involve appropriate stakeholders.
2. To educate the public on sound crime prevention practices.
3. To conduct ongoing reviews of existing programs and determine their viability.

## Performance Measures

1. Annual evaluation reports of all existing crime prevention programs.
2. Implementation of new programs.

## Achieving the Objectives:

Accountability: Officer in Charge Investigative Support

Timeline: Annual Reporting, January 31<sup>st</sup> of each year.

## COMMUNITY PATROL

### Introduction

Important roles within the core function of Law Enforcement are General and Directed patrol. The *Police Services Act* mandates that the police service provide community patrol consisting of both general patrol and directed patrol in areas and at times where it is considered necessary or appropriate based on such factors as crime, call and public disorder analysis, criminal intelligence and road safety.

Community Consultation meetings indicated that **Visibility in your neighbourhood** was consistently one of the top three answers to the question asked in the majority of groups. This is consistent with the questionnaire results where over 73% of respondents indicated that police visibility was important or very important. This is also consistent with survey results in previous years.

A movement toward Intelligence Led Policing, using Crime Analysis, community consultation, community problem solving and a review of deployment strategies are the tools to be used in ensuring that patrol resources are used efficiently and effectively to address issues as they are identified.

### Goal

**To provide a safer community through a more visible, effective and efficient use of directed and general patrols.**

### Objectives

1. To review and adjust as needed our deployment strategy in order to provide quality service to the community while ensuring officer safety.
2. To utilize directed patrol initiatives based on crime analysis and community input.
3. To develop multi-disciplinary committees to address community issues.
4. To examine the functionality of the current patrol zone system.

### Performance Measures

1. The completed review of our deployment strategy.
2. The number of directed patrol initiatives undertaken.
3. The number of issues dealt with in partnership with other agencies.

### Achieving the Objectives:

Accountability: Officer in Charge Operations  
Timeline: Annual Reporting, January 31<sup>st</sup> of each year.

## **CRIMINAL INVESTIGATION SERVICES**

### **Introduction**

The primary function of Law Enforcement includes the delivery of criminal investigative services and supports. The *Police Services Act* requires the police service to have one or more Criminal Investigators who have completed the required training or have acquired equivalent competencies.

A high standard of Criminal Investigations is essential in maintaining public confidence in the Service's ability to deal with serious criminal matters. The most recent Statistics Canada report puts the overall clearance of the North Bay Police Service at 54% in 2002. This includes all investigations, not only those assigned to Criminal Investigators.

The *Police Services Act* requires the police service to access certain investigative supports including criminal intelligence, breath analysis and forensic identification. Our own personnel deliver these functions. Other, less used supports are accessed through an agreement with another police service.

The Chief of Police has issued a Criminal Investigations Management Plan and requires that an officer assigned as a criminal investigator investigate specific offences. The plan also provides procedures for the assignment, management and oversight of criminal investigations. The regulation also mandates compliance with the Major Case Management System established by the Ministry of the Solicitor General for specifically identified offences.

### **Goal**

**To ensure highly skilled and trained investigators conduct criminal investigations.**

### **Objectives**

1. To provide skill training to criminal investigators.
2. To develop and maintain an ongoing inventory of members' investigative skills.

### **Performance Measures**

1. The number of officers receiving the General Investigative Techniques Course and/or the Major Case Management Course.
2. The number of officers in specialty units receiving mandated specialty training.
3. The number of officers designated by the Chief of Police as Criminal Investigators.

### **Achieving the Objectives:**

Accountability: Deputy Chief of Police

Timeline: Annual Reporting, January 31<sup>st</sup> of each year.

## COMMUNITY SATISFACTION

### Introduction

Section 1 of the *Police Services Act* is reflected in this area. As a fundamental principle of policing, co-operation between the North Bay Police Service and the community is vital to delivering effective service. As stated in Peel's nine principles:

- The ability of the police to perform their duties is dependent upon public approval of police actions.

The *Police Services Act* mandates that Community Satisfaction be part of the Business Planning process. Community input in establishing priorities, goals and objectives is vital to this process. This type of community consultation began in 1991 and has continued with surveys in 2000, 2002 and 2003 along with community forums in both 2002 and 2003.

Other sources, like the November 2002 Quality of Life as a Factor in North Bay's Development provide community input. Consistently, community satisfaction has been expressed as being very positive. Over eighty-one percent (81.4%) of persons surveyed responded positively to being satisfied with their involvement with the North Bay Police Service in the most recent questionnaire.

### Goal

**To assure that members of the community are satisfied with the quality of policing provided to their community.**

### Objectives

1. To conduct ongoing community consultation.
2. To respond to community concerns through community problem solving.

### Performance Measures

1. Annual community satisfaction evaluation reports.
2. Community consultation initiatives.
3. Community problem solving initiatives.

### Achieving the Objectives:

Accountability: Deputy Chief of Police

Timeline: Annual Reporting, January 31<sup>st</sup> of each year.

# EMERGENCY CALLS FOR SERVICE

## Introduction

Responding to emergency calls for service is a primary role of the police service as part of the Law Enforcement core function and is mandated by the *Police Services Act*. This service requires an efficient call taking and dispatching service combined with an efficient use of patrol personnel on the front line. The people of North Bay and Callander have high expectations when they call in an emergency situation. As fundamental principles of policing established in the *Police Services Act*, the protection of life and protection of property are directly impacted by quick and efficient emergency response.

Recent natural and man-made catastrophic events in the world have underscored the need for emergency responders from all disciplines to be prepared and to work with the community to ensure community-wide preparedness to respond to emergencies.

## Goal

**To ensure efficient and safe response to calls that involve emergency response personnel.**

## Objectives

1. To ensure that all emergency response personnel receive the required training and re-qualifications necessary for them to conduct themselves in a professional and safe manner.
2. To ensure participation of the service in community emergency response preparation and training.

## Performance Measures

1. Number of training hours/days dedicated to emergency response training.
2. Number of community preparedness and training initiatives.

## Achieving the Objectives:

Accountability: Officer in Charge Operations

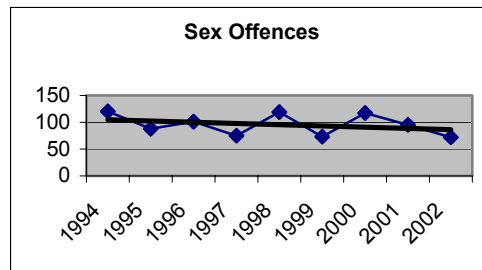
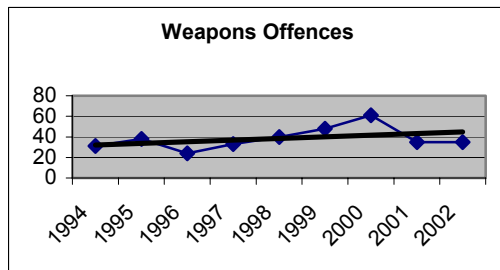
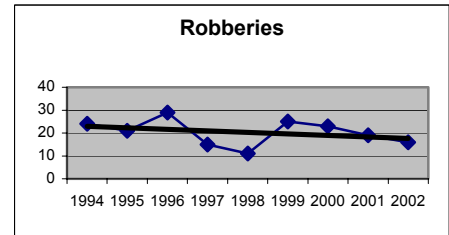
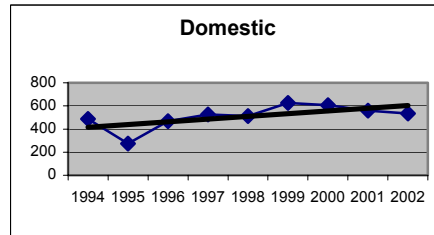
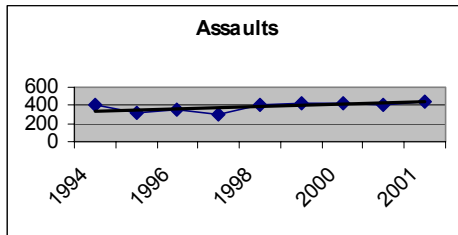
Timeline: Annual Reporting, January 31<sup>st</sup> of each year.

# VIOLENT CRIME

## Introduction

Responding to violent crime is part of the Law Enforcement core function. The *Police Services Act* requires that violent crime and violent crime clearance rates be addressed in the Business Plan. Crimes against persons, including assaults, sex offences and robberies create fear within a community.

The North Bay Police Service has always taken a strong position against violent crime. This position along with better public education may have resulted in increased reporting by the public. Legislative changes in the area of school violence may also have contributed to increases in reporting. Sex Offences and Robberies have shown a downward trend during the same period. Clearance rates in the area of violent crime have exceeded 80% over the past several years. This relates directly to the quality of investigations in the area of persons crimes.



## Goal

**To provide effective response to violent crime.**

## Objectives

1. To ensure an appropriate response to domestic violence.
2. To ensure an appropriate response to other violent crimes.
3. To maintain high clearance rates in the area of violent crime.
4. To increase the use of crime analysis in violent crime response.

## Performance Measures

1. Maintaining appropriate trends in all areas of violent crime.
2. Clearance rate for violent crime.

## Achieving the Objectives:

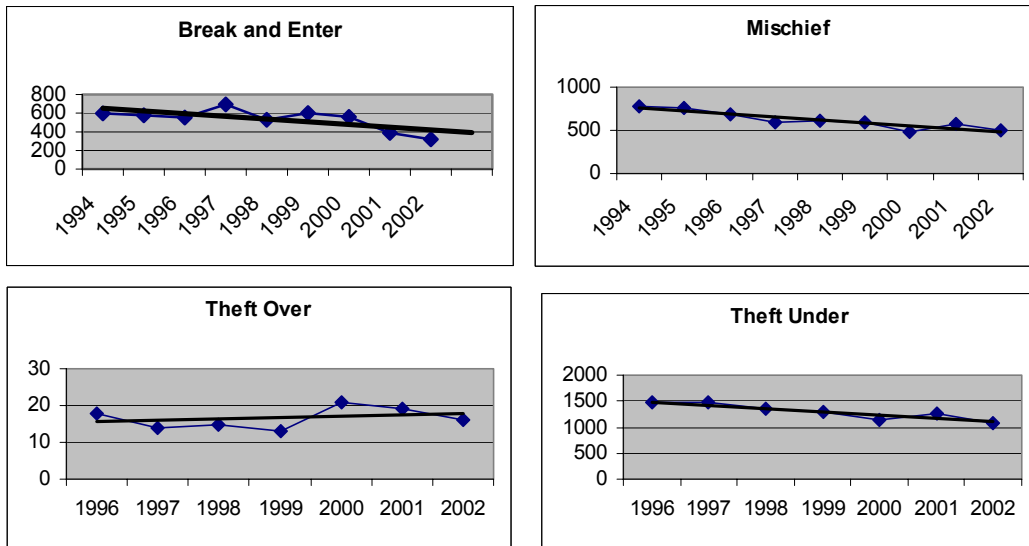
Accountability: Officer in Charge Operations, Officer in Charge Investigative Support

Timeline: Annual Reporting, January 31<sup>st</sup> of each year.

# PROPERTY CRIME

## Introduction

The investigation of crime, prosecution of the offender, recovery of stolen property and its return to the rightful owner is one of the many tasks included in the core function of Law Enforcement. The *Police Services Act* requires that Property Crimes and Clearance Rates be addressed in the Business Plan.



As seen above, the long-term trends in the four primary property offence categories clearly indicate a reduction. Although “Theft Over” shows a slight increase, the \$5000 value that differentiates thefts over from under has not changed since 1996. Value of property over time should naturally increase this category. What should be noted is the low number of theft over offences (less than 20 annually) and the slope of the trend line for theft under.

## Goal

**To provide effective response to property crime.**

## Objectives

1. To monitor and maintain current trends in property crime.
2. To maintain high clearance rates in the area of property crime.
3. To increase the use of crime analysis in property crime response.

## Performance Measures

1. Maintaining appropriate trends in all areas of property crime.
2. Clearance rate for property crime.

## Achieving the Objectives:

Accountability: Officer in Charge Operations

Timeline: Annual Reporting, January 31<sup>st</sup> of each year.

## **YOUTH CRIME**

### **Introduction**

Youth Crime is another element of the Law Enforcement core function. Prevention, education, and enforcement have long been considered the complete approach to dealing with crime issues. Changes in legislation at the Federal level with the Youth Criminal Justice Act have created change in police and community responses to youth crime.

The *Police Services Act* requires that the Business Plan address the issue of Youth Crime and clearance rates for Youth Crime.

The distribution of criminal charges over the past several years indicates that an average of 22.5% of the criminal caseload is attributed to youth. There have been no significant increases or decreases over the past four years, with the figures hovering between 20 and 24 percent.

The new legislation emphasizes the use of diversion programs, warnings, cautions and prosecution only where other means have not proven effective in dealing with the criminal behaviour. Therefore, establishing recidivism levels among youth will be required in order to measure the effectiveness of the police and community response.

### **Goal**

**To provide effective response to youth crime.**

### **Objectives**

1. To establish recidivism rates of youth crime.
2. To develop community strategies in implementing all areas of the Youth Criminal Justice Act.
3. To appropriately respond to identified youth crime issues.

### **Performance Measures**

1. Recidivism rate established.
2. Strategies and initiatives undertaken in response to youth crime.

### **Achieving the Objectives:**

Accountability: Officer in Charge Investigative Support

Timeline: Annual Reporting, January 31<sup>st</sup> of each year.

## **ASSISTANCE TO VICTIMS**

### **Introduction**

As one of the fundamental principles of policing articulated in Section 1 of the *Police Services Act*, the importance of respect for victims of crime and understanding of their needs is reflected in the Regulation, making Victims Assistance one of the five core functions of policing.

Assistance to victims is a core function of policing mandated by section 17 of Regulation 3/99. It requires that a police service provide assistance to victims. Further, subsection 30(2) requires the police service to address this issue in its Business Plan.

The North Bay Police Service has embraced and takes an active role in both the Victim Crisis Assistance and Referral Service (VCARS) and Victim Witness Assistance Program (VWAP) programs. By providing office space to the VCARS program, we have been able to maintain a close working relationship with all the members of the service as well as providing a liaison member to their Board.

### **Goal**

**To provide enhanced assistance to victims of crime.**

### **Objectives**

1. To ensure members interact with victims in a professional manner.
2. To utilize community resources and partnerships in providing support to victims of crime.

### **Performance Measures**

1. Level of satisfaction with services expressed by victims of crime in community satisfaction questionnaires.
2. Number of community initiatives and partnerships.
3. Letters to the Service from victims of crime.

### **Achieving the Objectives:**

Accountability: Officer in Charge Investigative Support

Timeline: Annual Reporting, January 31<sup>st</sup> of each year.

# ROAD SAFETY

## Introduction

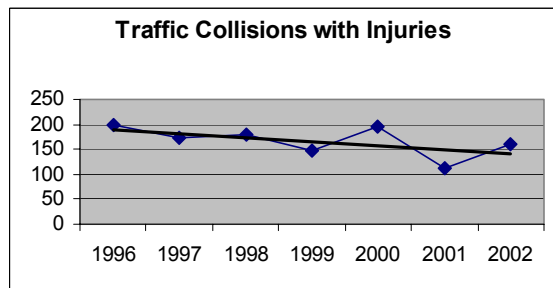
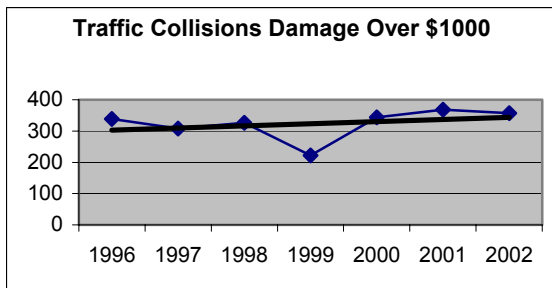
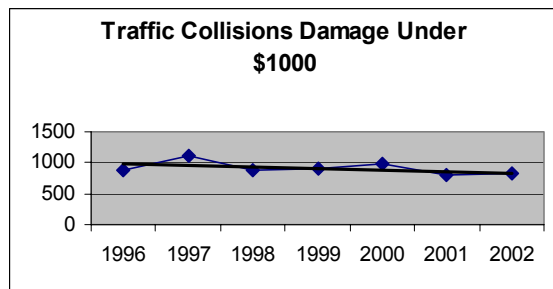
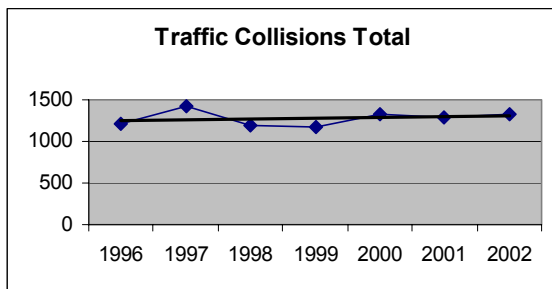
As an element of the Law Enforcement core function, ensuring the safety of the motorists and pedestrians is a necessary responsibility of the police service. The *Police Services Act* mandates that the police service establish procedures on traffic management and road safety. Subsection 30(2) of the Regulation requires that this issue be addressed in the Business Plan.

Concerns expressed during community consultation exercises indicated a number of traffic safety concerns in specific areas. Analysis of the issues has shown that in some cases, these concerns extend beyond the policing mandate in that enforcement strategies are not the answer. Rather, design and engineering appear to be the primary issues. These include parking and other environmental problems that go beyond the traffic enforcement mandate of the Service.

A comparison of collision statistics from the Ontario Road Safety Annual Report 2001 provides the following:

<b>Location</b>	<b>Collisions per 100,000 population</b>
North Bay	1174
District of Nipissing	1752
City of Greater Sudbury	1119
District of Sudbury	1773
District of Parry Sound	3161
City of Sault Ste Marie	2027

Local trend analysis indicates a slight increase in the total number of collisions with a decrease in those where property damage was less than \$1000, an increase in collisions with property damage of more than \$1000, but most importantly, a reduction in injury collisions.



**Goal**

**To improve upon the community response to traffic safety issues.**

**Objectives**

1. To utilize public consultation in identifying community traffic safety issues.
2. To establish a multi-agency body to review traffic safety concerns.
3. To reduce trends in identified areas of concern.

**Performance Measures**

1. The establishment of a traffic safety body.
2. Maintaining the falling level of injury collisions.

**Achieving the Objectives:**

Accountability: Officer in Charge Operations

Timeline: Annual Reporting, January 31<sup>st</sup> of each year.

## **INFORMATION TECHNOLOGY**

### **Introduction**

This is an area that was identified as a Strategic Issue in the Service's Strategic Plan. As indicated in that document the Service's goal in this area is to continue to grow in the area of technology and provide our members with the technological tools required.

The Service utilizes computer systems that are part of national and provincial cooperatives. By doing so, the Service benefits from best practices and software upgrades to systems governed by these groups. As an active participant in the cooperatives, the Service is able to participate in the improvement of the systems.

### **Goal**

**To provide computer technology in a secure environment, which supports the Service operationally and administratively and enhances our ability to best serve the public.**

### **Objectives**

1. To maintain system security and firewall levels in compliance with cooperative requirements.
2. To actively participate in computer cooperative initiatives.

### **Performance Measures**

1. Annual reporting on systems integrity and security status.
2. Member participation in cooperative development, implementation and systems improvements

### **Achieving the Objectives:**

Accountability: Officer in Charge Administration

Timeline: Annual Reporting, January 31<sup>st</sup> of each year.

## RESOURCE PLANNING

### Introduction

The allocation and management of resources is paramount to ensuring that goals and objectives are achieved in an effective and efficient manner. The process includes all aspects of human resources development. Recruiting, training, personnel development, deployment, workload analysis and distribution, and succession planning all play a part in resource planning.

The Service's Strategic Plan includes goals and objectives in the area of Human Resource Management including sworn and civilian staff. The following tables detail the allocation of resources in relation to the mandated functions of the Police Service and their impact on the budget.

Mandated Function	Personnel Assigned	Impact on Budget in %
Community-Based Crime Prevention	<ul style="list-style-type: none"> <li>• Community Programs Unit               <ul style="list-style-type: none"> <li>○ Two Community Safety Coordinators</li> <li>○ One School Liaison Officer</li> <li>○ One D.A.R.E. Officer</li> <li>○ One Crime Stoppers Coordinator</li> <li>○ Victim Services/Domestic Violence Coordinator</li> <li>○ Sergeant in Charge</li> </ul> </li> </ul>	3.32
Criminal Investigations	<ul style="list-style-type: none"> <li>• Investigation Support               <ul style="list-style-type: none"> <li>○ One Inspector</li> <li>○ Two Detectives</li> <li>○ Six Det/constables</li> <li>○ One Youth Officer</li> <li>○ One JFO Drug Officer</li> <li>○ One Intelligence Officer</li> <li>○ One Clerk</li> <li>○ Two civilians assigned to Technical Support</li> </ul> </li> </ul>	11.71
Community Satisfaction	<ul style="list-style-type: none"> <li>• Quality Assurance Officer</li> </ul>	0.73

Function	Personnel Assigned	Impact on Budget in %
Emergency calls for service	<ul style="list-style-type: none"> <li>• Patrol Section <ul style="list-style-type: none"> <li>○ One Inspector</li> <li>○ Four Staff/Sgt's</li> <li>○ Four Sergeants</li> <li>○ Fifty-one Constables</li> </ul> </li> <li>• Communications <ul style="list-style-type: none"> <li>○ One Supervisor</li> <li>○ Police Dispatch (5 full time, 2 part time)</li> <li>○ 9-1-1 Fire (5 full time, 2 part time)</li> </ul> </li> </ul>	42.63  6.54
Violent Crime	<ul style="list-style-type: none"> <li>• One School Liaison Officer</li> <li>• Two Community Safety Coordinators</li> <li>• Victim Services/Domestic Violence Coordinator</li> <li>• D.A.R.E. Officer</li> </ul>	2.31*
Property Crime	<ul style="list-style-type: none"> <li>• Two Constables assigned to Street Crime</li> </ul>	1.24*
Youth Crime	<ul style="list-style-type: none"> <li>• School Liaison Officer</li> <li>• Youth Officer</li> </ul>	1.33*
Assistance to Victims	<ul style="list-style-type: none"> <li>• Victim Services/Domestic Violence Coordinator</li> </ul>	0.66*
Road Safety	<ul style="list-style-type: none"> <li>• Traffic Coordinator</li> <li>• Directed Enforcement Officer</li> <li>• Clerk</li> </ul>	1.80
Court Security	<ul style="list-style-type: none"> <li>• Court Security Staff <ul style="list-style-type: none"> <li>○ One Sergeant</li> <li>○ Thirteen Special Constables</li> </ul> </li> </ul>	5.09
Court Liaison	<ul style="list-style-type: none"> <li>• One Constable</li> </ul>	0.66

Function	Personnel Assigned	Impact on Budget in %
Information Technology	<ul style="list-style-type: none"> <li>Information Technology Coordinator</li> <li>Information Technology Technician</li> </ul>	0.70
Resource Planning	<ul style="list-style-type: none"> <li>Human Resources Coordinator</li> </ul>	0.60
Police Facilities	<ul style="list-style-type: none"> <li>Maintenance staff (2 full time, 1 part time)</li> </ul>	1.16
Training	<ul style="list-style-type: none"> <li>Training Coordinator</li> <li>Use of Force Trainer</li> </ul>	1.38
Crime Analysis	<ul style="list-style-type: none"> <li></li> </ul>	0.73*
Administrative Supports	<ul style="list-style-type: none"> <li>Chief</li> <li>Deputy Chief</li> <li>Administrative Assistant</li> <li>Inspector in Charge</li> <li>Clerical (10 civilians)</li> <li>Stores Clerk</li> <li>Exhibit Clerk</li> <li>Quality Assurance (audits, research, planning)</li> </ul>	1.16 1.02 0.50 0.87 5.28 0.45 0.27 0.73*
<b>TOTAL</b>		<b>85.87</b>

\* Personnel included in another unit

The following are other costs, (equipment, maintenance, supplies) and their impact on the budget.

Other costs	Impact on Budget in %
Communications	0.85
Prisoner meals and escorts	0.25
Training	0.91
Information Technology	1.85
Fleet	4.24
Building Maintenance	1.28
Uniforms and Equipment	0.91
Sundry services and Office Supplies	2.53
Police Services Board	1.40
<b>Total</b>	<b>14.22</b>

N.B. Figures are based on year-end 2003 and have been rounded and therefore the total is equal to 100.09%

## **POLICE FACILITIES**

North Bay Police Headquarters is located at 135 Princess Street West. The building, consisting of two levels with approximately 19,260 square feet on each level, was constructed in 1975 with the vision of expanding upward to a third level should there be a need. The 8,000 square foot addition completed in 2001 added approximately 20% more office area.

There are no emergent issues requiring substantial resources to be applied to the building. Operational needs are continuously reviewed and minor modifications made as required.

## **TRAINING**

Policing Standards, including the Adequacy Standard Regulation, Use of Force, Suspect Apprehension Pursuits, and other areas require regular training and updating of skills. Employee development is also essential in ensuring that personnel have the qualifications, knowledge and skills to carry out particular duties and tasks.

The development of a skills development and learning plan, as required by the *Police Services Act*, will ensure that employees receive the required training and development required. Training is accessed through a variety of means: in-service training, educational subsidies for post secondary courses, Police College training, as well as training and seminars offered by other police services.

## **ADMINISTRATIVE SUPPORTS**

Ensuring that front line officers have the tools and supports is vital to the adequate and effective delivery of core policing functions. These supports include clerical staff, quartermaster stores, property and exhibits, quality assurance, planning and research, and the supply of equipment including the fleet of vehicles required, uniforms, firearms, supplies and other necessary equipment.

## **CONCLUSION**

The Police Service's three-year plan has been developed but it is by no means completed. The implementation of the written work including communicating the plan, developing action plans, monitoring, reporting, evaluating and making changes will take place over the next three years. We wish to thank all those who aided in getting us to this stage – members of the Board, the Service, Dr. Greg Brown and students from Nipissing University, and in particular, the members of the communities of North Bay and Callander who gave us their time and input. Be assured that we are committed to following the direction as outlined in this plan to provide excellence in policing to the members of our community.