



# **NORTH BAY POLICE SERVICE**

## **2010 Strategic Planning Report**

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## **Chief's Introduction**

Our Strategic Plan 2010-2015, which was approved by the North Bay Police services Board through resolution, forms a "road map" of where our Police Service is headed and just as importantly, how we will get there over the next five years.

The strategic issues identified in our Plan included the following:

- Training and Development
- Staff Deployment and Resource Allocation
- Technology
- Human Resource Management
- Communication
- Community Based Policing

Our planning committee ensured that the implementation of the Plan was written into our document with sections dedicated to reporting, monitoring and evaluation. Accountability and time lines were also included in our Plan.

Our committee identified that close monitoring of our Plan, including annual reporting on each of the goals, would ensure that this would not be a Plan that sits on a shelf. It would in fact be used to facilitate organizational change and ensure we remain focused on our identified policing priorities.

This Strategic Planning Report is designed to update the Board, our members and the communities we serve as to the status of each strategic issue by providing information related to our goals and the associated objectives and performance indicators.

Both organizationally and individually we are committed to following this Plan in conjunction with our Business Plan 2011-2013 in order to ensure we continue to provide policing excellence to the citizens of North Bay and Callander.

Paul D. Cook  
Chief of Police

## STRATEGIC ISSUES

### Training and Development

**Goal:** To facilitate the continued personal and professional growth and development of our members.

**Summary:** The North Bay Police Service promotes annual up to date training for both civilian and sworn personnel. In order to comply with legislative requirements, the regulation of adequacy and policing standards the service takes a proactive approach to ensuring our personnel are current. We have identified essential courses for both our supervisors and Investigative Support Section. Officers and civilian members attend courses at the Ontario Police College, the Canadian Police College as well as numerous other Police Agency in-house training as well as our own in-house and internet/web based courses (CPKN, Magna Carta).

We have also developed a more accurate tracking system for courses booked throughout the year in order to keep within the annual budgetary guidelines.

In the future we will be faced with the scheduling challenge to ensure our officers meet the annual requirements set out under the Policing Standards for Use of Force requirements. A training committee has been established in order to work through this and develop a plan for all training in general.

**Qualitative Objectives:** To create an environment that promotes personal and professional growth.

Performance Indicators	Indicator	Status
	Number of courses attended by civilian and sworn members	Sworn 148 courses Civilian 19 courses
	Budget resources committed to training	Budgeted \$102,000.00 Actual \$126,657.00
	Number of areas of the service receiving training	All sections

**Qualitative Objectives:** To ensure all supervisory staff have the necessary training and education to implement and support organizational goals.

Performance Indicators	Indicator	Status
	Formalized orientation process for supervisors	Completed and being utilized
Supervisors have completed requisite supervisory courses	On going <ul style="list-style-type: none"> <li>• 12 courses identified for all supervisors.</li> <li>• 2011 course agenda filled</li> </ul>	

**Qualitative Objectives: To ensure that members receive appropriate specialized training commensurate to their positions.**

Performance Indicators	Indicator	Status
	The number of members receiving specialized training	On going <ul style="list-style-type: none"> <li>• ERT 12</li> <li>• Supervisors 11</li> <li>• UOF 2</li> <li>• Major Case 3</li> <li>• Asset Forfeiture 11</li> </ul>
	The identification and tracking of specialized training requirements	On going <ul style="list-style-type: none"> <li>• Mandated requirements</li> <li>• Identified core courses ISS and Supervisors</li> <li>• Tracking in Excel and OSL</li> </ul>

## Staff Deployment and Resource Allocation

**Goal:** To ensure staff deployment and resource allocation allows for a safe, effective, efficient and professional response to service delivery.

**Summary:** Currently, sworn staffing is assessed by two methods. First, anticipated staffing changes are identified in the spring of the preceding year. Expressions of interest in anticipated vacancies are solicited through Routine Order around the end of April. Command Staff meet in May to discuss potential changes. In September, a full review of staffing takes place, including patrol and specialized services. Changes are then implemented primarily at the beginning of January, with some taking place earlier if there is a need for orientation of the new member by the incumbent.

The second method relates to requirements that are identified during the course of the year. This can be prompted by a retirement/resignation or an external event such as a grant. This can involve a transfer or may include the creation or modification to a position to respond to a new initiative or operational need.

Standard Operating Procedure HR-NBPS-019, Transfer Selection Process, outlines the current method of selection.

Recent changes to staff deployment include the introduction of an additional member to the Street Crime Unit, with responsibility for Asset Forfeiture, the re-alignment of the Street Crime Unit and the Joint Forces Drug Officer into a four-person Street Crime Unit. The most recent change involved the implementation of a Community Resource Officer to help implement the new Community Mobilization model introduced in 2010 by the Ontario Association of Chiefs of Police.

The next step is to identify a process whereby the positions and human resources in the service are assessed annually to ensure that our deployment is effective.

**Qualitative Objectives:** To develop a process to conduct an annual analysis of our staff deployment and resource allocation.

Performance Indicators	Indicator	Status
	Identification of staff deployment and resource allocation needs, annually	In progress <ul style="list-style-type: none"> <li>• Documentation of the current process</li> <li>• Development of a new process for assessing resource allocation annually</li> </ul>

## Technology

**Goal:** Leverage technology to deliver effective and efficient policing services.

**Summary:** Attempting to keep up to the ever changing technology world is a challenge in itself. Our technology section plays a vital role in keeping our administration and operation sections up to date with new technology that best suits the needs of the service and remains within the guidelines of the operating police bodies governing the use of technology.

Utilizing the network of contacts through OPTIC and other agencies helps to develop implementation plans for new and existing programs. This is important during the implementation of new technology or when we are attempting to rectify problems. The Mobile Workstations continues to top the list of on-going issues from cold weather to security and implementing updates. In 2010 we completed a lengthy threat assessment for the use of wireless technology which is now being used by several other agencies.

**Qualitative Objectives:** Conduct an organizational review of existing technology and develop a plan to maximize its use.

Performance Indicators	Indicator	Status
	Review conducted	In progress <ul style="list-style-type: none"> <li>• Crime Analysis</li> <li>• Crime Mapping</li> <li>• OSL</li> <li>• e Tokens</li> </ul>
	Existing technology plan developed	In progress <ul style="list-style-type: none"> <li>• E bulletin</li> <li>• MWS</li> <li>• I- Tracker</li> <li>• CAD upgrade</li> <li>• Websense</li> <li>• Social media</li> </ul>
	Implementation of recommendations	On going

**Qualitative Objectives:** Conduct an organizational review of other technology and develop a plan to assess future organizational needs.

Performance Indicators	Indicator	Status
	Development of the methodology	In progress <ul style="list-style-type: none"> <li>• Internet reporting</li> <li>• BlackBerry use</li> </ul>
	Review conducted	In progress <ul style="list-style-type: none"> <li>• Mobile Workstations</li> </ul>
	Future technology plan developed	Not started
Implementation of recommendations	Not started	

**Qualitative Objectives:** Conduct an organizational review of information technology and develop a plan to assess future organizational needs.

<b>Performance Indicators</b>	<b>Indicator</b>	<b>Status</b>
	Development of the methodology	In progress
	Review conducted	Not started
	Future IT plan developed	Not started
	Implementation of recommendations	Not started

## Human Resource Management

**Goal:** To ensure that Human Resource processes and practices are in compliance with legislation and support organizational and community needs.

**Summary:** The North Bay Police Service is involved in a number of recruiting strategies designed to attract candidates to our service. They include; the mentorship programs with Canadore College Police Foundations and Nipissing University Varsity Athletics, a revised Special Constable recruiting process, the Youth in Policing Initiative, expanded ride along opportunities, and participation in a recruiting DVD directed towards the aboriginal community. A meeting has been held with the North Bay and District Multicultural Centre to identify opportunities to promote policing as a career.

In 2010 a new recruiting brochure was developed that provides an attractive and professional introduction to the North Bay Police Service.

There are a number of current initiatives relating to employee health and wellness that the service is participating in. These include; Employee and Family Assistance Program, the Fitness Pin, policy relating to Health and Safety and Harassment/Violence, Flu shot clinics, a Gym Committee, and participation in the Ontario Association of Chiefs of Police Human Resources Committee – Health and Wellness Subcommittee.

Information on employee benefits is an ongoing process. We are currently providing information on group life insurance, health and dental benefits, retirement planning, OMERS, and communiqués on Orthotics and travel insurance. In 2010 a presentation on benefits was made by Mosey and Mosey to our members.

The next steps are to ensure that each of the employee benefits has a complete, professional and informative communication strategy.

**Qualitative Objectives:** Develop recruiting strategies to ensure that we continue to attract, identify and hire highly qualified candidates that are reflective of our community in a declining workforce marketplace.

Performance Indicators	Indicator	Status
	Increased number of qualified applicants	In Progress <ul style="list-style-type: none"> <li>Continue with outreach programs</li> <li>Identify new opportunities to reach potential applicants</li> </ul>

**Qualitative Objectives:** Increase wellness of staff throughout their career.

Performance Indicators	Indicator	Status
	Completion and implementation of plan	In Progress <ul style="list-style-type: none"> <li>Identify future health presentations for members</li> </ul>

**Qualitative Objectives:** Develop an ongoing communication strategy that provides information on employee benefits throughout the course of their careers.

Performance Indicators	Indicator	Status
	Implementation of the process(es)	Ongoing <ul style="list-style-type: none"><li>• Ensure each benefit has a communication strategy</li></ul>

## Communication

**Goal:** To improve messaging processes both internally and externally to enhance organizational and community understanding of police service activities and legislative requirements.

To increase public awareness of our members commitment to our community.

**Summary:** The North Bay Police Service formed an internal working group to identify opportunities to strengthen internal communications. The working group prepared surveys for NBPS members, distributed them and evaluated the results. Questions were devised to seek information on strengthening the organization, identifying the barriers and reducing those impediments. Based on the report specific work group meetings were established.

Establishing the Community Resource Officer position with an experienced officer is expected to add a new voice for the police service to the community and a point of contact for individual and groups seeking partnership information and a resource for problem solving.

An internal committee is in the process of evaluating and strategizing to identify the best way to utilize the social networks of the internet for communications and investigative ability.

### Qualitative Objectives: Develop internal and external messaging strategies.

	Indicator	Status
Performance Indicators	External scan results compared to previous years	<ul style="list-style-type: none"> <li>In Progress</li> </ul>
	An improved public awareness of members' community involvement	<ul style="list-style-type: none"> <li>Daily Media Releases</li> <li>Website "What's New"</li> </ul>
	Number of new internal communications methods	<ul style="list-style-type: none"> <li>Developing e-bulletin system</li> <li>"From the Chief" Bulletins</li> <li>Annual Reports from sections</li> </ul>
	Employee feedback survey of internal communications	<ul style="list-style-type: none"> <li>Completed – report submitted to Chief</li> </ul>
	Number of actions taken based on recommendations of the Communications Committee	<ul style="list-style-type: none"> <li>3</li> </ul>

## Community Based Policing

**Goal:** To promote police/community partnerships and community participation in policing.

**Summary:** The North Bay Police Service has had a long history of community partnership and involvement. Through the assistance of our community, we are able to effectively promote messages and activities that reduce the impact of crime and injury to the citizens of North Bay and Callander, and visitors to our communities.

During 2010 the Community Programs section continued to participate with numerous organizations, including; MADD, Connecting Community Partners in Injury Prevention, the Road Safety Committee, DARE, Seniors at Risk, and many other community groups.

In 2010 the Ontario Association of Chiefs of Police released a new model for Mobilization and Engagement of Community Policing. This model brings together the continuum of activity of the whole community in order to deal with community issues. It starts with the identification of a problem, through to the initial police engagement and on to the involvement and ownership of the source of the issue by the relevant community elements.

The North Bay Police Service has enthusiastically adopted this new model through its Community Programs Section. Recent personnel changes have allowed us to complement our staffing by adding a sworn officer position as the Community Resource Officer. Through training and development of this position, we are anticipating utilizing the Mobilization and Engagement Model of Community Policing to fully address crime and quality of life issues for our community.

**Qualitative Objectives:** To enhance police and community involvement through collaboration, communication and partnerships.

Performance Indicators	Indicator	Status
	Number of police/community partnership initiatives	<ul style="list-style-type: none"> <li>• 57 Protocols and MOU's with other agencies</li> <li>• Crime Stoppers</li> <li>• Victim Services of Nipissing</li> <li>• Accident Support Services</li> <li>• 22 Wing, CFB North Bay</li> </ul>
	Number of community problem solving initiatives	<ul style="list-style-type: none"> <li>• The significant initiative in 2010 has been the work done on neighborhood issues relating to rental housing in one area of the city. This has included the area residents, the landlords, and the Municipality</li> </ul>
	Number of directed patrols (e.g. bike, foot, snowmobile patrols)	<ul style="list-style-type: none"> <li>• Snowmobile Patrol</li> <li>• Bicycle Patrol</li> <li>• 12 Traffic Initiatives</li> <li>• RIDE</li> </ul>