

# North Bay Police Service

Report on Policing for the year  
2004



**Terence Cant – Chair  
North Bay Police Services Board**

**Chief of Police Paul D. Cook  
North Bay Police Service**



Paul D. Cook  
Chief of Police

Alan Williams  
Deputy Chief of Police

## North Bay Police Service

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### FOREWORD

The North Bay Police Services Board and Chief of Police are pleased to present our 2004 Annual Report to our community as well as the Ministry of Community Safety and Correctional Services.

Once again this year we are reporting reduced levels of crime and continued high clearance rates. For the most part our community is relatively crime free and our residents are peaceful, respectful and law abiding citizens who are supportive of our Police Service.

We have attributed our past success to our strong ties with the community and the ongoing support we have received. This report is a testament to that support and reflects our police service's commitment to working with the community towards common goals.

On behalf of the Board and the Police Service, we wish to thank all of our sworn and civilian members for their professionalism and dedication to duty. We would also like to thank the residents of North Bay and Callander for doing their part in making our communities an enviable place to live, work, play and raise our families.

We look forward to 2005 and the many significant challenges that undoubtedly lie ahead.

Terence Cant  
Chair, Police Services Board

Paul D. Cook  
Chief of Police

## **TABLE OF CONTENTS**

<b>Mission Statement and Values</b>	<b>1</b>
<b>Organizational Chart</b>	<b>2</b>
<b>Cost of Policing</b>	<b>3</b>
<b>Staffing Levels</b>	<b>4</b>
<b>Community Based Crime Prevention</b>	<b>5</b>
<b>Community Patrol</b>	<b>7</b>
<b>Criminal Investigation Services</b>	<b>8</b>
<b>Community Satisfaction</b>	<b>10</b>
<b>Emergency Calls for Service</b>	<b>11</b>
<b>Violent Crime</b>	<b>12</b>
<b>Property Crime</b>	<b>14</b>
<b>Youth Crime</b>	<b>16</b>
<b>Assistance to Victims</b>	<b>17</b>
<b>Road Safety</b>	<b>18</b>
<b>Information Technology</b>	<b>20</b>
<b>Public Complaints</b>	<b>21</b>
<b>Exemplary Service Awards</b>	<b>21</b>
<b>Conclusion</b>	<b>22</b>

## MISSION STATEMENT

### **NORTH BAY POLICE SERVICE**

*Dedicated to service, committed to community.*

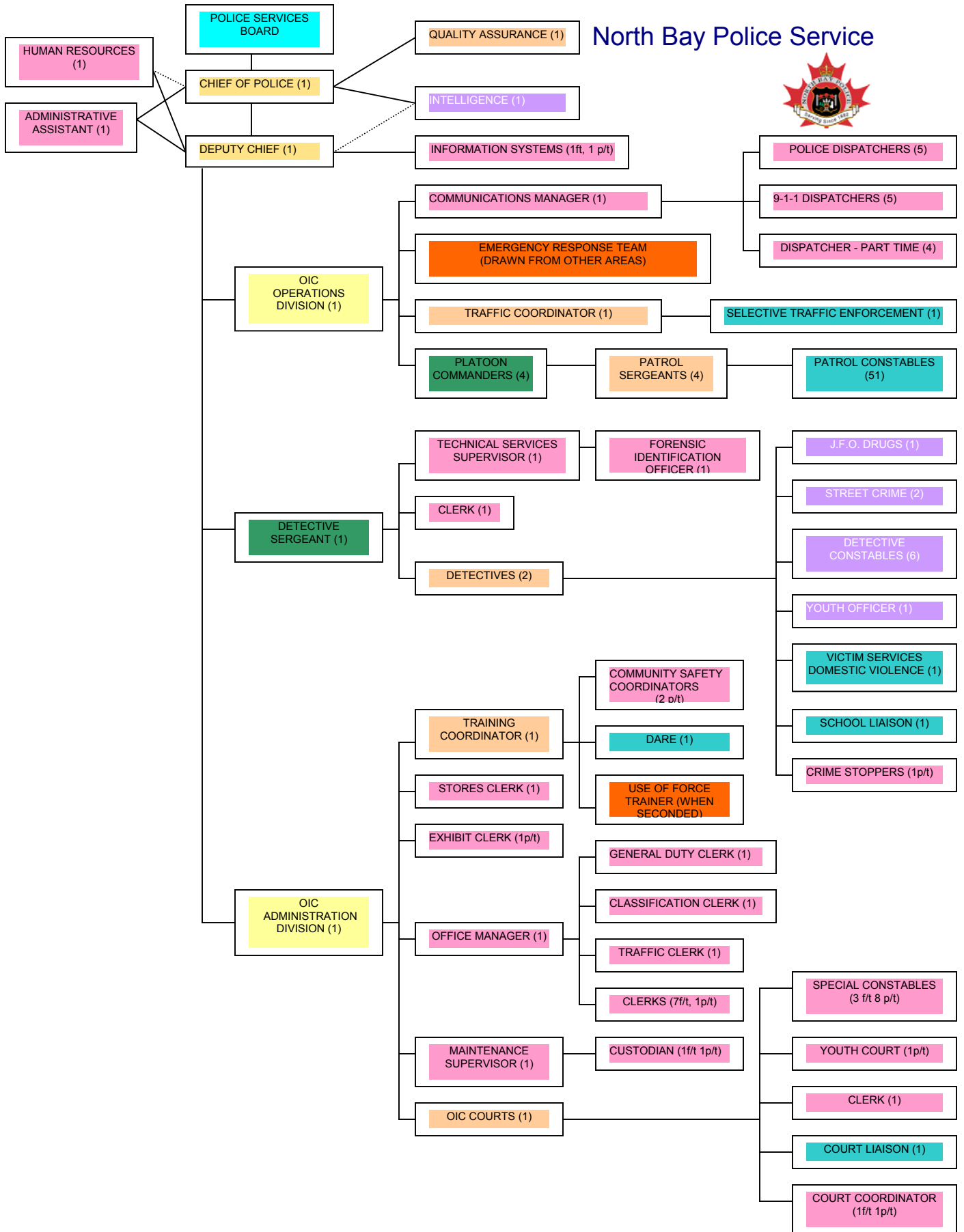


## VALUES

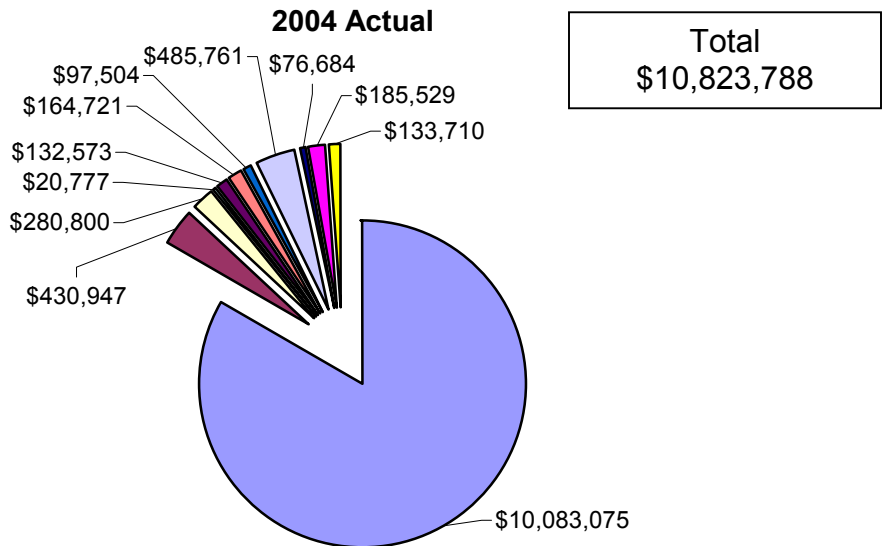
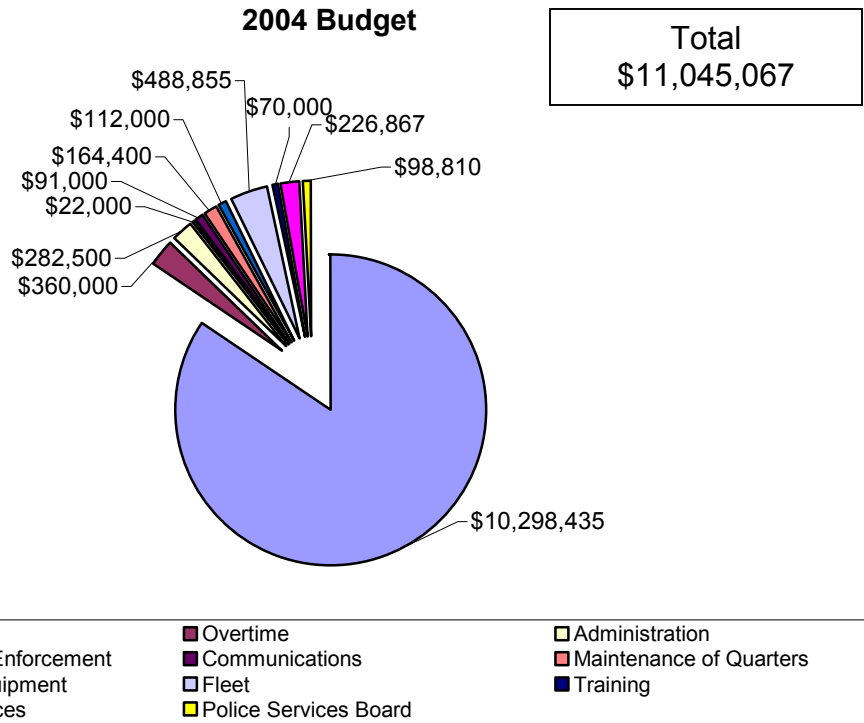
*We, the members of the NORTH BAY POLICE SERVICE are committed to:*

*Excellence in Policing  
Pride in Professionalism  
Compassion for those in need  
Honesty-Integrity-Vision-Teamwork*

North Bay Police Service

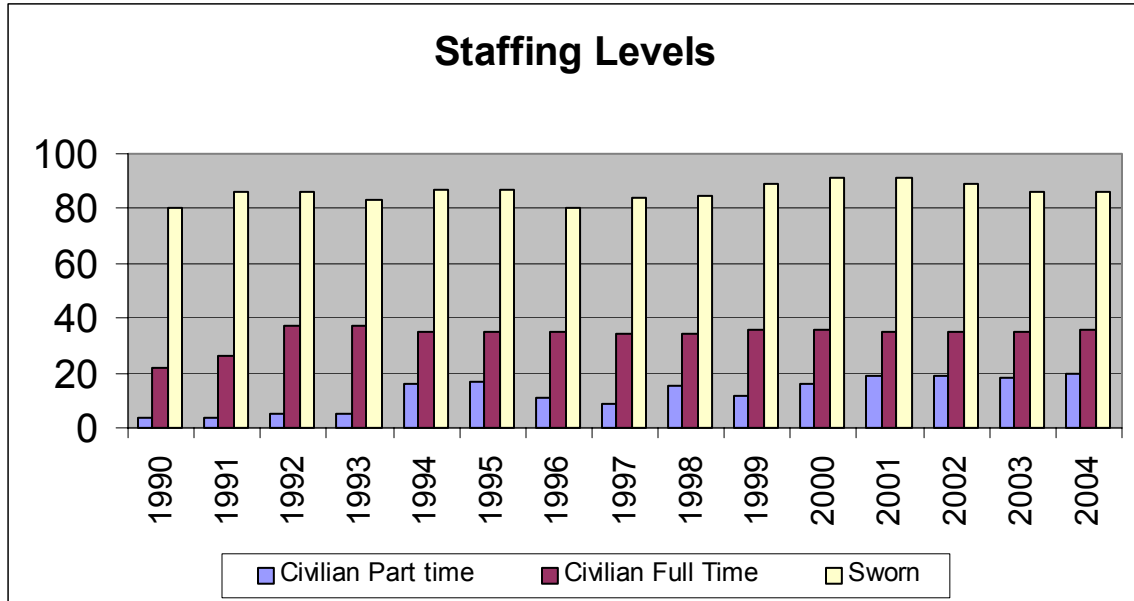


### COST OF POLICING

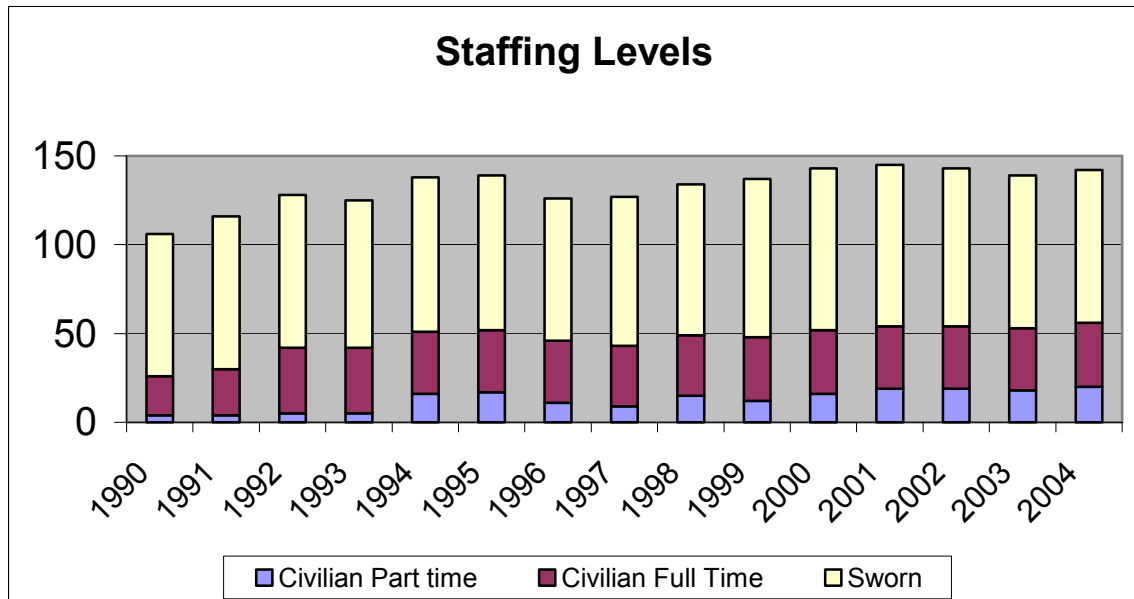


**STAFFING LEVELS  
 (Dec 31<sup>st</sup> 2004)**

This chart depicts the staffing levels by employee category.



This chart depicts the staffing levels as a total for each year.



## COMMUNITY BASED CRIME PREVENTION

The Business Plan set out the following goals in this area:

### Goal

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

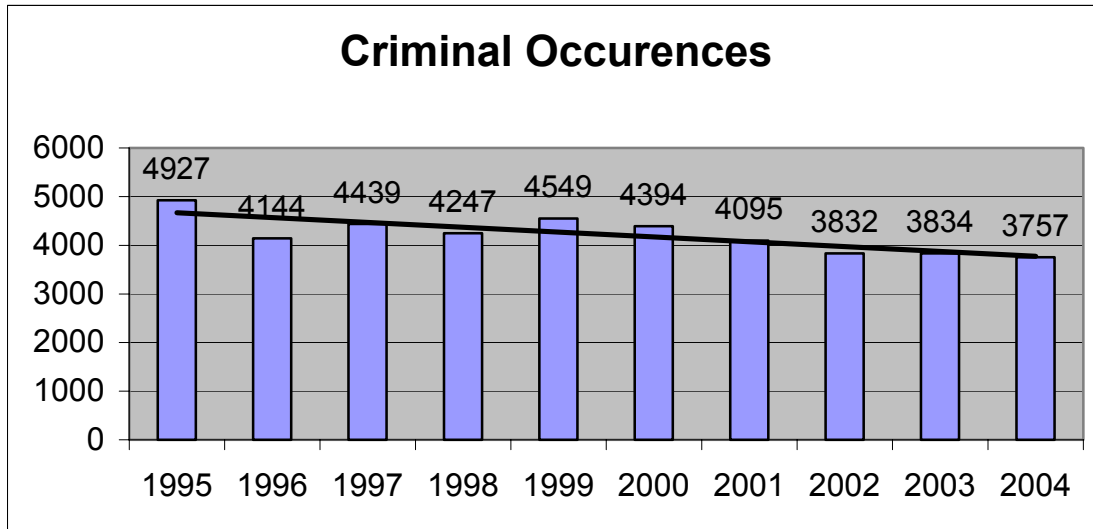
### Objectives

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.

The number of criminal occurrences continues its downward trend. This is consistent with the principle established by Sir Robert Peel who stated, "The test of police efficiency is the absence of crime and disorder, not the visible evidence of police action in dealing with it."



Programs and activities of the Community Safety Coordinator are too numerous to mention, however, examples of the work being done that directly relate to goals and objectives are as follows:

1. In 2004 schools identified a need for a resource to deal with the issue of bullying. With the assistance of North Bay Elks and Royal Purple, an education kit on this important issue was purchased for each English school in the area. Our personnel attend presentations to supplement and

provide expertise. This provides a resource for the teacher and allows for a more efficient use of our human resources.

2. Risk Watch, Senior Abuse, Road Safety Committee and other initiatives include countless community partners. Other emergency services, public health, education, interested citizens and government agencies all take part in these coalitions that have transformed our role from one of being everything to everyone, to now providing expertise in the policing field.
3. Sustainability through the commitment of community partners is the objective, with police personnel doing their part to assist them. We currently have one program who's future was in question, however we are optimistic that it will continue to play an integral part in community safety. The Block Parent Program has been serving this community for over a decade, providing vital assistance to the Service at the Heritage Festival and on Halloween night. Its' value to the community is recognized and police personnel will continue to work with the program to assist in its viability.
4. The Ambassador's Program, through our continued partnership with Canadore College, The City of North Bay and the Downtown Improvement Area provided an opportunity for aspiring police officers in the Police Foundations Program to work alongside police officers. Through this citizen patrol program, the community is benefiting from foot and bicycle patrols on our trails and in the downtown core. Evaluation of this program has shown benefits to all organizations and the community in increasing public safety and preventing crime.

## **COMMUNITY PATROL**

The Business Plan set out the following goals for this area:

### **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.

The number of issues dealt with in partnership with other agencies.

In 2004, the Officer in Charge Operations was commissioned to conduct a study of patrol deployment in North Bay and Callander. The "Resource Allocation Committee" was established, bringing together a number of members of the Service from various disciplines, including patrol officers, supervisors, and the quality assurance officer.

A review of a full year's calls for service impacting on patrol resources has been conducted in order to determine the most efficient and effective deployment of patrol resources. This lengthy study is just now culminating, with a report expected in the next few months. It is without question the most extensive review of patrol work conducted by our Service in its history and should provide the Service with some insights into efficient and effective use of patrol resources.

In addition to Patrol Supervisors routinely identifying problem areas and assigning officers to directed patrols, the Street Crime Unit, is in effect, another type of directed patrol. These officers conduct targeted enforcement, using the resources of patrol, investigative support, criminal intelligence, school liaison and JFO drugs. They focus on particular offences and, more importantly, on specific offenders who are known to be active in the community. Through their efforts, over two hundred individuals were arrested and charged with a wide-ranging list of criminal offences. In addition, close to \$30,000 worth of property has been recovered by this unit and over \$4000 worth of illicit drugs removed from the streets of our community.

## **CRIMINAL INVESTIGATION SERVICES**

The Business Plan set out the following goals in this area:

### **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.

The Adequacy Standards Regulation requires that the police service have one or more Criminal Investigators who have completed the required training or have acquired equivalent competencies. In addition, investigative supports must be accessible to the service. These include forensic identification, breath testing, and criminal intelligence.

The goals and objectives in the Business Plan call for providing skill training for criminal investigators, and ensuring that those officers in specialty units receive the training required to ensure a high level of competency. To that end, the Service provided training to its members in 2004 in a number of areas. For some, the course was their first criminal investigators course (General Investigative Techniques) while other, more seasoned investigators, took part in more advanced courses, furthering their level of knowledge and skills. These areas are as follows:

1. Major Case Management – 3
2. Major Crime Investigative Techniques – 1
3. Homicide Investigation – 1
4. Lawful Justification Bill C-24 – 4

In addition to the above courses obtained through other agencies, our service hosted a number of courses in 2004, which provided an opportunity to train a greater number of our personnel at a significantly reduced cost. These included:

1. General Investigative Techniques – 17
2. National Sex Offender Registry – 3
3. Evidentiary Breath Technician – 5
4. Major Case Management – Senior Police Investigator – 16
5. Clandestine Drug Labs and Grow Operations – 11

Pursuant to Bill C-24 and Section 25.1 of the Criminal Code, we now have two members designated as public officers and two as senior officials. One constable was added to the list of those constables designated as Criminal Investigator by the Chief of Police, bringing the total to thirty-eight.

With the complexity of fraud investigations increasing and the monetary values reaching into the hundreds of thousands of dollars, the need for a seasoned investigator with the appropriate training was identified. These lengthy and often difficult crimes are now being assigned to a Detective Constable working in the capacity of Fraud Coordinator.

## **COMMUNITY SATISFACTION**

The Business Plan set out the following goals for this area:

### **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

As reported in the Business Plan, 81.4% of respondents responded positively to being satisfied with their involvement with the North Bay Police Service in the 2003 survey. There are dangers associated to surveying the community too often. With a survey and community consultation having been done in late 2003 as part of the business planning process, there was no need to conduct another survey in 2004. Monitoring of public complaints and other indicators has not identified any issues to be dealt with at this time. It would be appropriate to again survey the community in 2005. This project will commence in September in order to have the available for the next annual report.

## **EMERGENCY CALLS FOR SERVICE**

The Business Plan set out the following goals in this area:

### **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.

The Service's Emergency Response Team, along with trained Crisis Negotiators and Incident Commanders must maintain their level of proficiency and to be prepared to deal with some of the most serious incidents in policing. In recognition of this, the goals established in the Business Plan deal specifically with training for these members.

E.R.T. members were involved in six days of maintenance training, consisting of 12-hour days, covering a host of topics specific to their function. In addition, individual members have received training as instructors in the use of Less Lethal Chemical Munitions. They will now train the remainder of the team.

In addition, 2 members of the service received refresher training in the area of Crisis Negotiation. Each trained negotiator should attend a refresher every five years. There are twelve trained negotiators and eleven trained Incident Commanders. A mock disaster in the latter part of 2003 provided an opportunity for all emergency services and civilian resources to be deployed and tested. Throughout 2004, the evaluation of this exercise provided valuable feed back to all involved agencies to maximize preparedness in the event of such a crisis in our community. This included Emergency Measures Ontario training provided to senior managers on incident command. Lastly, our members have been working with the community in Callander in updating their emergency plan.

## VIOLENT CRIME

The Business Plan set out the following goals for this area:

### Goal

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

### Objectives

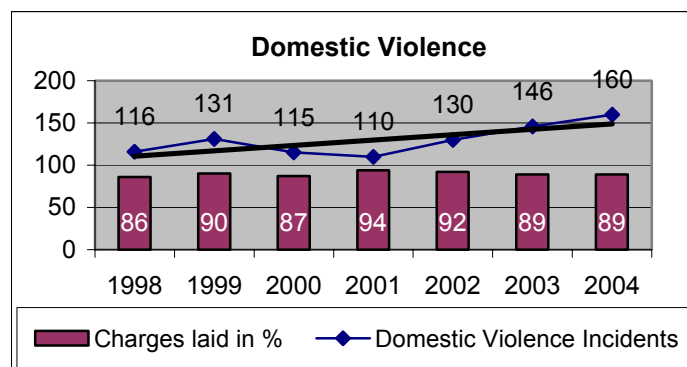
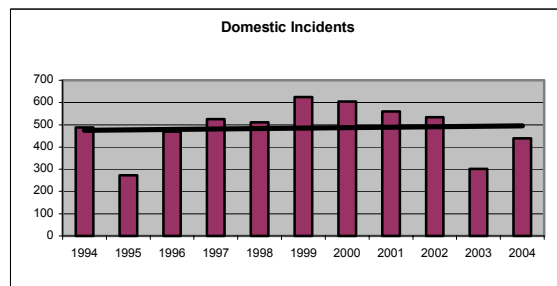
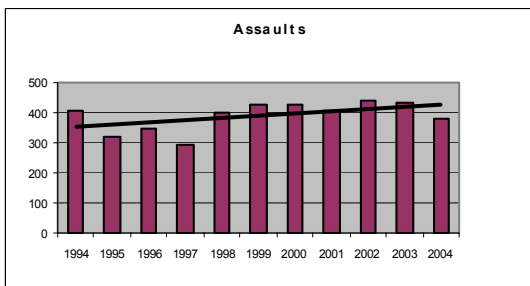
1. To ensure an appropriate response to domestic violence.
2. To ensure an appropriate response to other violent crimes.
3. To maintain high clearance rates in the area of violent crime.
4. To increase the use of crime analysis in violent crime response.

### Performance Measures

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

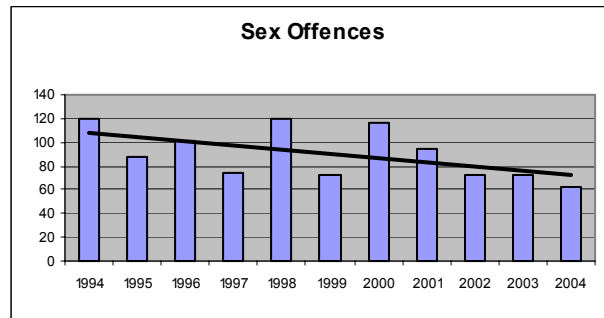
The service is continuing its aggressive response to violent crime by making these incidents priorities. We maintain a high clearance level with 92.4% of violent crimes being cleared, that is to say that the offender was charged or, at a minimum, identified but not charged. Crime trends in these areas are constantly monitored.

The number of reported assaults in 2004 was down from the previous two years and at its lowest level in the past several years. In contrast, the number of Domestic Incidents increased from last year's level. The number of domestic violence cases increased, from 146 in 2003 to 160 in 2004. The percentage of these cases where charges are laid is steady at 89%.





The number of robberies has increased for the first time in four years. In reviewing these incidents, it is apparent that the nature of the robberies being reported is not what was seen a decade ago. Corner stores, financial institutions and businesses are not being targeted but rather these crimes are being committed by individuals who are, in many instances, known to the victim. An increase of 20% in the clearance rate for robberies from 2003 to 2004 has been observed. These incidents are frequently personal disputes over money or property between individuals who are known to each other.



The number of sex offences reported to police continues to decline, as has been the trend over the past decade. Workload for criminal investigators in the early to mid 1990's included a large number of historical sexual assaults, offences that occurred years previous and were only reported at that time. This does not appear to be the case today. Some such reports are being received but not in the volume that was witnessed a decade or so ago.

## PROPERTY CRIME

The Business Plan set out the following goals in this area:

### Goal

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

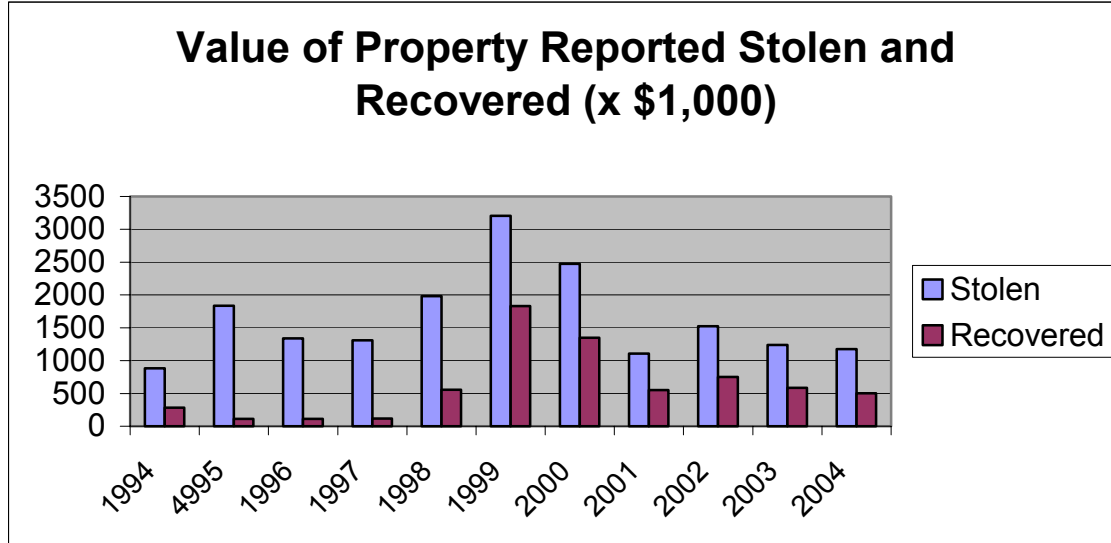
### Objectives

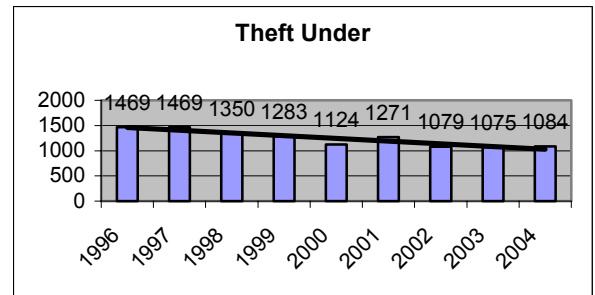
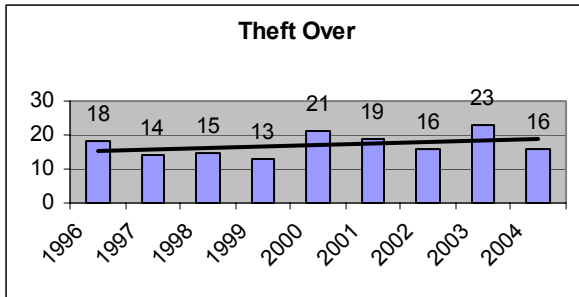
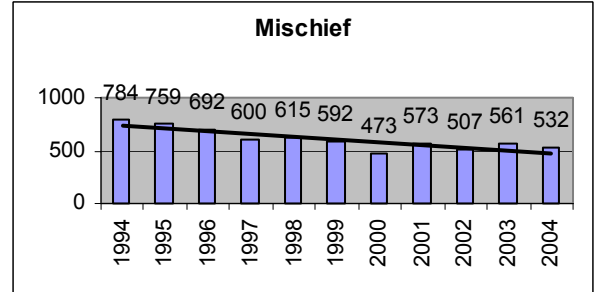
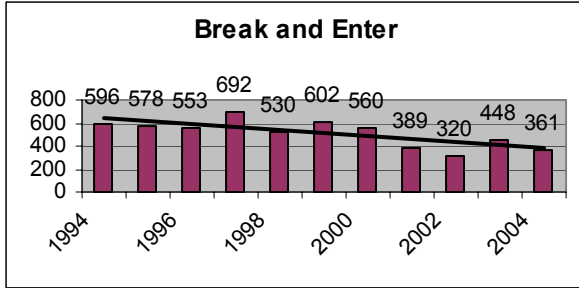
1. To monitor and maintain current trends in property crime.
2. To maintain high clearance rates in the area of property crime.
3. To increase the use of crime analysis in property crime response.

### Performance Measures

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

Property crime performance indicators include clearance rates and the value of property stolen and recovered. Using the new Uniform Crime Reporting format, the clearance on property crimes for 2004 was 23%, with a recovery rate of just under 43% of the property reported stolen or \$500,000 of the \$1.175 million dollars in property reported stolen in 2004. In relation to the incidence of property, the following tables show the trends.





These four principal areas of property crime continue the previously established trends, with no major changes in any category. The value of property reported stolen appears to be consistent with the previous year although the recovery figures are slightly lower.

## YOUTH CRIME

The Business Plan set out the following goals in this area:

### Goal

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

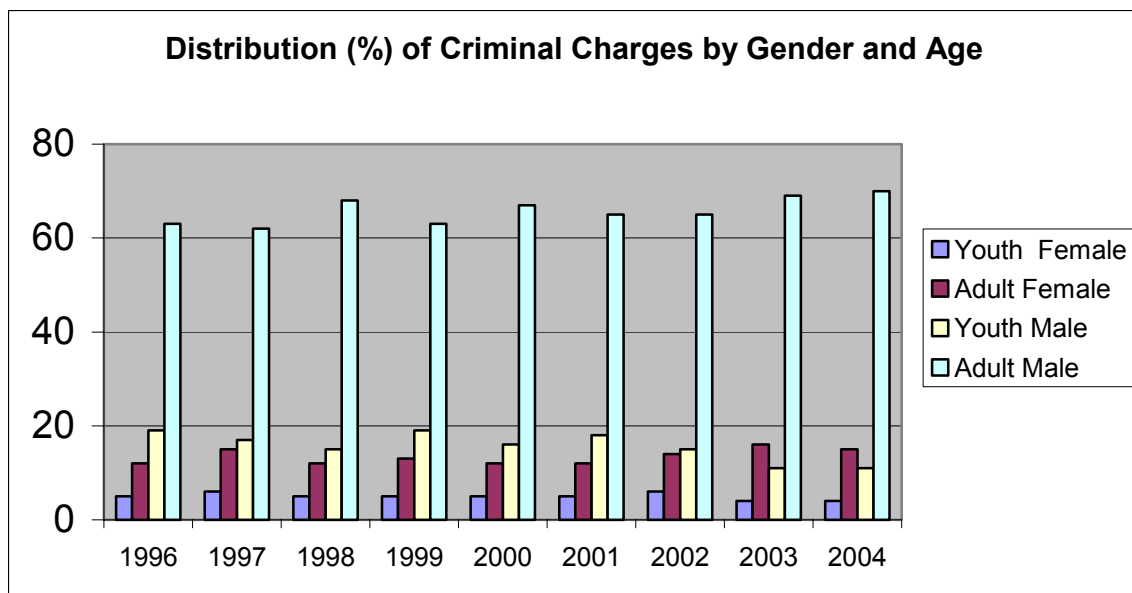
### Objectives

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

This is an area where new legislation has provided challenges and opportunities. The *Youth Criminal Justice Act* is beginning its third year. Youth referral data has been collected over the past two years and may provide some insights into recidivism and the programs being used in relation to the legislation. Preliminary discussions with the Criminal Justice Program at Nipissing University indicate an interest in working with the Police Service in reviewing the data and providing some feedback on the steps being taken when young persons have been identified and coming into conflict with the justice system. The distribution of criminal charges amongst males and females, youth and adult remains constant.



## **VICTIM ASSISTANCE**

The Business Plan set out the following goals in this area:

### **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.

The list of community initiatives and partnerships in this area continues to grow. Through the Victim Assistance/Domestic Violence Coordinator, the Service has expanded its reach into the community through these partnerships, not only providing assistance to victims but in educating the community in the area of domestic violence.

The work being done goes beyond the initial contact by the front-line officer and in 2004 included assisting victims in preparing for hearings with the Criminal Injuries Compensation Board and in one case, the presentation of a Victim Impact Statement to the National Parole Board. Accolades for such service delivery are received on a regular basis.

We were one of two pilot sites chosen to test the Domestic Assault Risk Assessment (ODARA) tool. This consists of front-line officers completing a risk assessment tool developed to better predict domestic violence recidivism and assist the Crown and Courts in the bail hearing process. Training took place in the fall of 2004 with the pilot project commencing in January 2005.

## ROAD SAFETY

The Business Plan set out the following goals for this area:

### Goal

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

### Objectives

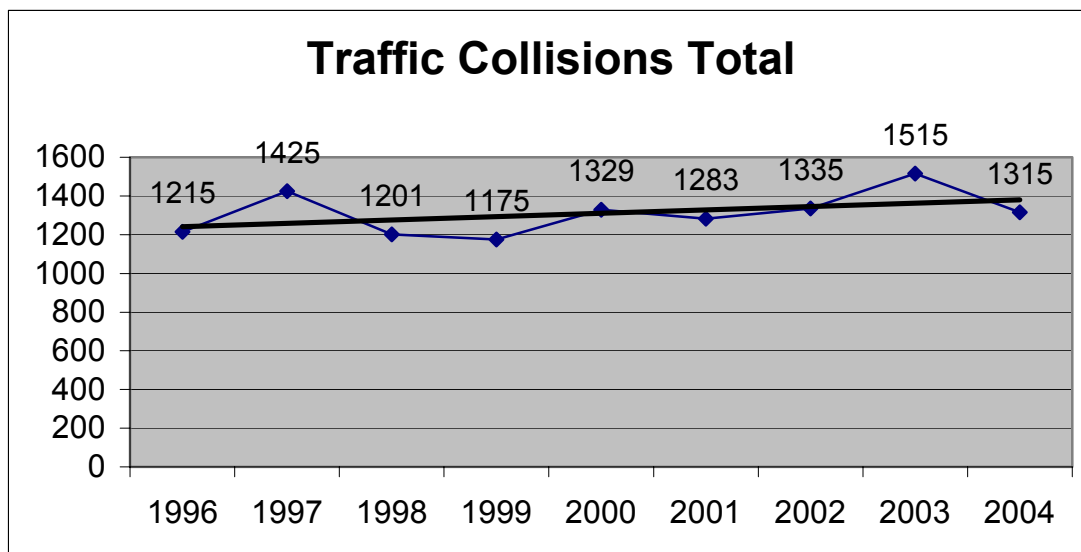
1. To utilize public consultation in identifying community traffic safety issues.
2. To establish a multi-agency body to review traffic safety concerns.
3. To reduce trends in identified areas of concern.

### Performance Measures

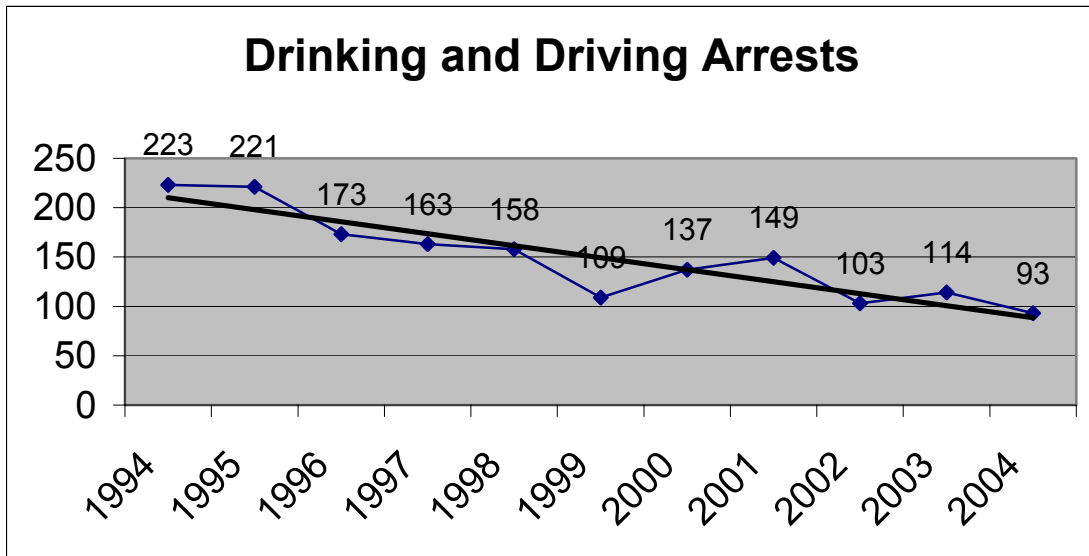
1. The establishment of a traffic safety body.
2. Maintaining the falling level of injury collisions.

The total number of traffic collisions reported saw a decrease of 200 collisions from the previous year. This is the second lowest level in the past five years. The North Bay Police Service has been working with the municipality in identifying problem areas. Through this partnership, we are not only directing enforcement strategies at the issues, but looking at engineering and environmental considerations in making our streets and roads safer. These include signage, parking restrictions, removal of physical obstructions, and other corrective measures.

Issues relating to traffic lights were identified in the Red Light Camera report. Staff from the Service and the City have met to discuss the issues with identified action plans developed. Collision information is being shared with the Engineering Department to provide both agencies with accurate data for analysis, leading to prompt action when problems are identified.



Drinking and driving remains a priority with the Service. In consultation with local Judges and the Crown Attorney's Office, a committee was established to look at the physical design of the breath testing area within North Bay Police Service Headquarters. As a result of the recommendations received from the judiciary, the committee set out to redesign the space in order to capture physical evidence on video in a manner that would provide the best evidence to the Court. In addition to physical alterations, videotaping capabilities were enhanced to provide an accurate record of the offender's behaviours and physical signs of impairment.



## **INFORMATION TECHNOLOGY**

The Business Plan set out the following goals in this area:

### **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

A study into the feasibility of implementing mobile workstations was commenced in 2004. In February, a two-day symposium was held at the Clarion Resort and Police Services and vendors from across the province attended. The symposium looked at the state of current technology and lessons learned from services that had already implemented mobile workstations. A committee has been struck which is continuing to look at all of the options in mobile workstation technology.

There are no issues identified in the areas of system integrity and security. Regular updates and maintenance of firewalls and other protective software are ensuring that we operate in a secure environment and meet our obligations as required by the governing bodies of the cooperatives we subscribe to. The Deputy Chief continues to sit on the OPTIC Board of Directors and take an active role in matters of provincial policy and development of the system.

## **PUBLIC COMPLAINTS**

There were a total of 16 Conduct complaints received in 2004, compared to 23 in 2003. Three complaints were withdrawn, ten were unsubstantiated, one was classified as the complainant not being directly affected, one was classified as frivolous, vexatious and made in bad faith, and one resulted in discipline in the form of a written reprimand.

There were no service or policy complaints received, as was the case in 2003.

## **EXEMPLARY SERVICE AWARDS**

### **CHIEF OF POLICE COMMENDATION**

Detective Constable Tina Murphy  
Detective Constable Barry Ramsay  
Constable Henry O'Neill  
Constable Dave Wilson

### **RETIREEES**

Chief of Police George Berrigan  
Constable Paul Lavigne

### **CIVILIAN LONG SERVICE RECOGNITION**

Diane Lynett – 20 years

### **SWORN LONG SERVICE RECOGNITION**

Deputy Chief Alan Williams – 30 year bar

### **EMPLOYEE OF THE YEAR**

Community Safety Coordinator Y. Montcalm

### **ONTARIO WOMEN IN LAW ENFORCEMENT AWARDS**

Constable Jody deHaas – Nominated for Community Service Award  
Staff Sergeant Heather Johnston – 25 Years Service Award  
Office Manager Susan Cousineau – 25 Years Service Award

## **CONCLUSION**

In reviewing the goals and objectives of the Business Plan in conjunction with this report, you will see that in most areas, we are meeting the targets, with some areas still under development. These areas in particular involve research and analysis that require more than one year to complete. They are however important to the organization. They are progressing as expected and will provide valuable information to the Service in evaluating our service delivery to the community.

There are a number of events and issues that have impacted on policing in the past year. New legislation has been enacted in the area of Major Case Management that will require the commitment of further resources to serious crimes. The countless Appeal Court decisions that change policing on a daily basis will require continued training and education for our officers. Public Inquiries and Inquests on matters occurring throughout the province have a direct impact on how we do business and the resources we must allocate to particular functions. These expectations are to be met within the financial resources provided to the Service.

We continue to enjoy the support and participation of the community, and look forward to continuing this partnership in making our neighbourhoods safe and secure, and the communities of North Bay and Callander the envy of other communities in the Province.

