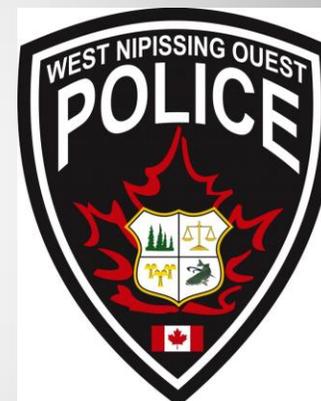


Business Plan 2014-2016



West Nipissing Police Service

West Nipissing Police Service
225 Holditch Street, Suite 106
Sturgeon Falls, ON



ACKNOWLEDGEMENTS

The Board extends its thanks to the following persons who played a critical role in its development:

- The members of our community who participated in the Town Hall meetings
- The members of our community who completed the questionnaire
- Professor Jane Barker, Staff and Students – Nipissing University Criminal Justice Program
- West Nipissing Police Service Members

TABLE OF CONTENTS

Introduction from the Police Services Board Chair and Members	3
Introduction from the Chief of Police	4
Vision, Mission and Values	5
Business Planning Requirements	6
Planning Process	6
Cost of Policing	7
Organizational Issues	
Governance Model	8
Service Delivery Model	9
Communication	9
Administration	10
Operations	
General Performance Indicators	10
Community Based Crime Prevention	12
Community Patrol	12
Criminal Investigations Services	13
Community Satisfaction	13
Emergency Calls for Service	13
Violent Crime	14
Property Crime	15
Youth Crime	16
Traffic and Road Safety	16
Drug Enforcement	18
Victims Assistance	19
Information Technology	19
Police Facilities	20
Resource Planning	20
Conclusion	20

**WEST NIPISSING POLICE SERVICES BOARD
CONSEIL DES SERVICES POLICIERS DE NIPISSING OUEST**



MUNICIPALITY OF WEST NIPISSING
101 – 225 HOLDITCH STREET
STURGEON FALLS ONTARIO P2B 1T1

TELEPHONE: (705) 753-2250

MUNICIPALITÉ DE NIPISSING OUEST
101 – 225 RUE HOLDITCH
STURGEON FALLS, ONTARIO P2B 1T1

TÉLÉPHONE: (705) 753-2250

Message from the Chair
West Nipissing Police Services Board

Fellow citizens,

As Chair and on behalf of the West Nipissing Polices Services Board I am proud to present our 2014-2016 Business Plan. Your feedback, comments and concerns were instrumental in assisting us in developing this Business Plan. Having recently gone through an OPP costing process and extensive community consultations, we refocused on the issues that are critical to the delivery of a quality policing service to the communities of West Nipissing.

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 that this Municipality can afford. Delivery of these services is very important to the board and will continue to be implemented rigorously and ethically.

We are honoured and proud to serve you.

Respectfully yours,

A handwritten signature in blue ink that reads "Guy Cantin". The signature is written in a cursive, flowing style.

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

T (705) 753-6915 F (705) 753-4992

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

T (705) 753-6915 F (705) 753-4992

"Professional policing in partnership with our community"
"Service professionnel, en partenariat avec la communauté,"

To the residents of West Nipissing,

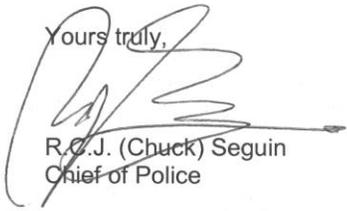
It is with great pleasure that I include this letter as an introduction to the WNPS Business Plan. This is the second such occasion I have had since assuming the role of Chief of Police in the Municipality in April of 2009. It is the product of countless hours of work on the part of a number of people including you as the input from the community through formal and informal meetings plays a key role in the preparation of the plan.

This refreshed document is a continuation of the previous plan which outlined goals and objectives for the organization. Many have been achieved and others are works in progress. Some have been refined and all provide a direction for service delivery to the people of West Nipissing.

The level of criminal activity fluctuates from year to year as does the nature of the offences. What we are facing however is an ever increasing complexity in the types of investigations we must conduct along with greater expectations from the judiciary with respect to the gathering of evidence and its presentation to the Court. Challenges in these areas include cybercrime, cyber bullying and many other illicit uses of technology to further criminal enterprises and interfere with victims' lives. We are committed to working with you in the areas of education and prevention to reduce the levels of victimization in all areas.

On behalf of the staff of the West Nipissing Police Service, I thank you for continued support and give you our continued commitment to working with you in keeping our community safe for everyone.

Yours truly,


R.C.J. (Chuck) Seguin
Chief of Police

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.

BUSINESS PLANNING REQUIREMENTS

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

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

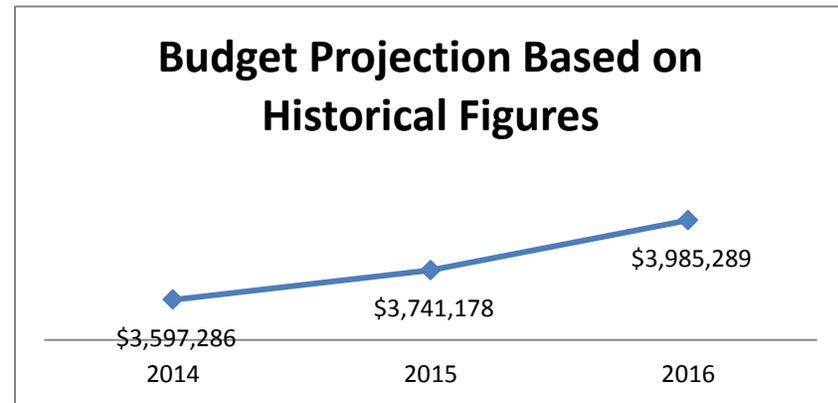
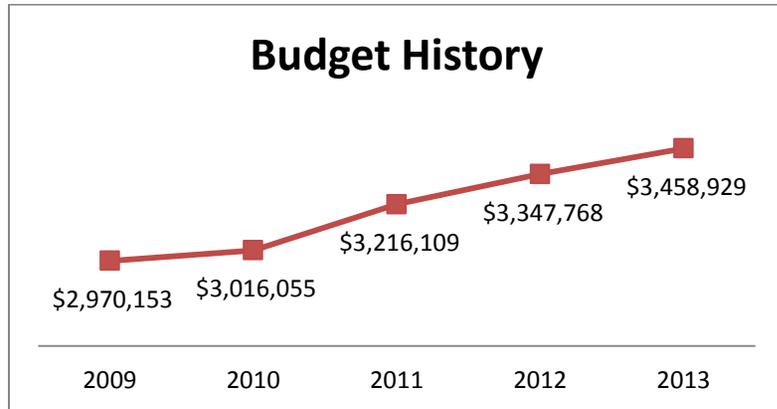
THE PROCESS

Through 2012, the Board embarked on a comprehensive public consultation process which not only saw meetings in all corners of the municipality but also a focus on our youth. Analysis of the data from both the meetings and the survey, along with statistical information on crime trends provided the foundation for the development of this plan. In addition, a vision of the future has been taken into consideration in the preparation of the direction the service will be taking. In short, the emphasis on this plan and the recent deployment changes within the organization are based on the following:

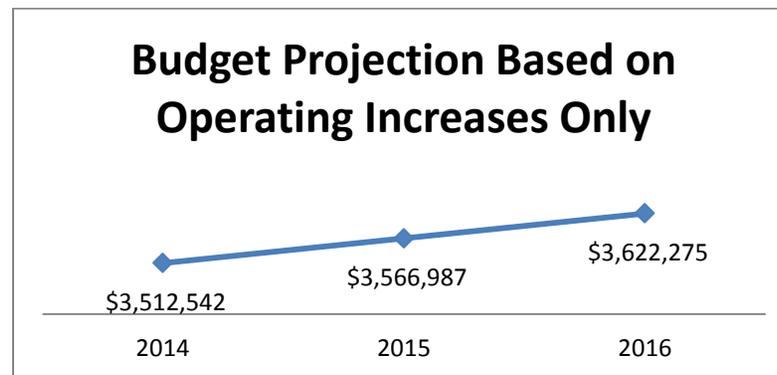
- It is recognized that the response to community needs is varied from one area of the municipality to another much like from one neighborhood to another in a large city
- Youth in our community are responsive to opportunities to play a greater role in community safety and security
- Crime prevention, particularly dealing with youth and the elderly are areas requiring emphasis
- Community mobilization will be an effective tool

COST OF POLICING

The Ministry Guidelines in relation to Business Planning call for the inclusion of the estimated cost of delivering adequate and effective police services to meet the needs identified in the draft business plan. The factors impacting policing costs are numerous and at times unpredictable. However, past performance can sometimes be the best predictor of the future. To that end a review of past budgets may shed some light on these estimates. The chart below depicts a budget history for the past five years.



Based on the past history, budget estimates for 2014 through 2016 are as above. In 2009, it was identified that there were no reserves in place to meet the replacement needs of the equipment acquired over the past decade. To that end, the Board has developed a long term capital plan that is developing the needed reserves that will stabilize the need for capital injections and keep budget increases to operational matters on a year to year basis. With that in mind the chart below depicts projected budget increases based on operating cost increases of an average of 1.55% per year. Stabilization of the capital input into future budgets will result in achieving lower overall increases.



ORGANIZATIONAL ISSUES

Based on the data gathered during the planning process, the Police Services Board identified key organization issues that require inclusion in this business plan. Concrete goals and objectives have been developed to address these concerns. They are described below.

GOVERNANCE MODEL

QUALITATIVE OBJECTIVES	QUANTITATIVE OBJECTIVES	PERFORMANCE INDICATORS
To ensure that the proper governance framework is in place for the Board	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
To ensure the Board is current on all legislative requirements and governance issues	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
To ensure accountability of the Chief of Police to the Board	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>		
To ensure transparency in the way the Board conducts business	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 30th 2013</i>		
To enhance the availability of the Board to the Community	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
To enhance communication with the community	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>		

SERVICE DELIVERY MODEL

QUALITATIVE OBJECTIVES	QUANTITATIVE OBJECTIVES	PERFORMANCE INDICATORS
To ensure timeliness of service delivery priorities	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
To ensure that resource allocation is in keeping with service delivery priorities	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 31st of each year</i></p>		

COMMUNICATION

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

ADMINISTRATION

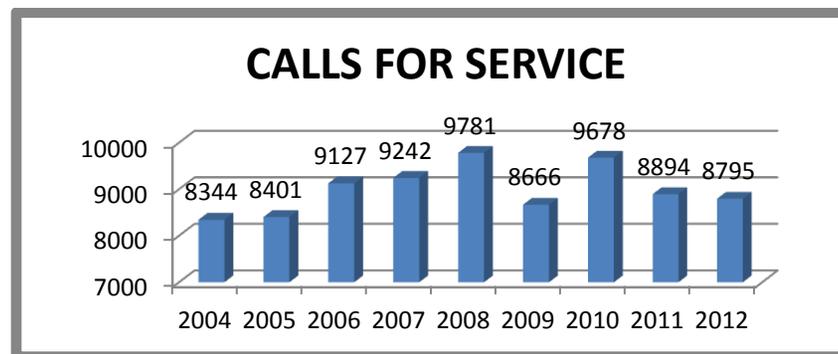
Ongoing projects involve issues dealing with the administration of the police service and its leadership. Since assuming command in April of 2009, the Chief has identified a number of issues requiring administrative reviews that will enhance service delivery. Although some progress has been made over the past few years, it remains a work in progress. These are captured below.

ADMINISTRATION

QUALITATIVE OBJECTIVES	QUANTITATIVE OBJECTIVES	PERFORMANCE INDICATORS
To provide clear direction to members of the police service	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>		
To ensure accountability	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>		

GENERAL PERFORMANCE INDICATORS

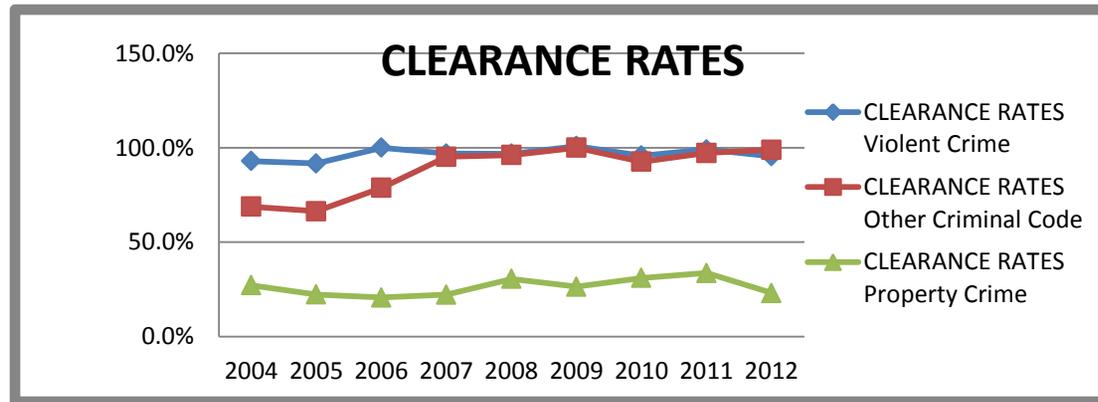
Calls for service analysis over the past several years have varied not only in volume but in the nature of the investigations. Violent crime incidents appear to be on the rise. These are the most arduous with respect to investigations.



Source: WNPS Uniform Crime Reporting Data

With respect to the criminal workload, there were 154 violent crime incidents reported in 2012, 40 more than in 2011. There were 17 fewer property crime incidents reported in 2012 with a total of 321. Other criminal code incidents were steady at 101 in 2012 versus 102 in 2011. Drug enforcement, criminal code driving and traffic enforcement exceeded last year's levels.

The overall clearance rate for 2012 was 94.5%. This includes a clearance rate on violent crime of 95.5%, 98.8% with respect to other criminal code offences and 23.1% for property crime offences. All three categories are within 5% of the average over the past 9 years which is the target range.



Source: WNPS Uniform Crime Reporting Data

COMMUNITY BASED CRIME PREVENTION

Declining crime rates may be indicators of the effectiveness of a good crime prevention strategy. The re-assignment of one member to give full-time attention to this aspect of our service delivery has been implemented. Beginning in January of 2013, this member has assumed the role on a permanent basis to ensure we meet the needs of the community by ensuring prompt and effective attention to victimization that is preventable.

QUALITATIVE OBJECTIVES	QUANTITATIVE OBJECTIVES	PERFORMANCE INDICATORS
To ensure crime prevention initiatives are timely and effective	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>		

COMMUNITY PATROL

Based on the data collected from community consultation meetings and our survey, visibility and foot patrol is high on the priority list of many residents. To that end, we have deployed one staff member to a new position for Directed Enforcement and will introduce further measures to track and report these patrols.

QUALITATIVE OBJECTIVES	QUANTITATIVE OBJECTIVES	PERFORMANCE INDICATORS
To ensure officer deployment provides for maximum visibility	To develop a deployment model that maximizes officer visibility	Implementation of a new deployment model
	<p>To develop a deployment plan for directed patrols other than general marked patrol vehicles</p> <p>To develop a tracking system for daily directed patrols in all areas of the community</p> <p>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 1st to September 1st of each year.</p>	<p>Number of hours for directed patrols:</p> <p>Foot</p> <p>Marine</p> <p>Motorized Snow Vehicle</p> <p>All-Terrain Vehicle</p>
<p><i>Accountability: Chief of Police</i> <i>Timelines: Annual Report</i></p>		

CRIMINAL INVESTIGATION SERVICES

As officers progress through their careers, they require various training courses and opportunities to use and refine skills in all areas. This is not only an operation need but is combined with the overall personal development of our staff.

QUALITATIVE OBJECTIVES	QUANTITATIVE OBJECTIVES	PERFORMANCE INDICATORS
To ensure that members undertaking criminal investigations have the required knowledge, skills and abilities	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
<p><i>Accountability: Chief of Police</i> <i>Timelines: Annual Report</i></p>		

COMMUNITY SATISFACTION

The level of satisfaction expressed in the last survey appeared to have improved over the 2008 figures. However, this area is one in which continuous efforts to maintain a high level is important.

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

EMERGENCY CALLS FOR SERVICE

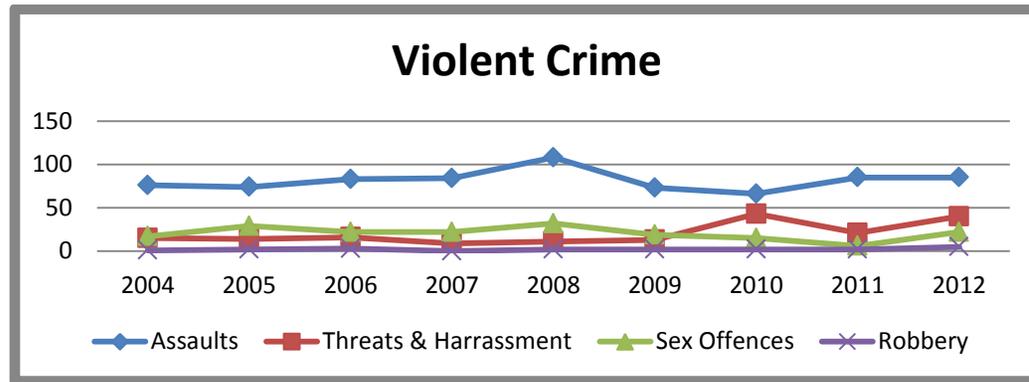
The nature of emergency situations can involve a number of disciplines and resources. Preparedness is critical and forms the foundation for effective and efficient response. The goals and objectives described below are geared to ensuring that in any given situation, staff has received the training required to ensure a response that focuses on public safety.

QUALITATIVE OBJECTIVES	QUANTITATIVE OBJECTIVES	PERFORMANCE INDICATORS
To ensure appropriate response to emergency calls for service	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
		Number of joint training hours for Incident Commanders, SRT and Crisis Negotiators
To ensure community preparedness in dealing with emergencies	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>		

VIOLENT CRIME

As noted earlier in this report, the clearance rate on violent crime remains at a high level and stable over the past several years. Education with respect to violent crime combined with a response that is effective, caring and compassionate will increase what is often an area that is unreported in our society.

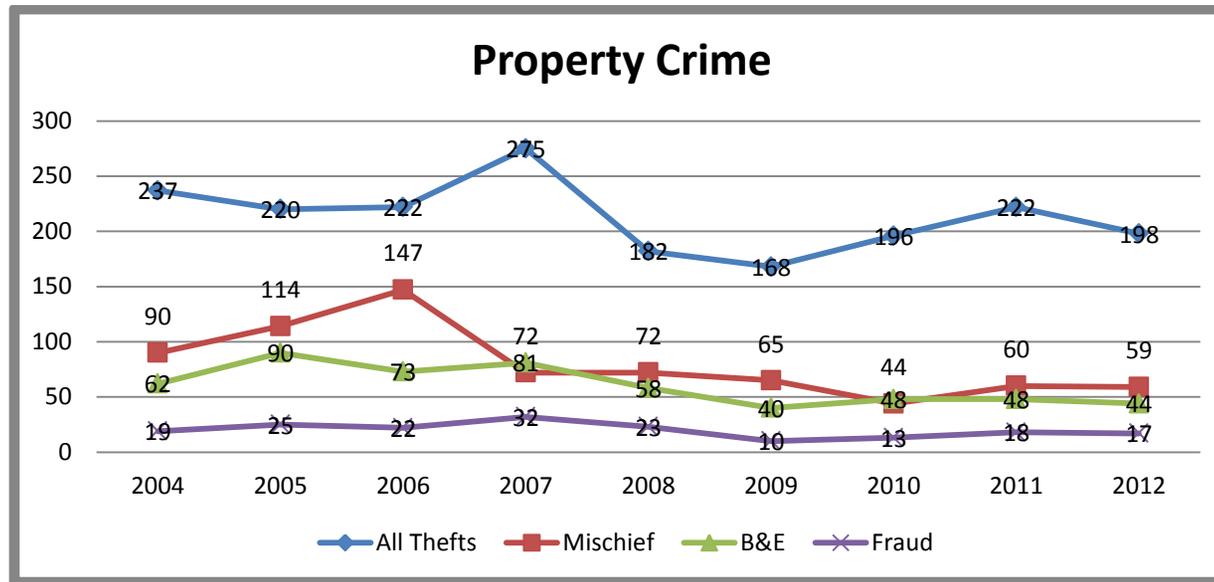


Source: WNPS Uniform Crime Reporting Data

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

PROPERTY CRIME

Reported property crime appears to be declining in all areas. Historically over the past nine years, an average of 374 incidents is reported to police. 2012 saw a total of 318 property crimes. Thefts fell by 22 events while the other areas were constant. As stated earlier, the clearance rate on property crime for 2012 was 23.1%. The addition of a crime analysis tool that is currently being researched will add to our ability to extract data and identify trends on a day-to-day basis in a more efficient manner.

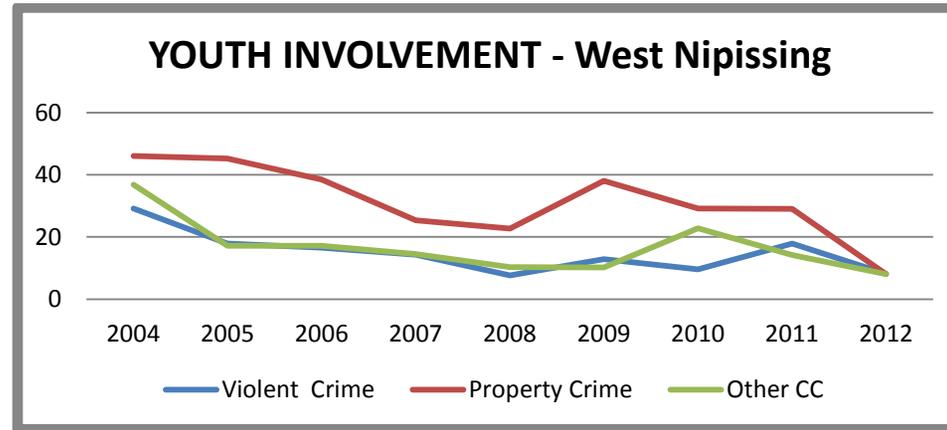


Source: WNPS Uniform Crime Reporting Data

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

YOUTH CRIME

The drop in the youth crime rate is not a local phenomenon. Statistics Canada reports that between 2001 and 2011, both the youth crime rate and the youth crime severity index fell 10% nationally (Police-reported crime statistics in Canada, 2011). This means that overall, crime involving youth is not only declining but the seriousness of the incidents in which they are involved is lessening as well. The continued involvement of police in schools will no doubt contribute to this trend continuing.

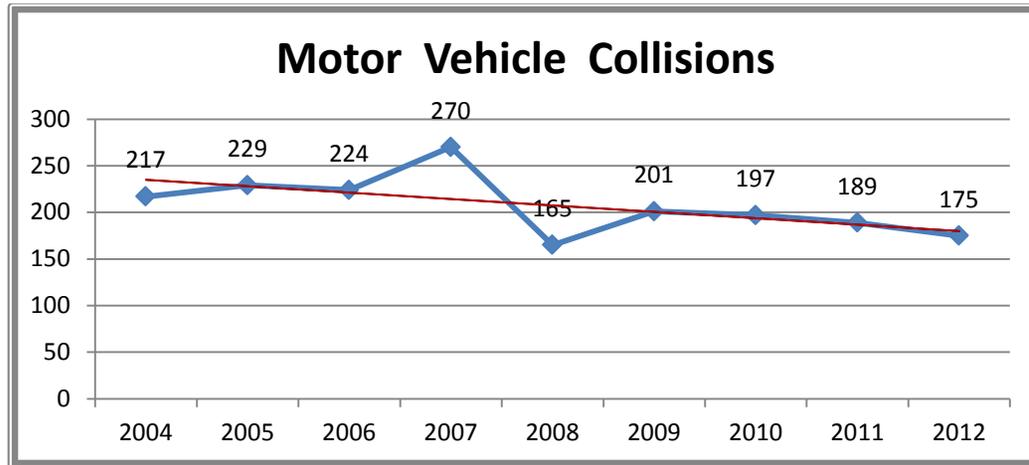


Source: WNPS Uniform Crime Reporting Data

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

TRAFFIC AND ROAD SAFETY

The number of collisions continues its downward trend. A number of factors can be attributed to these figures including road and weather conditions in winter months, the abundance of wildlife along roadways as well as perceived or real increases in enforcement and officer presence. Although there is little control over some, the latter is well within the domain of the Service.

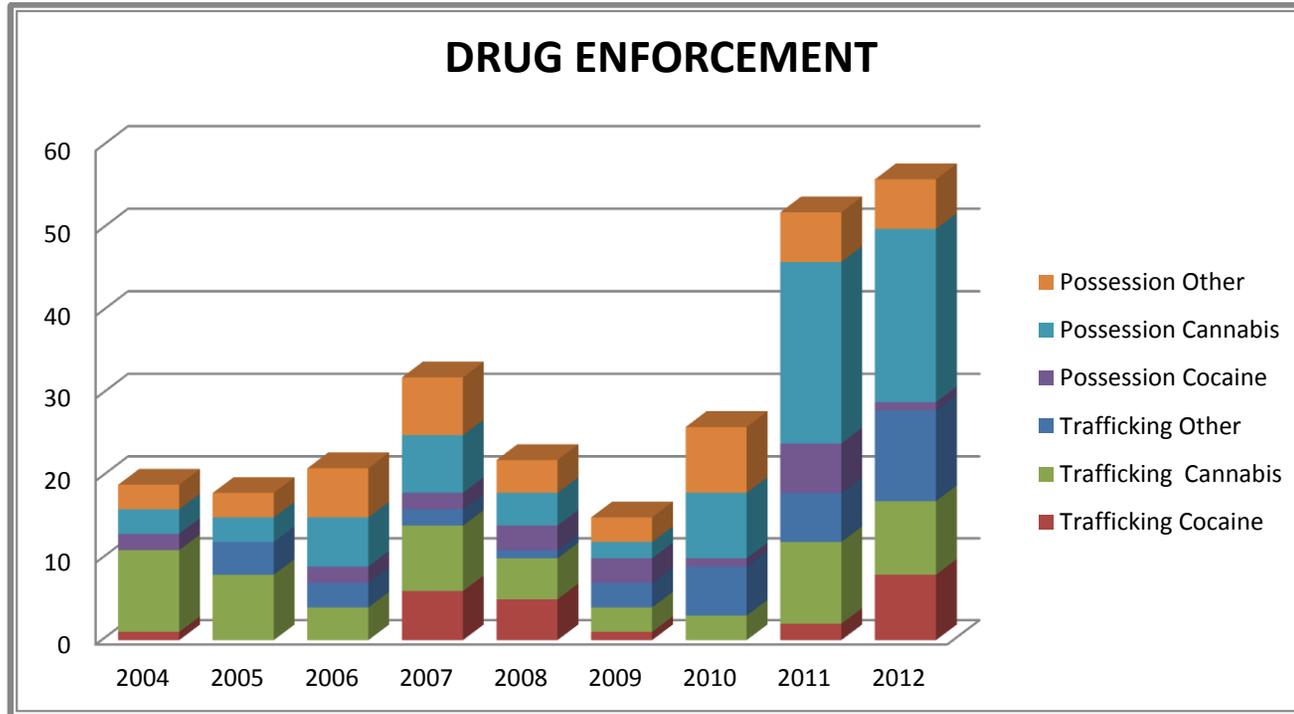


Source: WNPS Uniform Crime Reporting Data

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

DRUG ENFORCEMENT

Always a priority, drug enforcement in 2012 involved a joint project with the Ontario Provincial Police. Beginning in the fall of 2011, the undercover investigation extended through the winter months and culminated in the arrest of 27 individuals in June of 2012. Numerous charges were laid as a result. The gathering of information with respect to illicit drug use is an ongoing priority for all front line officers.



Source: WNPS Uniform Crime Reporting Data

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

VICTIMS ASSISTANCE

The West Nipissing Police Service is fortunate to work in partnership with the Victim Services of Nipissing District, formerly VCARS, and its many volunteers. This partnership can greatly enhance the lives of those who encounter tragedy in their lives. We are committed to this relationship that puts victims' assistance at the fingertips of the police service's members. VSND initiated data collection specific to West Nipissing in 2012 indicates that 34 referrals were made in that year, up from the 19 in 2011.

QUALITATIVE OBJECTIVES	QUANTITATIVE OBJECTIVES	PERFORMANCE INDICATORS
To enhance the services received by victims of crime or tragic circumstances	To increase the number of interactions between police personnel and VSND volunteers	Number of training/liason 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>	

INFORMATION TECHNOLOGY

Working through a systems approach in analyzing a number of needs for the organization, technology is always looked at as a potential solution. The past four years has been dedicated to stabilizing the assets we have acquired from both the function and finance perspectives. The next phase is to provide mobile access should it be feasible. One potential solution has been identified and we are undertaking a study into that solution through 2013. With respect to a business intelligence tool, a source has been identified and is being evaluated for future implementation.

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

POLICE FACILITIES

The facilities used by the WNPS were initially designed for a much smaller staff. Over the years, the sharing of space with the municipality and fire department has proven effective. 2013 is a research year with respect to mobile work stations. Having computer capabilities in a cruiser aids in keeping officers out in all areas of the community and visible. Computer solutions are becoming more effective and affordable.

As part of our Business Continuity Plan, a secondary 9-1-1 police dispatch center was opened off-site should the Holditch Street location require evacuation. This also provides an off-site office where officers can meet members of the public while in the Verner area as well as access to our computer network while in that office.

Accountability: Chief of Police
Timelines: Annual Report

RESOURCE PLANNING

The Service is continuing a review of service delivery in all areas. Proper systems analysis makes it imperative that all systems that interact be analyzed as changes in one can greatly affect another. The link between all municipal departments and provides opportunities to capitalize on resources and share in workload and financial domains.

This is also true of all stakeholders in our community. With demands on all agencies increasing and partnerships are critical to service delivery for everyone.

Accountability: Chief of Police
Timelines: Annual Report

CONCLUSION

As we move into the next several years, it is critical to work with all members of our community to deliver a unique and appropriate level of policing to all residents of West Nipissing. The recognition of the various needs in the “neighbourhoods” within our municipality will enhance the approach of developing community solutions to community problems. Setting targets and provides the guidance that staff require to direct their efforts toward a safe and secure community.

