

# Annual Report



2014

Prepared by  
R.C.J. Seguin  
Chief of Police



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## **WEST NIPISSING POLICE SERVICES BOARD**

### **CONSEIL DES SERVICES POLICIERS DE NIPISSING OUEST**



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Fellow citizens,

On behalf of the West Nipissing Police Services Board, I am proud to present our 2014 Annual Report as prepared by Police Chief R.C.J. (Chuck) Seguin.

There are five seats on the Board. Two members from Municipal council, one member appointed by Council from the community at large, and two seats appointed by the Province of Ontario. With the municipal elections in October 2014, the terms of the municipal seats ended on December 31, 2014. We wish to thank outgoing Board members for their time and dedication and wish the very best to the new members starting their terms in 2015. The Board is assisted in its work by our secretary Diane Lagace. Board meetings are open to the public and are scheduled every third Wednesday of every month. The Board posts the meeting dates and times at the Municipal Office and on its website.

The Board serves as an important link between our community and the Police Service. It is mandated to ensure compliance with legislation and regulations as well as accountability to the citizens that it serves. It insists on being attentive to the particular demographic, geographic and cultural needs of our community. It does its utmost to guarantee the best possible quality of policing service delivered effectively and with the most rigorous of ethics.

We are honoured and proud to serve you.

Respectfully yours,

Guy Cantin  
Chair  
West Nipissing Police Services Board

# WEST NIPISSING OUEST POLICE

R.C.J. (Chuck) Seguin  
Chief of Police  
106-225 Holditch Street  
Sturgeon Falls Ontario P2B 1T1



R.C.J. (Chuck) Seguin  
Chef  
106-225 Rue Holditch  
Sturgeon Falls Ontario P2B 1T1

*“Professional policing in partnership with our community”  
“Service professionnel, en partenariat avec la communauté, ”*

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Chair Cantin and Board members,

The preparation and presentation of the annual report is always a period of reflection and brings with it a renewed sense of appreciation for the work that has been done and new energy for the work that lies ahead. The men and women, civilian and sworn, of the West Nipissing Police Service represent a group that is varied in their backgrounds, their experiences, and beliefs. This is a strength that creates an organization that can face challenges with confidence as they rely on each other’s qualities to complement their own. They are also deeply tied to the community which is evident in their ability to resolve issues and deal with conflict in an efficient and effective manner.

The statistics contained in this report reflect their dedication to the mission of our Service. The work that lies ahead will only go toward improving the level of service provided to the community. The direction given to us through the Business Plan is the road map for the next several years. We are committed to working with the Board in achieving them to maintain the safe community that we all enjoy calling our home.

With wholesale changes to the Board membership in 2014 and 2015, it is also an opportunity to receive new perspectives on service delivery that are always a welcome precursor to improvement and change. The support of Council in 2014 and 2015 in recognizing the need for the physical improvements to the police facility is also greatly appreciated and we look forward to a continued positive relationship with this important stakeholder. In closing, recognition of our constituents, young and old is important as they play perhaps the greatest role in maintaining our safe community through their support, partnerships and vigilance.

Yours truly,

R.C.J. Seguin



## **VISION**

The West Nipissing Police will, within its mandate under the *Police Services Act*,

- Exemplify the qualities of a contemporary policing agency through the strategic implementation of community policing;
- Will be seen as an asset to the community;
- Will provide effective and efficient client-based service;

Resulting in an open and accountable relationship with its stakeholders and instilling pride within its members and the community.

## **MISSION**

**“Professional Policing in Partnership with our Community”**

## **VALUES**

**In pursuit of our mission, we believe in:**

- Our members, as our most valuable resource;
- The prevention, detection and suppression of crime and the pursuit of offenders;
- Respect for our community and its diversity;
- Identifying and responding to community needs;
- Responding to the needs of victims with sensibility and compassion;
- Openness and accountability;
- All our interactions, both internal and external, being conducted in a professional and courteous manner;
- Promoting an environment that supports continuous improvement and the effective application of technology;
- The personal and professional development of our members; and
- Operating in a manner that reflects economy, efficiency and effectiveness.

## ORGANIZATIONAL OVERVIEW



The Police Services Board is comprised of five members. Two are appointed by the Province, two are members of Municipal Council and one is an appointee from the community by Council. Their duties are to provide oversight in relation to working with the Chief, setting priorities for the Service and developing policies to provide governance. Board members do not deal in the day to day operations of the Service but are provided with reports on a variety of issues as prescribed by legislation and policy. This is a critical component to the Service in ensuring accountability to the community in relation to overall service delivery and financial management.

The Chief of Police and Inspector form the senior management of the Service. Responsibilities are divided with the Chief overseeing administration and budget and the Inspector overseeing operational matters. They are supported by an administrative assistant who also provides clerical services for the entire service.

The West Nipissing Police Service is comprised of 22 police officers and 11 civilian employees. The above organizational chart depicts the structure in January of 2015.

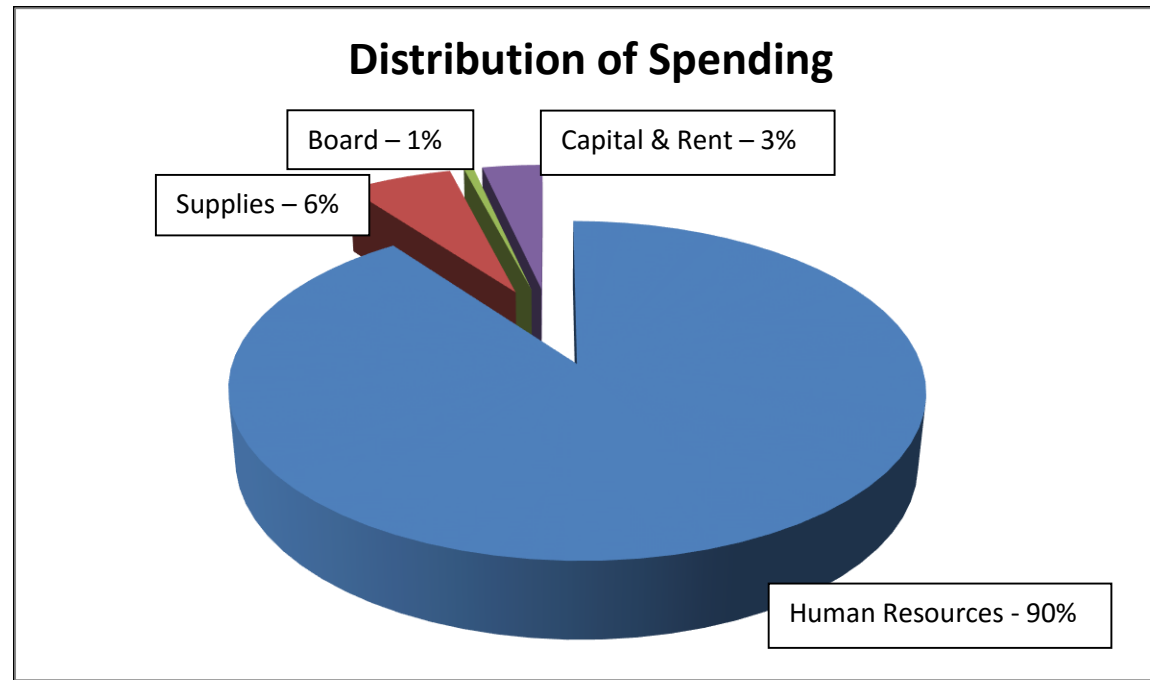
Each of the four platoons is supervised by a Sergeant. They handle all of the front-line policing needs for the citizens of West Nipissing. There is one constable assigned to Community Service which includes crime prevention functions, school programs, DARE and liaison with community organizations. Three officers are assigned as Directed Enforcement Officer. These Detective Constables perform a myriad of tasks including directed traffic enforcement, seasonal enforcement on motorized snow vehicles, all-terrain vehicles, marine patrols, criminal and drug investigations, by-law enforcement and others. The purpose of this position is to target problem areas or anticipated issues in a proactive manner. This includes working closely with other law enforcement agencies from the area on specific issues.

Dispatchers work with members of the West Nipissing Fire Service as part of a joint communications centre. Police dispatch is a core function required under the Police Services Act. 9-1-1 call taking is now contracted to a third party. The economic savings relating to the investment of technology required by government and its long-term maintenance is projected to save taxpayers approximately ten thousand dollars annually, with no impact on service delivery. When an emergency call is received through 9-1-1, it is routed to the appropriate emergency service by our third party service provider. For example, a medical emergency is sent to the Central Ambulance Communications Centre in North Bay, calls under O.P.P. or Anishinabek Police jurisdictions are sent to the O.P.P. Communications Centre while West Nipissing Police or Fire calls are directed to and dispatched by our own staff.

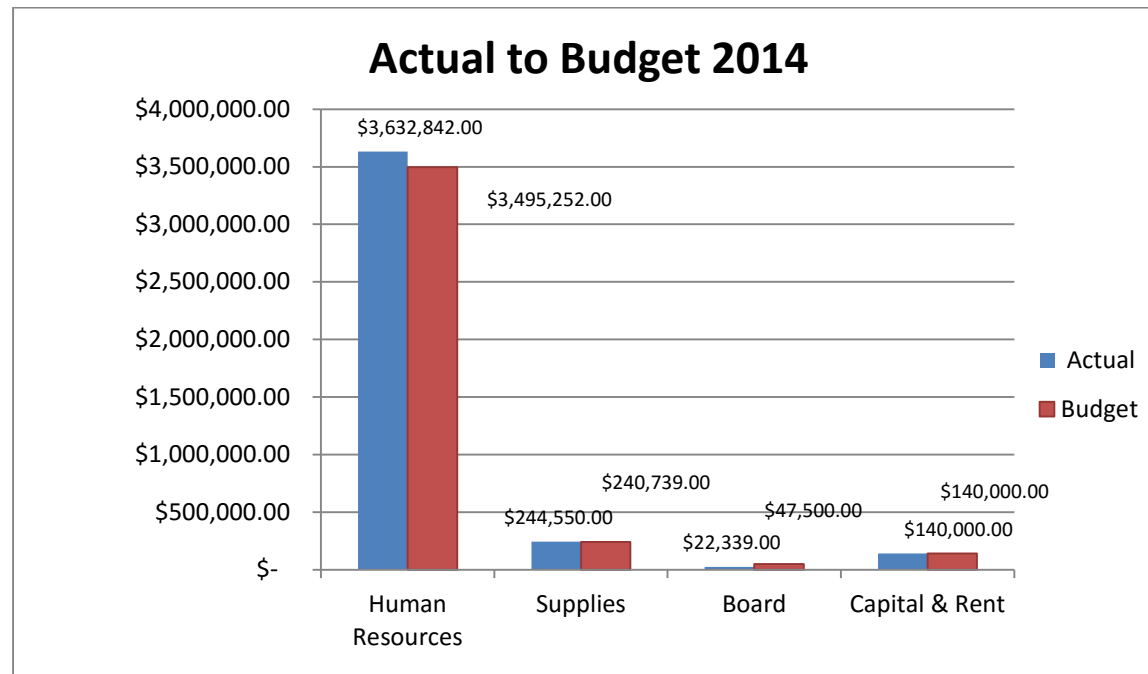
Other services not delivered locally like K-9, Air Support Services, Technical Collision Reconstruction, Underwater Search and Recovery, and a number of others are subject to agreements with the Ontario Provincial Police. Municipal police services across the province sign agreements with the OPP with respect to these supports. All supports considered provincial programs are at no additional cost to the Service or the municipal taxpayer. The Board will be meeting with them in the next few months to renew the agreement that expired in 2010.

## COST OF POLICING

Expenditures in 2014 were distributed into the main four categories as shown in the chart below. Human resource costs, including all salaries, benefits, and training costs make up the largest portion of the budget at 90%. The overall budget for 2014 was set at \$3,663,648. The actual year end figure was \$3,776,117. The budget deficit of \$112,469 was primarily in the area of Human Resource costs.







Establishing the level of overtime required for this organization has been under scrutiny for several years. Tied to the overtime level is the absenteeism level. That is, the number of hours where staff is not available to report to work due to holidays, illness, injury or any other number of reasons. The Administration has been gathering data to confidently establish what these levels are and how much funding is required for overtime to meet operational needs. The number of annual hours of overtime since 2009 is shown below.

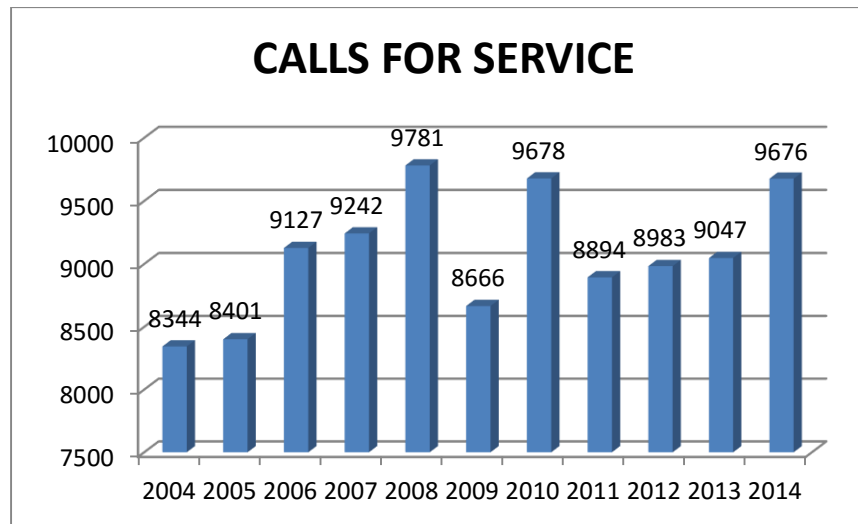
2014	3623.75
2013	3097.00
2012	3838.80
2011	3216.50
2010	3579.50
2009	3987.70

Adjustments were made in the past. Salaries and Benefits saw surpluses in 2012 and 2013. However, the result in 2014 was a deficit. The variable in the last year was in the area of recovered salaries and benefits due to staff being absent on long term disability due to illness or long term absence due to a workplace injury. The table below shows the historical record in this area:

WSIB/LTD hours					
	2014	2013	2012	2011	2010
LTD/WSIB Hours	132	3204	3666	1789	917

An increase in the funding of overtime to the 2015 budget has been made to ensure that this does not occur in the future.

## GENERAL PERFORMANCE INDICATORS



An increase in calls for service in 2014 has been noted. There have been higher levels of reported incidents in the following areas:

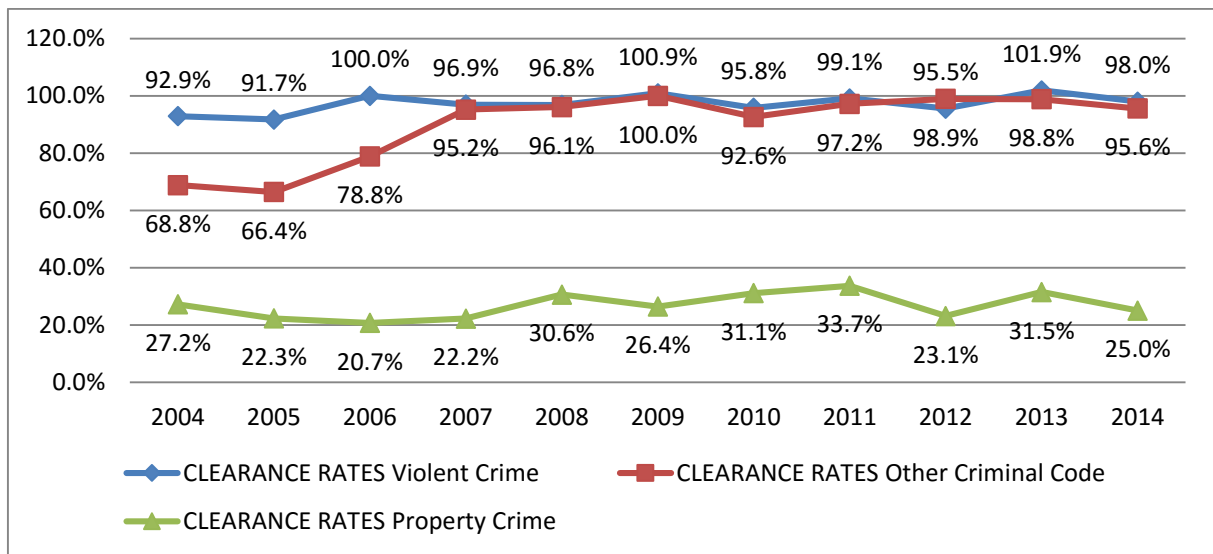
Violent Crime	+42
Property Crime	+43
Other Criminal Code	+6
Drug Enforcement	+14
Non-Criminal Related Occurrences	+551

Of particular interest in the non-criminal area is the increase of reported Missing Persons from 24 to 57 over one year. These are time consuming investigations that are taken very seriously. In addition, Mental Health Act calls increased from 50 to 82 over the past twelve months. These are also very taxing on resources. We are meeting with the health care sector with respect to programming that can lessen this impact in the future.

The other area with a significant increase is Police Assistance which went from 856 to 1,127. This is just slightly higher than the ten year average of 1,056. A more in-depth review of this area will be conducted to ensure that Uniform Crime Reporting codes are being used as they should be.

Clearance rates are an indicator of the completion of an investigation with someone either charged or at a minimum identified as the offender and not charged. This may be due to legislation and dealing with offenders by way of alternative measures. When they exceed 100% in a year, it indicates that crimes reported in the previous year were solved in the subsequent year.

Clearance Rates are reported in three major areas: Violent Crime, Property Crime and Other Criminal Code. There were decreases in all three areas compared to the previous year. Each area will be subject to comment as we deal with them further in this report.



## GOVERNANCE MODEL

In its Business Plan, the Board established goals and objectives in this area as seen below:

QUALITATIVE OBJECTIVES	QUANTITATIVE OBJECTIVES	PERFORMANCE INDICATORS
<b>To ensure that the proper governance framework is in place for the Board</b>	To review and revise all Board Policies and By-Laws	All Board Policies and By-laws are reviewed and revised
	To ensure ongoing review and revision of Board Policies and By-Laws	A revision schedule is included in all Board Policies and By-Laws
<b>To ensure the Board is current on all legislative requirements and governance issues</b>	Attend and participate in Ontario Police Services Board activities	Number of conferences attended
	Provide training for Board Members	Number of members completing OAPSB online training and certification
<b>To ensure accountability of the Chief of Police to the Board</b>	To include reporting requirements in all Board Policies and By-Laws where legislated or deemed appropriate	Implementation of a reporting schedule for the Chief of Police in the form of a Board Policy
<i>Accountability: Board Chair Timelines: December of each year</i>		
<b>To ensure transparency in the way the Board conducts business</b>	To share the business plan with the community	Completion of the business plan and presentation to Municipal Council and the community
<i>Accountability: Board Chair Timelines: September 30<sup>th</sup> 2013</i>		
<b>To enhance the availability of the Board to the Community</b>	To schedule Board meetings in various locations in the municipality and allow access	Board meetings held in various locations in the municipality
	To revise Board By-Laws to facilitate a more efficient and effective meeting format	By-Law revised
<b>To enhance communication with the community</b>	To develop communications strategies for ease of access to the Board, its members and information	Development of a West Nipissing Police Service Web-site
		Inclusion of the business plan on the website
		Identification of Board members and contact information on the website
		Inclusion of meeting dates, places and minutes on the website
		Attendance at Council meetings and provide regular updates to Council, community and stakeholders
<i>Accountability: Board Chair Timelines: Ongoing</i>		

The Board dealt with a number of policy issues in 2014. The Procedural By-Law was reviewed and amended. This document dictates the operating procedures for the board meetings and outlines various responsibilities. The Board reviewed and revised the policy regulating Use of Force to expand the deployment of Conducted Energy Weapons (Taser) to all front-line officers. In addition, the Annual Reporting Policy was reviewed and a revised protocol agreement between the Board and Council was signed. Lastly, the Board was in the process of establishing a policy on corporate communications as well as computer use at year end. Those projects will be revisited as a work in progress as is the revision schedule.

During 2014, the Board Chair attended the Ontario Association of Police Services Boards (OAPSB) Annual General meeting. In addition several board members participated in OAPSB Zone 1A meetings including one hosted in West Nipissing. Regular correspondence and updates from the OAPSB are circulated to board members through the board secretary in order that they are informed on matters of provincial interest.

The Business Plan was adopted, presented to Council and is available on the Service’s website. In addition, the Board held meetings in Sturgeon Falls, Cache Bay and Lavigne in 2014 as part of the outreach to the community. All meeting information is included on the website. Beginning with the January 2015 meeting, the minutes, once approved at the subsequent meeting, will be posted to website. The meeting format was revised to help in dealing with business in a more efficient manner and including direction to the Chief to attend and update Council on issues as required. Lastly, the Board is currently finalizing a Customer Satisfaction Survey to be hosted on the website. This project is being carried over from 2014 and should be completed in the first half of this year.

### SERVICE DELIVERY MODEL

In its Business Plan, the Board established goals and objectives in this area as seen below:

QUALITATIVE OBJECTIVES	QUANTITATIVE OBJECTIVES	PERFORMANCE INDICATORS
<b>To ensure timeliness of service delivery priorities</b>	To annually review, evaluate and adjust service delivery priorities in keeping with the business plan	Publication of the Annual Report and addendums to the business plan annually
<b>To ensure that resource allocation is in keeping with service delivery priorities</b>	To annually review, evaluate and adjust resource allocation	Receipt of an annual evaluation report on resource allocation
<p><i>Accountability: Chief of Police</i>  <i>Timelines: January 31<sup>st</sup> of each year</i></p>		

This task will be reported on in subsequent years. With the number of new board members following the October 2014 municipal election and two provincial appointments to be filled in 2015, all board members will have been replaced in 2015. This review will be scheduled for later in the year in order that all new board members participate in the process.

## COMMUNICATION

In its Business Plan, the Board established goals and objectives in this area as seen below:

QUALITATIVE OBJECTIVES	QUANTITATIVE OBJECTIVES	PERFORMANCE INDICATORS
<b>To develop a two-way communications strategy</b>	To include communication between the Board and the Community in all Board initiatives	Number of community outreach and feedback opportunities initiated
<i>Accountability: Board Chair Timelines: Annual Report</i>		
	To enhance communication between the Board and the members of the WNPS	Number of formal exchanges
<i>Accountability: Board Chair Timelines: December 31<sup>st</sup> of each year</i>		

This area will be one that the 2015 Board can begin planning and implementing as this year progresses. The focus on the website and other tools in the past are nearing full implementation and these next steps can now be developed.

## ADMINISTRATION

In its Business Plan, the Board established goals and objectives in this area as seen below:

QUALITATIVE OBJECTIVES	QUANTITATIVE OBJECTIVES	PERFORMANCE INDICATORS
<b>To provide clear direction to members of the police service</b>	To develop a system of Standard Operating Procedures that are current with legislative requirements and best practices	Implementation of a new system of Standard Operating Procedures
	To develop a series of Protocols with policing partners and service providers	Number of new and updated protocols
<i>Accountability: Chief of Police Timelines: Quarterly</i>		
<b>To ensure accountability</b>	To develop a system of audits and quality assurance reviews	Number of audits conducted
<i>Accountability: Chief of Police Timelines: January of each year</i>		

Standard Operating Procedures are subject to regular review in addition to changes when required due to legislative amendments, variations in operating procedures or other factors. In 2014 a review of the Human Resource management area was conducted. Some changes are forthcoming in these procedures. Six Standard Operating Procedures were revised in the areas of Records Management, Use of Force, Use of Force Reporting, Criminal Record Checks, Address Suppression Program and Communications and Dispatch. The latter will again be subject to change and we complete the final phase of transfer of 911 responsibilities to our third party service provider.

Procedures are closely tied to Board Policies. As mentioned above, policies in the areas of Computer Use and IT Security were drafted and under review in late 2014 with their accompanying Standard Operating Procedures. Implementation is expected in 2015.

This particular area is a work in progress with a draft policy having been tabled in 2014 and due to come back for discussion in 2015. There are currently 111 SOP's indexed and subject to review.



## COMMUNITY BASED CRIME PREVENTION

In its Business Plan, the Board established goals and objectives in this area as seen below:

QUALITATIVE OBJECTIVES	QUANTITATIVE OBJECTIVES	PERFORMANCE INDICATORS
<b>To ensure crime prevention initiatives are timely and effective</b>	To evaluate current crime prevention initiatives	Number of current crime prevention initiatives evaluated
	To implement new crime prevention initiatives that meet community needs	Number of new crime prevention initiatives implemented
<p><i>Accountability: Chief of Police</i>  <i>Timelines: Annual Report</i></p>		

Through 2014, we continued to deliver the DARE program along with our involvement in PEER Power initiative. Both these youth related educational components are receiving praise not only in our community, but the latter has been subject of interest from outlying areas. Our investment in youth education and interaction is seen as very positive. At the other end of the age spectrum, we have partnered with a community member and assisted in the development of a senior education program relating to frauds. That partnership has progressed to the point where a senior's interest group has now made the presentations part of their programming on a province-wide basis.

Lastly, our participation in the Patch for Patch program along with our hospital and local pharmacies began in December 2013 along with our neighbouring communities in North Bay and Callander. The impact is currently being evaluated. However, we have seen interest in the Provincial Legislation in this approach with a Member of Provincial Parliament putting forth a bill that would see this program implemented in communities across the province.

## COMMUNITY PATROL

In its Business Plan, the Board established goals and objectives in this area as seen below:

QUALITATIVE OBJECTIVES	QUANTITATIVE OBJECTIVES	PERFORMANCE INDICATORS
<b>To ensure officer deployment provides for maximum visibility</b>	To develop a deployment model that maximizes officer visibility	Implementation of a new deployment model
	To develop a deployment plan for directed patrols other than general marked patrol vehicles To develop a tracking system for daily directed patrols in all areas of the community To deploy resources specific to foot patrols that would result in 12 hours of foot patrol in each 24 hour period in key areas of the Municipality from June 1 <sup>st</sup> to September 1 <sup>st</sup> of each year.	Number of hours for directed patrols: Foot Marine Motorized Snow Vehicle All-Terrain Vehicle
<i>Accountability: Chief of Police Timelines: Annual Report</i>		

The current deployment model as depicted in the organizational chart at the front of this report has been in effect since early 2014. With the additional two Directed Enforcement Officers available, we have seen an increase in drug enforcement as well as supports to patrol when required and dedication to outstanding time consuming criminal investigations. The number of directed patrols and foot beat events in 2014 increased to 276 from the 206 in 2013. The development of an automated hourly task/workload reporting system has been ongoing with our IT Manager. It is expected to roll out in late April 2015 to start capturing data specific to foot beat hours from June to September along with other performance and activity information.

## CRIMINAL INVESTIGATION SERVICES

In its Business Plan, the Board established goals and objectives in this area as seen below:

QUALITATIVE OBJECTIVES	QUANTITATIVE OBJECTIVES	PERFORMANCE INDICATORS
<b>To ensure that members undertaking criminal investigations have the required knowledge, skills and abilities</b>	To ensure that members undertaking criminal investigations have been designated as criminal investigators	Number of officers designated as criminal investigators
	To provide training to members in criminal investigations	Number of officers receiving training specific to criminal investigations
	To provide mentoring opportunities to members participating in criminal investigations	Number of opportunities for members to work with a designated criminal investigator
<i>Accountability: Chief of Police</i> <i>Timelines: Annual Report</i>		

The development of confidential human sources is an important part of criminal investigations. Otherwise known as informants, they can be critical pieces of any investigation whether in the area of drug enforcement or in solving property crimes or other issues. One member received formal training in this area in 2014 to add to the number of officers who already have that training. In addition, training conferences in the area of Criminal Intelligence were attended by our local coordinator along with another officer as part of the mentoring approach to succession planning. Our transition from decades old technology in breath testing to the up to date Intoxilyzer 8000C in 2014 necessitated the training of three new breath testing technicians.

## COMMUNITY SATISFACTION

In its Business Plan, the Board established goals and objectives in this area as seen below:

QUALITATIVE OBJECTIVES	QUANTITATIVE OBJECTIVES	PERFORMANCE INDICATORS
<b>To develop a customer-based focus</b>	To implement initiatives that enhance customer-based focus	Number of initiatives implemented Results of ongoing community surveys
<i>Accountability: Chief of Police</i> <i>Timelines: Annual Report</i>		

As mentioned earlier in the report, the implementation of an online customer satisfaction survey was a project initiated in 2014 and which is now on verge of completion. The introduction of the survey will allow not only a measurement of the level of satisfaction but provide direction to the administration and board with respect to training and any future initiatives that would enhance the customer-based focus.

## EMERGENCY CALLS FOR SERVICE

In its Business Plan, the Board established goals and objectives in this area as seen below:

QUALITATIVE OBJECTIVES	QUANTITATIVE OBJECTIVES	PERFORMANCE INDICATORS
<b>To ensure appropriate response to emergency calls for service</b>	To ensure that all members are prepared to respond to emergency calls for service	Number of training hours for dispatchers in relation to emergency calls for service
		Number of training hours for patrol officers in relation to emergency calls for service
	To ensure that members designated to specialty functions are prepared to respond to emergency calls for service	Number of training hours dedicated to SRT training
<b>To ensure community preparedness in dealing with emergencies</b>		Number of joint training hours for Incident Commanders, SRT and Crisis Negotiators
	To work with community organizations in assisting the community to better deal with emergency situations	Number of training/planning hours for Community Emergency Plan functions
		Number of protocols with other agencies in relation to emergency response
<p><i>Accountability: Chief of Police</i>  <i>Timelines: Annual Report</i></p>		

One part-time dispatcher completed basic training through our Ministry Accredited training package in 2014. A number of procedural changes have occurred in the last quarter of 2014 with final implementation of the new NG 911 process expected in the spring of 2015. Ongoing development has been provided to staff to maintain their current knowledge skills and abilities.

Our three trained Crisis Negotiators received a three day refresher in 2014 to maintain their knowledge and qualifications. The Special Response Team also had four days of maintenance training in 2014 pursuant to Ministry requirements. Negotiators are also current or former members of the Special Response Team and train alongside each other.

With changes to Ministry Guidelines on Conducted Energy Weapons (CEW) better known by their brand name as Taser, our Use of Force Trainer required refresher training in order to continue to perform his duties as our local instructor. This was done on a regional basis with our Service hosting the course for our neighbouring police agencies at a minimal cost to everyone. With that done, all front-line officers were then trained or received refresher training on the CEW. In addition, mandated annual Use of Force and Firearms training was provided to all staff along with other required topics as part of the four-day training block conducted each year.

The distribution of literature specific to the stressors encountered in policing were provided to all personnel as part of our employee wellness approach in dealing with issues associated to emergency response and dealing with tragic circumstances. We have also expressed our interest to the Ontario Police College to be part of the “R2MR” (Road to Mental Readiness) program, aimed at prevention and mitigation of stress related health issues.

With respect to the Community Emergency Plan, the Service has initiated an expansion to the communications capabilities and interoperability between responding agencies. The purchase of additional portable radios and portable repeater systems now allows for direct radio communication between incident commanders from all responding agencies in the event of a municipal emergency. In addition, communications personnel participated in call out test procedure exercises for the Municipal Emergency Plan. The Chief participated in Emergency Control Group sessions and the Inspector was an active participant in the planning and execution of a mock disaster held in early 2015.

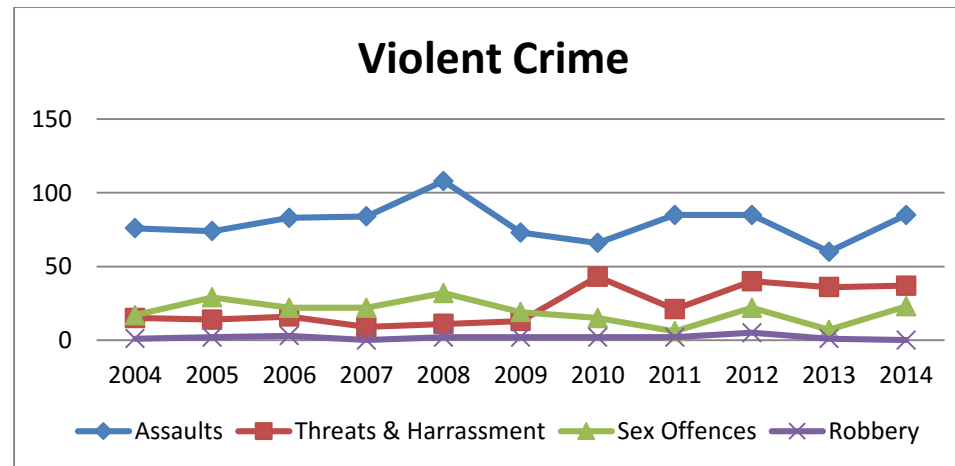
## VIOLENT CRIME

In its Business Plan, the Board established goals and objectives in this area as seen below:

QUALITATIVE OBJECTIVES	QUANTITATIVE OBJECTIVES	PERFORMANCE INDICATORS
<b>To maintain a high clearance rate</b>	To maintain the clearance within 5% of the previous 5-year average	Clearance rate reported
<b>To enhance the accountability of persons on bail for violent crimes</b>	To develop and implement a Bail Compliance program	Implementation of the program
<b>To maintain a low level of violent crime occurrences</b>	To develop and implement a monitoring system in order to respond to changing trends	Implementation of the monitoring system

*Accountability: Chief of Police  
Timelines: Annual Report*

The average clearance rate over the past five years with respect to violent crime is 98.6%. The Clearance Rate for 2014 is 98.8%, slightly above the target figure. The development of a Violent Crime Bail Accountability program is a 2015 project to be implemented prior to year end. That being said, audit reports on our handling of the Sex Offender Registry continue to indicate a high level of compliance with the legislative and procedural requirements. Bail violation incidents increased from 33 to 40 in 2014. The implementation of a monitoring system that would be in addition to our current monthly statistical review and reporting is also a work in progress.



An increase in reported violent crime was seen in 2014 in all areas except Robbery where there was none. Assaults were reported at a higher rate last year but very close to the ten year average. A total of 22 sexual assaults reported with six being unfounded, nine cleared by charge and 5 cleared otherwise. Some remain under investigation and are deemed historical as they occurred several years ago and reported just recently. The category of threats and harassment saw little change to the preceding year.

## PROPERTY CRIME

In its Business Plan, the Board established goals and objectives in this area as seen below:

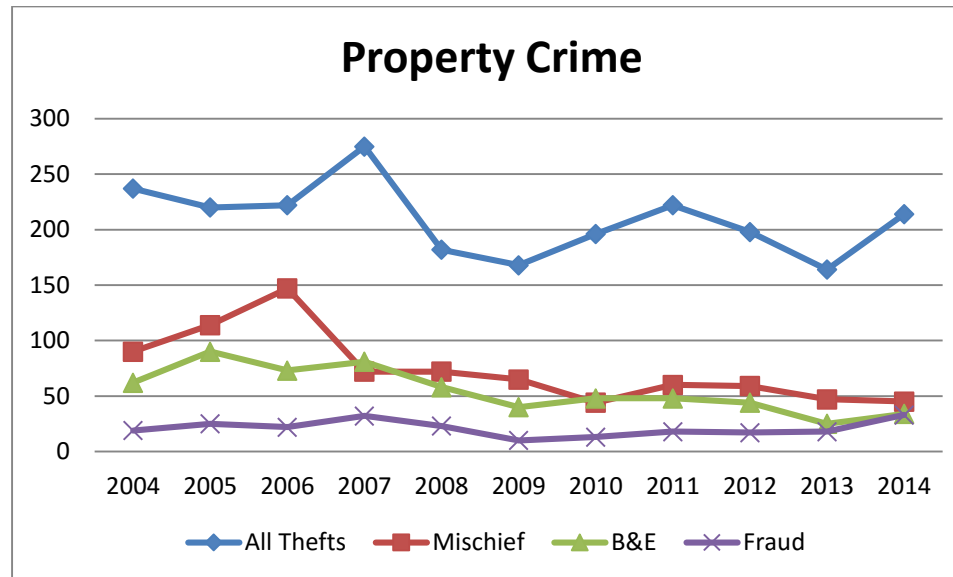
QUALITATIVE OBJECTIVES	QUANTITATIVE OBJECTIVES	PERFORMANCE INDICATORS
<b>To maintain a high clearance rate</b>	To maintain the clearance within 5% of the previous 5-year average	Clearance rate reported
<b>To maintain a low level of property crime occurrences</b>	To develop and implement a monitoring system in order to respond to changing trends	Implementation of the monitoring system
<i>Accountability: Chief of Police Timelines: Annual Report</i>		

The average clearance rate for property crime over the past five years is 29.2%. The Clearance Rate for 2014 is 25.0%. This is slightly lower than the target but within the 5%. Using Crime-plot as a crime analysis tool has allowed us to not only review property crime as a statistic but also have it plotted geographically in order to target surveillance efforts and link crimes one to another from a location perspective and identify trends earlier in any one particular area.

As seen in the chart below, there was an increase in the number of reported thefts in 2014. The theft from unlocked motor vehicles on private property appears to be the offence of choice with 48 reported in 2014 versus the 25 in the prior year. These usually occur in bunches over a short period of time and by one or two offenders. An arrest for this type of offence in 2014 cleared 18 separate thefts where property could be identified to a specific victim and returned. Other property that was not identifiable would have come from other incidents.

The increase in reported frauds is primarily due to the computer scams that are targeted at seniors. Our prevention and education programs may be responsible for the heightened awareness and reporting. Liaison and referrals to the National Anti-Fraud Centre is important in these cases as they are not local in nature but span the globe.





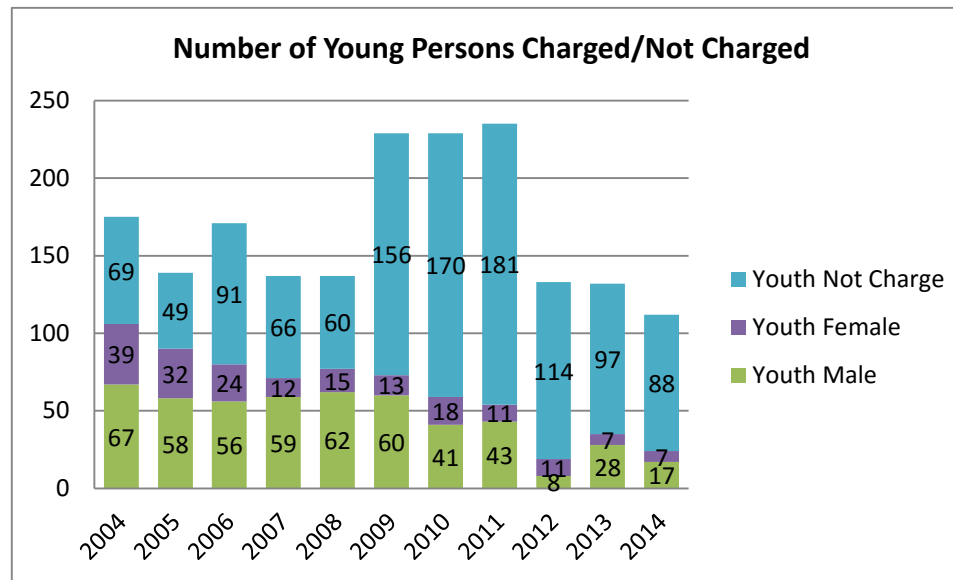
## YOUTH CRIME

In its Business Plan, the Board established goals and objectives in this area as seen below:

QUALITATIVE OBJECTIVES	QUANTITATIVE OBJECTIVES	PERFORMANCE INDICATORS
<b>To work with other stakeholders in responding to youth crime</b>	To develop protocols with stakeholders with respect to youth crime	Number of protocols
<b>To respond to recidivism in an appropriate and effective manner</b>	To develop a tracking system for young persons in conflict with the criminal justice system	Implementation of a tracking system
<i>Accountability: Chief of Police</i> <i>Timelines: Annual Report</i>		

In reviewing the data on youth in conflict with the law, the table below demonstrates a continued decline in those numbers. It includes all occurrences for 2014. Breaking it down further to criminal activity, 39 of the 112 individuals were involved in those offences with 22 charged and dealt with through warnings or diversion pursuant to the Youth Criminal Justice Act. This is but a small portion of our population. Recidivism has not been an issue. As mentioned earlier in this report, our proactive approach to youth contact through Peer Power, school walkthroughs by patrol officers and the recent

addition of including high school students in coop education programs has the goal of promoting positive interaction between police and youth.



### TRAFFIC AND ROAD SAFETY

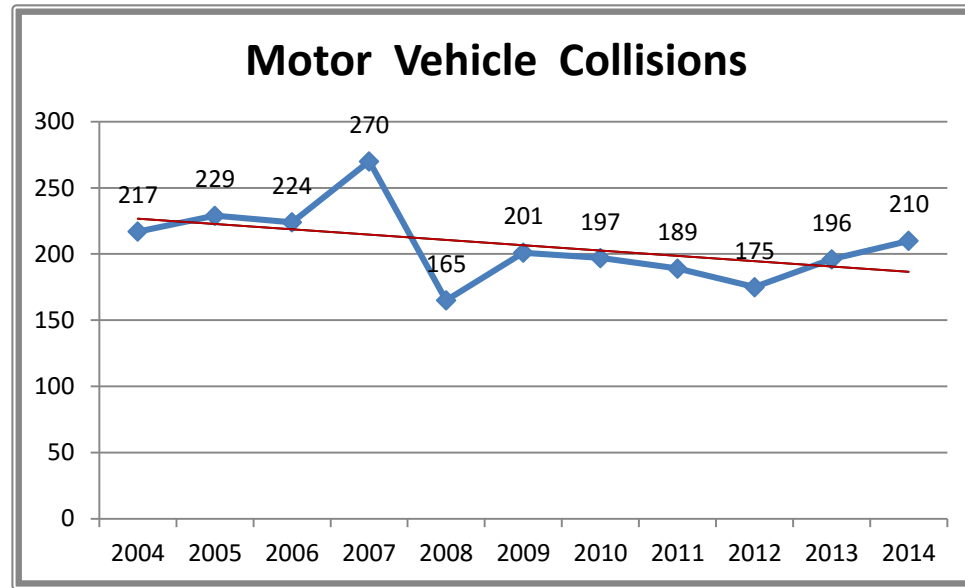
In its Business Plan, the Board established goals and objectives in this area as seen below:

QUALITATIVE OBJECTIVES	QUANTITATIVE OBJECTIVES	PERFORMANCE INDICATORS
<b>To take a multi-agency approach to traffic and road safety</b>	To develop and implement a multi-agency strategy in identifying and dealing with traffic and road safety issues	Implementation of the traffic safety plan
<b>To make the maximum use of resources in the area of traffic enforcement</b>	To make use of directed patrols specific to traffic and road safety based on the traffic safety plan	Number of directed patrols

*Accountability: Chief of Police*  
*Timelines: Annual Report*

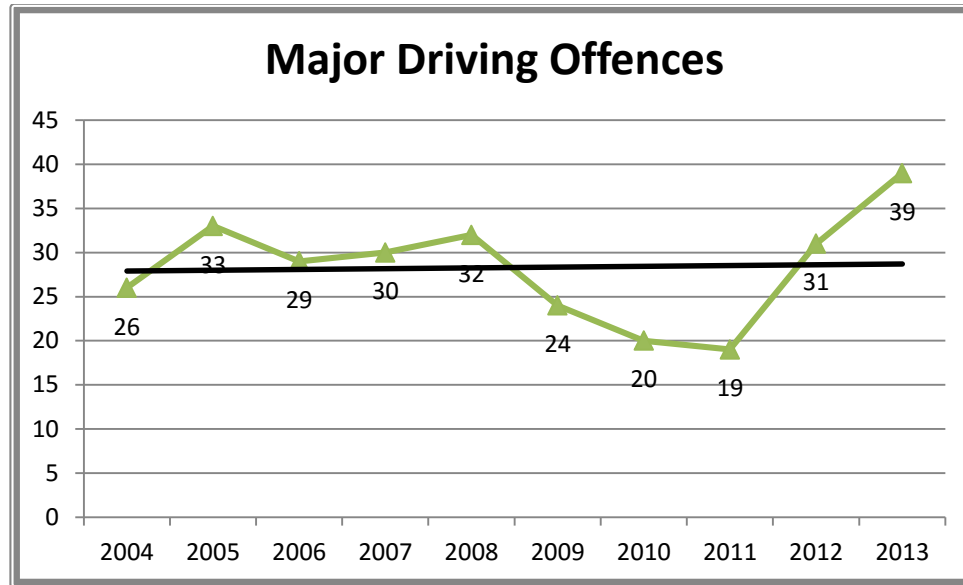
The development of the Traffic Safety and revision of the Standard Operating Procedures on Traffic and Road Safety is a 2015 project. Discussions have already taken place at the senior command level with policing partners with regard to the sharing of collision data in the development of an overall strategy. To that end, we continue to use CROMS (Collision Reporting and Occurrence Management System) to retrieve data and have added the Crime Plot tool to increase the geocoding of both collisions and traffic enforcement. CROMS data is shared with our Director of Operations to ensure that from an infrastructure standpoint, evaluation of collision data and decisions on traffic controls are made with the best information available.

As seen below, there was an increase of 14 collisions reported in 2014 over the previous year. There were no fatalities, 18 injuries versus the 28 in 2013, and the balance were property damage only. With respect to driver condition, the leading cause appears to be drivers being inattentive. Environmental conditions like rain, snow, freezing rain or fog were identified as contributing factors in 46 of the collisions. Drugs and/or alcohol were involved in 6 of the collisions.



With respect to enforcement, there was increase in Major Driving cases in 2014 as seen in the chart below. This includes alcohol and drug related impairment, as well as careless driving and driving while suspended. Conversely, the number of Provincial Offence Notices filed was down from the previous year but kept pace with the average number filed annually as part of the Provincial Offences Court group in the area.

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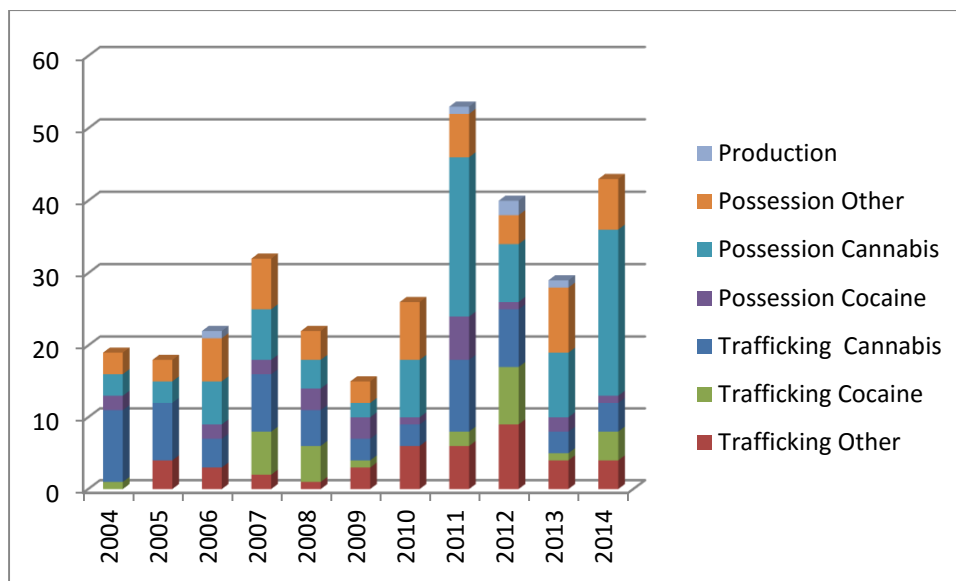
#### DRUG ENFORCEMENT

In its Business Plan, the Board established goals and objectives in this area as seen below:

QUALITATIVE OBJECTIVES	QUANTITATIVE OBJECTIVES	PERFORMANCE INDICATORS
<b>To work in partnership with other policing agencies in the area of drug enforcement</b>	To develop and participate in drug enforcement task forces with other policing agencies	Number of task forces
<b>To work in partnership with other agencies in dealing with drug addiction issues</b>	To develop partnerships with other agencies	Number of partnerships developed
<i>Accountability: Chief of Police Timelines: Annual Report</i>		

The gathering and sharing of information in this area is ongoing and coordinated by our Criminal Intelligence Services of Ontario liaison officer through both formal and informal networking on a regional and provincial level. There were no task forces established on specific enforcement projects in 2014. The increase in drug enforcement activities in 2014 was solely the work of the men and women of the WNPS using local,

regional and provincial networking and working with internal resources. Of note is the increase in trafficking in cocaine and possession of cannabis occurrences over the past year.



### VICTIMS ASSISTANCE

In its Business Plan, the Board established goals and objectives in this area as seen below:

QUALITATIVE OBJECTIVES	QUANTITATIVE OBJECTIVES	PERFORMANCE INDICATORS
<b>To enhance the services received by victims of crime or tragic circumstances</b>	To increase the number of interactions between police personnel and VSND volunteers	Number of training/liaison meetings between staff and VSND staff and volunteers
		Number of calls responded to by VSND volunteers
	<i>Accountability: Chief of Police Timelines: Annual Report</i>	

The WNPS was fortunate to have the part-time coordinator from Victim Services of Nipissing District join us as a part-time employee in communications and dispatch in 2014. Thus, the dialogue and training was ongoing and informal. However, changes to VSND funding necessitated the reduction of their part-time coordinators position in early 2015. Therefore, we will be establishing a more formal liaison system with them as they continue to provide services to us from a centralized office in North Bay. In 2014, there were 49 occurrences referred to VSND, involving 90 victims, with 68 of those being victims of crime.

## INFORMATION TECHNOLOGY

In its Business Plan, the Board established goals and objectives in this area as seen below:

QUALITATIVE OBJECTIVES	QUANTITATIVE OBJECTIVES	PERFORMANCE INDICATORS
<b>To ensure maximum use of current systems</b>	To evaluate and prepare a plan to ensure maximization of the current information technology systems	Implementation of the plan
<b>To research and develop business intelligence capacity</b>	To implement a business intelligence/crime analysis system	Implementation of an business intelligence/crime analysis system
<p><i>Accountability: Chief of Police</i>  <i>Timelines: Annual Report</i></p>		

The WNPS is part of a provincial cooperative with respect to its primary computer systems for Records Management and Computer Aided Dispatch as well links to the RCMP's Canadian Police Information Centre and other national programs. As such, we are subject to stringent security requirements, linked with respect to hardware and software compatibility and therefore reliant on their timelines for upgrades in both hardware and software in most systems. We enjoy the support of the Municipalities IT manager and share the cost of that position. We also benefit from the provincial cooperative purchasing power and other public service purchase and lease rates. A number of changes are occurring in 2015 and will impact on future planning.

The task of developing that plan is earmarked for 2015. The office renovation monopolized a considerable amount of time with respect to removal of old system wiring and the design and supervision of newly installed wiring infrastructure to ensure necessary systems continued to operate during the various stages of the renovation and to meet the immediate and future needs of the organization.

## **POLICE FACILITIES**

The first phase of remodelling the fire/police space at 225 Holditch is complete. The new design provides for improved customer service capabilities for both as well as a secure environment. Both the public we serve and the staff will benefit greatly from the improvements made. The support of Council in this enterprise is greatly appreciated. A second phase is in the planning stages to deal with less public spaces but necessary improving areas designed for exhibit and property storage, forensic identification work, and a more efficient use of available space we now occupy.

## **RESOURCE PLANNING**

We are in our second year of a new deployment strategy and can begin a more in depth analysis of its impact on achieving our goals and objectives. This is an ongoing process as it involves all aspects of our service delivery. Optimizing the resources we have is the ultimate target and a thorough review of 2014 data will be conducted in the next several months.

## **CONCLUSION**

The past twelve months have seen a great deal of change. The physical working environment and the majority of Board members at year end are but two. What has not changed is the commitment of the men and women of the West Nipissing Police Service to provide the best policing possible to our community. This is evident in maintaining clearance rates at target levels, the pride they display in successfully concluding investigations, maintaining low levels of crime as is demonstrated in our Crime Severity Index. The 2013 figures, released by Statistics Canada in mid-2014 are the lowest in the past three years at 34.9, down from 47.4 in 2012 and 45.7 the year before that. What is also notable is that the levels continue to be below the provincial and national figures. The future challenges will be confronted with the same level of dedication and commitment to ensure we maintain a safe and inviting community in which to live, play, and raise families.