

NORTH BAY POLICE SERVICE

2022-2027 STRATEGIC BUSINESS PLAN



**DEDICATED TO SERVICE
COMMITTED TO COMMUNITY**



NORTH BAY POLICE
SERVICE

T-100

NORTH BAY
POLICE

COXR-004



NORTH BAY POLICE SERVICE

135 Princess Street West
North Bay, Ontario, Canada
P1B 6C2

OUR VISION

A safe, engaged, and inclusive community.

OUR MISSION

Through strength in our members and collaboration with our community partners, the North Bay Police Service provides progressive and responsive policing to our public.

OUR VALUES

Excellence in policing
Pride in professionalism
Compassion for those in need

Honesty, Integrity, Growth, Teamwork

MESSAGE FROM THE BOARD CHAIR

On behalf of the North Bay Police Services Board, I am very pleased to present the *2022-2027 Strategic Business Plan*.

This plan helps us to chart a collaborative, effective, and inclusive path into the future that reflects the needs and wants of the people of North Bay.

This plan was developed in consultation with our public through the use of public opinion surveys conducted over-the-phone and online by Oraclepoll Research. The North Bay Police Service also conducted community consultation sessions with community partner agencies and organizations to ensure we have a broad, in-depth understanding of what the people we serve want to see from their police service.

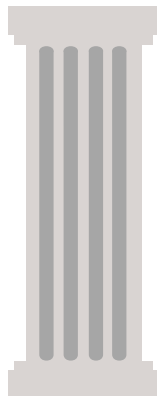
In many ways, those public consultation are only the first step. This plan is a roadmap. True community policing requires ongoing dialogue and collaboration between the police, community organizations, and the public at large. This is something the North Bay Police Services Board and the North Bay Police Service are deeply committed to.

We look forward to continuing to work with all members of the public over the coming years.

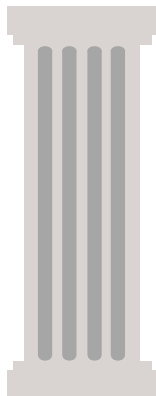
Dennis O'Connor, Chair
North Bay Police Services Board

FOUR STRATEGIC PILLARS

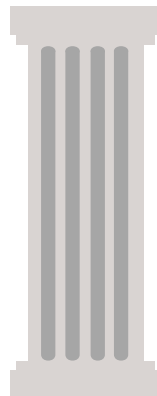
**SUPPORTING
OUR MEMBERS**



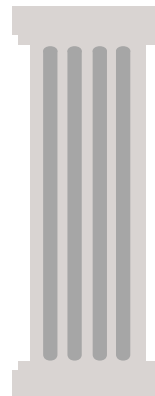
**COLLABORATING
WITH OUR COMMUNITY
PARTNERS**



**PROVIDING A
PROGRESSIVE &
RESPONSIVE
SERVICE**



**POLICING WITH THE
TRUST & CONFIDENCE
OF OUR PUBLIC**



MESSAGE FROM THE CHIEF OF POLICE

As Chief of Police of the North Bay Police Service, I am proud to release our *2022-2027 Strategic Business Plan*.

I believe that the coming years hold significant, meaningful, and positive change for the North Bay Police Service. This plan will help guide us as we embrace those changes. It will also remind us of the important goals we have set for ourselves as we confront new challenges along the way.

The goals that we have set for ourselves fall within four strategic pillars that have long guided the North Bay Police Service. The first of these is to support our members, who commit themselves daily to protecting our community. The second and third pillars focus on the importance of collaborating with our community partners and providing a progressive and responsive police service, which are integral to providing effective, responsive community policing. Our final pillar reminds us that it is our responsibility to ensure our public knows that their trust in us is well placed, because without it, we cannot do our job.

Everything within this document is designed to strengthen our commitment to community policing. A collaborative approach to policing, in partnership with social service agencies, governments, and the public we serve, empowers us to properly address the root causes of crime and social disorder. By addressing the root causes, we can divert at-risk individuals away from the justice system, resolving dire situations before criminal acts occur. We believe solving problems before they occur is smart policing.

I look forward to what the coming years have in store for the North Bay Police Service. I hope to see our community partnerships continue to grow stronger and our work become more comprehensive and effective. I believe this plan will help us achieve just that.

Scott Tod, Chief of Police
North Bay Police Service

MESSAGE FROM THE POLICE ASSOCIATION

The North Bay Police Association is pleased to support the North Bay Police Service's 2021-2026 Strategic Business Plan.

The North Bay Police Association consists of sworn and civilian members dedicated to ensuring the safety and security of our community. Through their daily work, our members support one another while upholding excellence in public service and honour in policing.

As our members' representatives, we look forward to continuing to work with the leadership of the North Bay Police Service and the North Bay Police Services Board to ensure our members are protected and their best interests are upheld, as our members continue their work protecting the public we serve.

North Bay Police Association

ABOUT NORTH BAY

The North Bay Police Service serves the City of North Bay, which is located in the southern portion of the District of Nipissing.

The City of North Bay is located on the shores of Lake Nipissing and Trout Lake and borders Nipissing First Nation. The majority of North Bay's 52,000 residents live within the City's urban area but a significant rural area also sits within city limits.

Boasting a diverse local economy as well as two institutions of higher education - the University of Nipissing and Canadore College - residents from the approximately 14 surrounding communities regularly commute to and from North Bay for work and schooling.

Historically known as the "Gateway City," North Bay is approximately 3.5 hours north of the Greater Toronto Area and 4 hours west of Ottawa. Trans Canada Highways 11 and 17 run through North Bay.

POLICE PARTNERSHIPS

The North Bay Police Service has strong working relationships with local police services:

- The ONTARIO PROVINCIAL POLICE, whose jurisdiction consists of provincial highways, navigable waterways, and surrounding rural communities;
- The 22 MILITARY POLICE FLIGHT, who provide police services to the Canadian Armed Forces Base and facilities in North Bay;
- The ANISHNABEK POLICE SERVICE, whose members provide police services to our neighbours on Nipissing First Nation and Dokis First Nation

ABOUT THE NORTH BAY POLICE SERVICE

The North Bay Police Service is a team of 102 sworn police officers and 62 civilians.

In addition to our regular patrol officers, our sworn members serve in our Emergency Response Team, Criminal Investigations Section, Traffic and Community Response Unit.

Our civilian personnel include 911 call-takers; police and fire dispatchers; forensic identification officers; special constables; clerical staff; as well as human resources, information technology, corporate communications, and facilities maintenance personnel.

Together, we provide police services to the more than 51,000 residents of the City of North Bay.

OUR POLICE SERVICES BOARD

The North Bay Police Services Board provides direction and guidance to the North Bay Police Service while ensuring that adequate and effective police services are delivered in accordance with legislative requirements and the needs of the community. The voting members of the Board are:

- Dennis O'Connor, Chair**
- Al McDonald, Mayor, City of North Bay**
- Patricia Cliche**
- Johanne Brousseau, City Councillor,**
- Richard Stivrins**
- City of North Bay**

NBPS Wellness Plan

The North Bay Police Service's Wellness Plan seeks to create a healthy workplace that addresses the psychological and emotional challenges that exist in a first responder's working environment.

We know that, as police, our members are at particular risk of work-related mental health challenges. If not properly managed, the day-to-day activities of our members can result in a significant impact not only to their own mental health, but to that of their families and community.

Through a collaborative, integrated approach, we will mobilize our resources to address the needs of individuals and their families in the pursuit of good mental health and well-being for all members.

Six Pillars of the NBPS Wellness Plan



The Six Pillars of the NBPS Wellness Plan are built on the input, motivation, and cooperation of first responders with the goal of enabling them and their families to thrive in an environment that tests the limits of human nature.

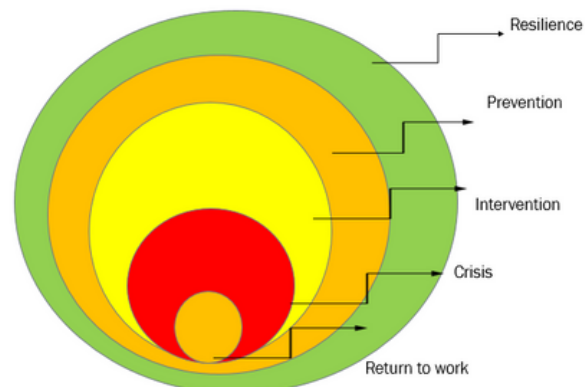
They include:

- Counselling Treatment
- Peer Support
- Debriefing
- Transition
- Education Awareness
- Family

NBPS Wellness Model

The Wellness Model consists of five elements:

- **RESILIENCE:** Creating a culture of psychological wellness & safety
- **PREVENTION:** Active process of creating conditions that promote well-being
- **INTERVENTION:** Improving a situation of elevated risk
- **CRISIS:** Critical Incident Stress Management
- **RETURN TO WORK:** Getting back to work safely in steady progressions that fits your abilities while feeling supported and encouraged



SUPPORTING OUR MEMBERS

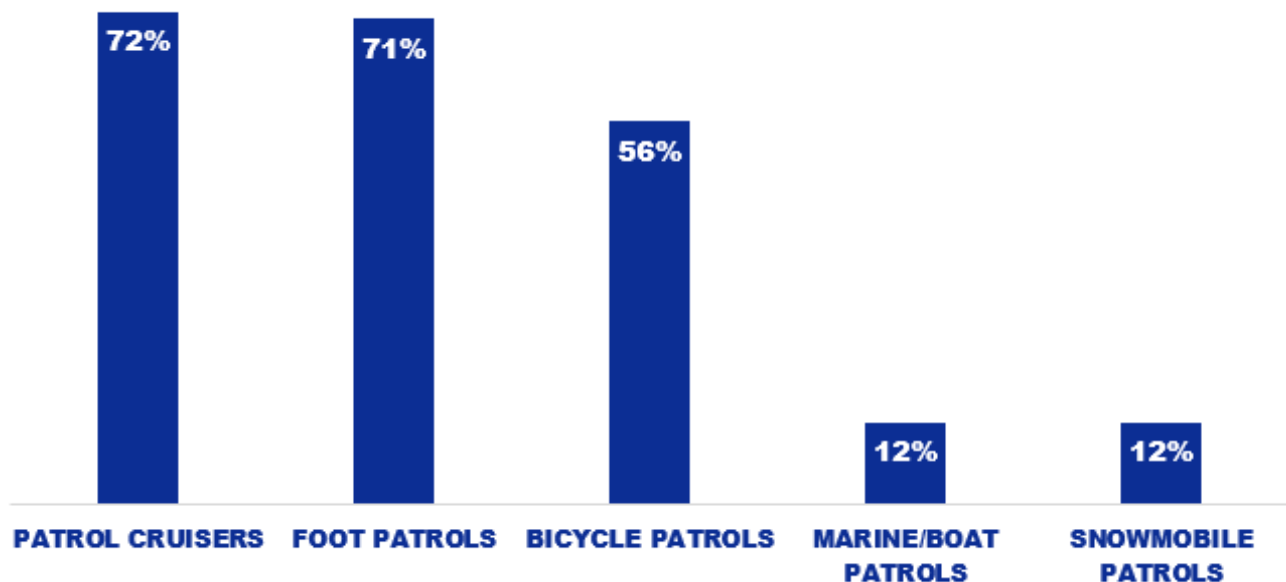
DELIVERABLES

- 1** Ensure awareness of the NBPS Wellness Plan among members to improve mental and physical health and wellbeing.
- 2** Provide career development and mentorship opportunities for sworn and civilian members interested in leadership roles and new challenges. Update the Service's Skills and Development Plan and provide clearly stated minimum requirements for advancement.
- 3** Improve internal communication and enhance the flow of information to sworn and civilian members.
- 4** Develop a formalized Recruitment Plan that will enhance our ability to promote hiring initiatives and attract qualified and engaged professionals to our workplace – individuals who represent our community and who commit to our vision, our mission and our strategic direction.
- 5** Take action on issues identified by our Health and Safety Committee and continue to implement provincially legislated practices, standards and training to ensure a healthy and safe work environment.
- 6** Implement a Strategic Plan Tracking Committee to ensure progress towards deliverables.
- 7** Empower an Equity, Diversity & Inclusion Committee to ensure the North Bay Police Service is an open, welcoming, and supportive environment for all its members and the public.

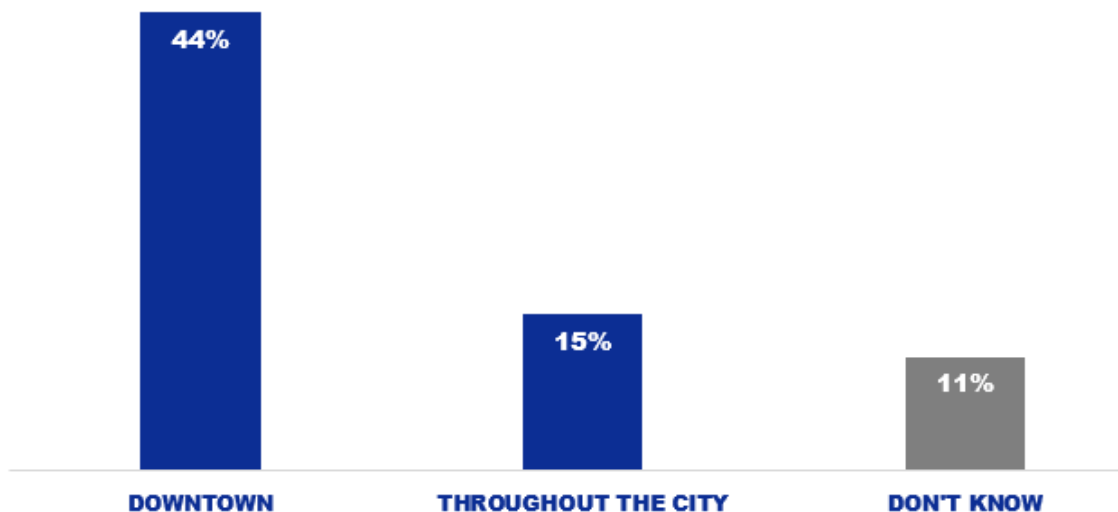
Community Survey Results

Through August and September, 2021, with the help of Oraclepoll Research, the North Bay Police Service conducted a community consultation survey. This allowed us to measure the attitude of the public on issues related to crime, public safety, and policing.

MAJORITIES WANT TO SEE INCREASED POLICE PRESENCE



PREFERENCE FOR INCREASED DOWNTOWN PATROLS



COLLABORATING WITH OUR COMMUNITY PARTNERS

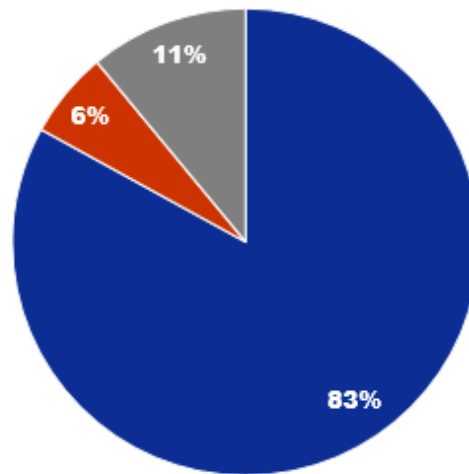
DELIVERABLES

- 1** Continue to work closely with our community partners to develop a proactive approach to crime prevention and link at-risk individuals to available support systems.
- 2** Evaluate the feasibility of a Downtown Office.
- 3** Work to enhance and expand the Mobile Crisis Team and improve public awareness of the MCT and Community Response Unit.
- 4** Develop a formalized Traffic Enforcement Plan to include regular initiatives, staffing, and department structure. Enhance public awareness of traffic and road safety campaigns.
- 5** Continue to collaborate with our government and community partners to ensure alignment with the City of North Bay's Community Safety and Wellness Plan and further its objectives.
- 6** Formalize ongoing dialogue with our community partners to ensure regular feedback, advice, and conversations about key priorities such as anti-racism and anti-discrimination initiatives, inclusive practices, and equitable treatment within the justice system.

Community Support for Modern Tech

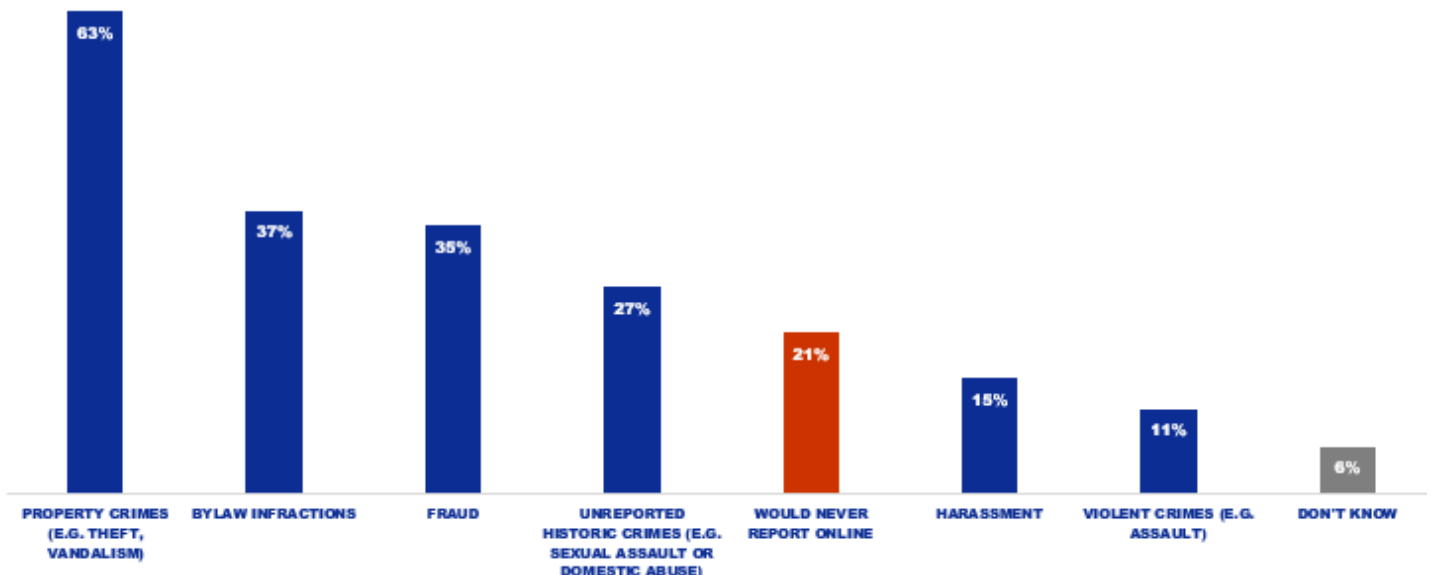
The North Bay Police Service's Community Consultation Survey found clear support for adopting modern technology to improve policing, such as officer-worn body cameras and options for online crime reporting.

CLEAR SUPPORT FOR THE ROLLOUT OF POLICE-WORN BODY CAMERAS



■ YES ■ NO ■ DON'T KNOW/UNSURE

MAJORITY OF THE PUBLIC WILLING TO REPORT AT LEAST SOME TYPES OF CRIMES ONLINE



PROVIDING A PROGRESSIVE AND RESPONSIVE SERVICE

DELIVERABLES

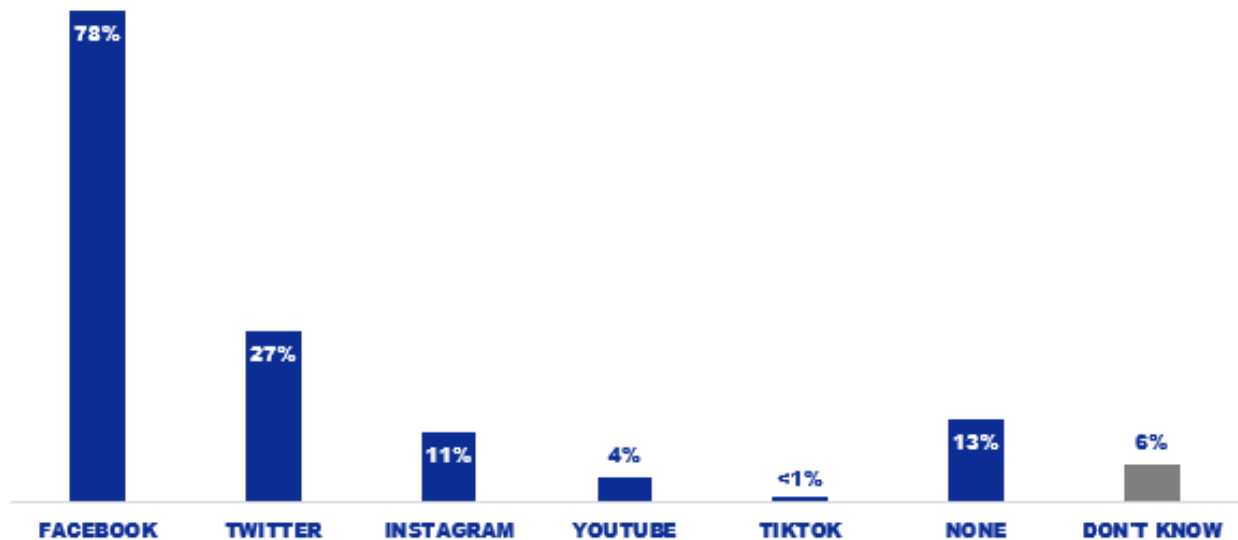
- 1** Enhance the effectiveness of our intelligence-led model of policing by making greater use of our community safety and crime trends analyst and train staff on data interpretation and analysis.
- 2** Implement mobile solutions for patrol to improve officer connectivity and access to information when outside of NBPS HQ, including undertaking a Mobile Officer Platform and examining best practices of other police services.
- 3** Implement the use of body-worn cameras to sworn members and promote the adoption of bodycams to the public.
- 4** Complete the implementation of our Technology and Innovation Plan by digitizing our Records Management System, completing the transition to Next Gen 911, and adopting a Digital Evidence Management system in collaboration with our justice-sector partners.
- 5** Provide secure online crime reporting options to the public.
- 6** Provide Equity, Diversity and Inclusion training to members.

Growing Community Engagement Online

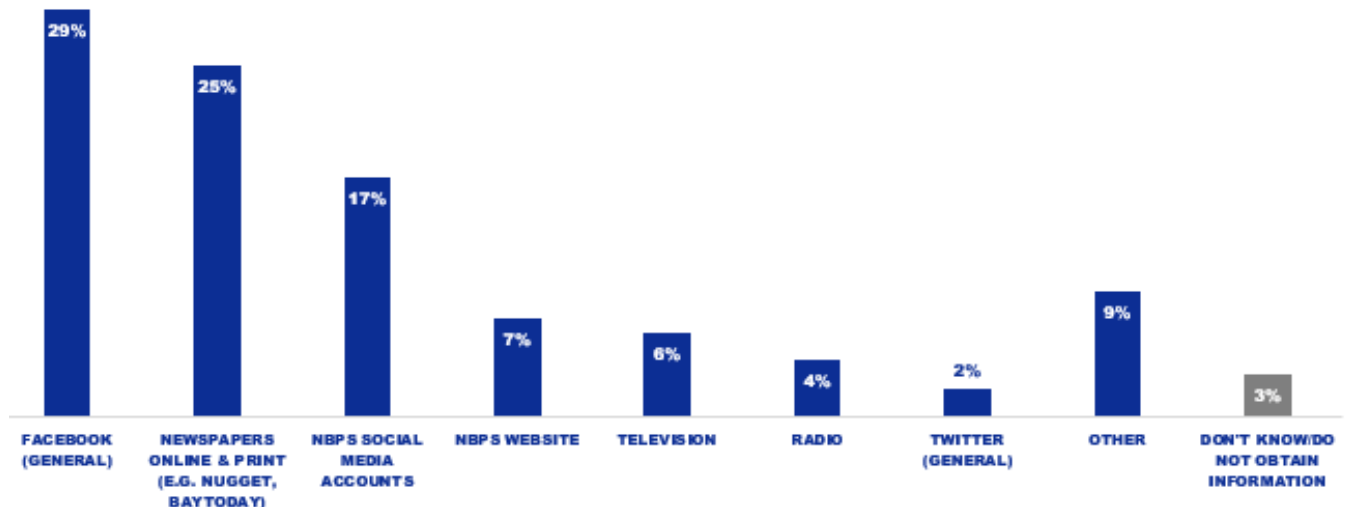
The North Bay Police Service's Community Consultation Survey found a desire among the public to see police content on major social media sites.

2021 saw the launch of the NBPS Facebook page and a concerted effort to increase the quality and frequency of social media content.

MAJORITY WANT TO SEE NBPS ACTIVE ON FACEBOOK



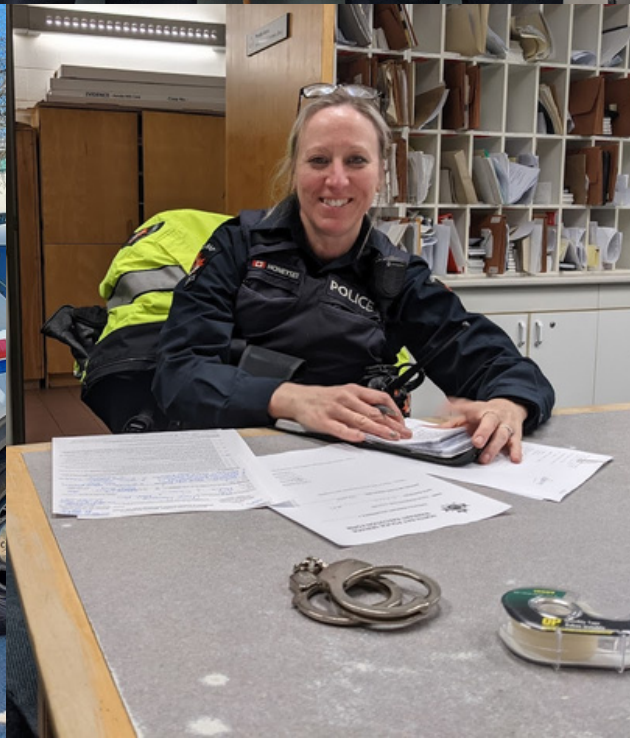
SOCIAL MEDIA & LOCAL PAPERS TOP SOURCE FOR NEWS ABOUT NBPS



POLICING WITH THE TRUST AND CONFIDENCE OF OUR PUBLIC

DELIVERABLES

- 1** Increase our capacity to respond to the public's requests for police presentations and for a police presence at schools, community functions, celebrations and events.
- 2** Create opportunities for volunteers and members of the public interested in learning about policing to get engaged with the North Bay Police Service and its members. Work to improve engagement with youth, Indigenous, and religious & racial minority communities.
- 3** Continue to engage with our online followers on social media and to produce rich, informative content while enhancing our partnerships with community organizations to provide information to the public.
- 4** Encourage and recognize the efforts of members of the North Bay Police Service who demonstrate a significant contribution and/or commitment to community safety and well-being.
- 5** Enhance community engagement through public outreach events and regular communication with our community partners.





NORTH BAY POLICE SERVICE

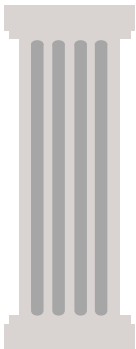
135 Princess Street West
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OUR MISSION

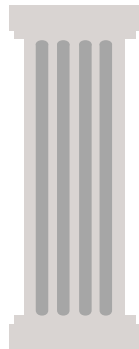
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FOUR STRATEGIC PILLARS

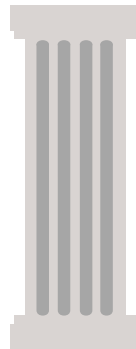
**SUPPORTING
OUR MEMBERS**



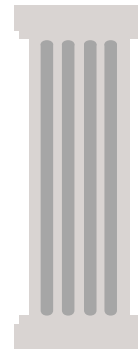
**COLLABORATING
WITH OUR COMMUNITY
PARTNERS**



**PROVIDING A
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**POLICING WITH THE
TRUST & CONFIDENCE
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STRATEGIC PLANNING COMMITTEE MEMBERS

- DARLENE STONE ARO
- MAXINE BARONETTE
- ALAIN BEDARD
- SARAH BUSH
- STEVE CHABBERT
- JOHN COOK
- JODY DEHAAS
- ERIC KRMPOTIC
- DENIS LEVASSEUR
- AARON NORTHRUP
- ADAM SANDULA
- STEVE TRAHAN
- AILA UDESCHINI
- JEFF WARNER
- DAVID WOOLLEY



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