



Business Plan 2004 - 2007

FINAL





Business Plan 2004 - 2007

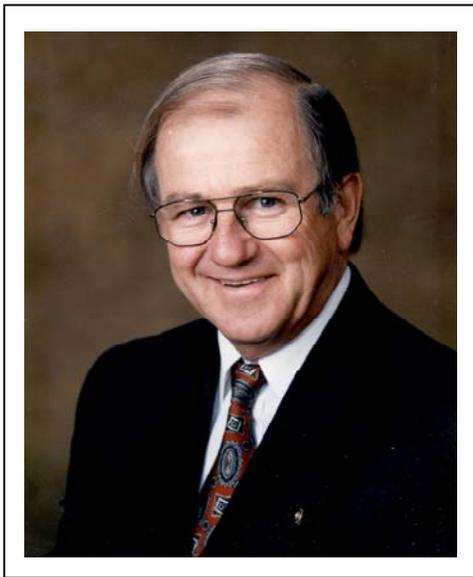
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Message From the Chair of Barrie Police Services Board



As Chair of the Barrie Police Services Board, it is my privilege to serve the citizens of Barrie and along with my fellow members to ensure that the Barrie Police Service provides adequate and effective policing services to our citizens.

The Police Services Board members are confident that the citizens of Barrie are well served by the Barrie Police Service and its members.

As a Police Services Board we are responsible for having a Business Plan prepared every three years in accordance with Provincial Adequacy Standards, that provides a plan for the future policing of our community, taking into account the tremendous growth the area is presently undergoing and increasing demands for police response to ever more complex investigations.

The Business Plan is a cooperative effort between the Police Services Board, the Barrie Police Service with input from citizens through public forums and surveys, to address the future needs of the Service and the community it serves.

Policing the City of Barrie is an increasingly complex task when taking into account the ongoing growth of the city, Provincial Government regulations and fiscal constraints.

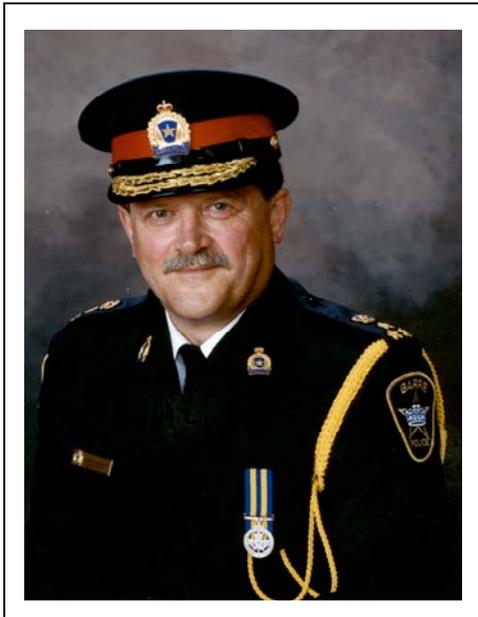
I believe that this Business Plan focuses on issues that will improve police service to the public while maximizing our use of the resources available to us.

Mr. David Blenkarn
Chair
Barrie Police Services Board



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Message From the Chief of Police



It is my pleasure to serve the citizens of Barrie as Chief of Police and to work with our members to ensure that Barrie remains one of the best places in Ontario to live, work and raise a family.

As Chief my goal is to see that we use the resources available to us in an effective, efficient manner, as well as planning for the future policing of Barrie.

In developing the 2004 to 2007 Business Plan we received input from many sources including our members, senior staff and the citizens through our public forum and surveys.

Our survey results show that the citizens of Barrie are pleased with the level of service that we provide, although there still is a perception amongst the public that the downtown core has safety issues during the late evening hours.

We are presently addressing these concerns by having the H.E.A.T. Unit concentrate their enforcement efforts in the downtown core using a zero tolerance policy for lawless public behavior as well as increasing our checks of bars in the area to ensure compliance with the Liquor Licence Act.

The Barrie Police Service will ensure that the policing needs of the community continue to be met by using modern technology, staff training, compliance with Provincial guidelines and planned resource deployment.

With the continued support of the citizens of Barrie, volunteers and dedicated staff, I feel confident that Barrie is one of the safest communities in Ontario.

WE REMAIN - "COMMITTED TO OUR COMMUNITY"

Wayne C. Frechette
Chief Of Police



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Vision

- To serve our community with integrity, diversity, and quality.
- To proactively partner with the community to enhance the feeling of safety and security in Barrie.

Mission Statement

- The Barrie Police Service, in partnership with our community, is committed to serve the needs of the citizens of Barrie by providing an efficient and effective level of service through crime prevention and protection programs.



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Quality Assurance Standards

General Standards

- Treat everyone with the respect you would expect to be treated with.
- Be polite, professional and empathetic.
- Provide accurate and concise information in a timely fashion.
- Be prepared to meet special needs with a flexible response.
- Show interest and accept ownership of all situations you are presented with. If you are unable to resolve, ensure you identify someone who can.
- All documentation should be done in an accurate, concise and timely manner.
- If there is information available you know would assist the person (s) you are dealing with, be sure to offer it, e.g. Crime Prevention and Wife Assault pamphlets.
- Be alert, avoid complacency.

Telephone Answering/Voice Mail

- All telephones should be answered as quickly as possible.
- Identify yourself by section, rank and name, in that order.
- As a general rule, telephone calls should not be transferred; however, if there is a need, a transfer should only occur if you know the person you are transferring to is in a better position to resolve the situation.
- Voice mailboxes shall be checked daily and your greeting updated to reflect your current status.
- Voice mail messages must provide an alternate source of information other than another voice mail. Operational staff must make a referral to a phone that is answered 24 hours or a pager.
- When you receive a message for another member, as soon as practical, attempt to locate and deliver the message. If the member is unavailable and you are unable to resolve the situation, ensure a message is left for the member. E-mail or voice mail is acceptable.
- Police telephones should be used for business use only.

Reception/Records

- All staff should be dressed in appropriate professional attire.
- Public and personal work areas should be clean and neat.
- Acknowledge people entering the building so they realize their presence is noted. Approach them directly or give a nod or smile to acknowledge their presence if you are involved in another task. e.g. on the telephone
- An expression of appreciation should be extended to people who attend the station to complete a report.
- No obvious consumption of food in public view.

Patrol Officers/Investigators

- Verbally identify yourself by rank and name.
- Always provide a business card with your name, telephone number and incident number.
- If follow up is required, say so and advise how and when you will be doing the callback. If you believe someone else will be following up, only say so when you know for sure who it is.

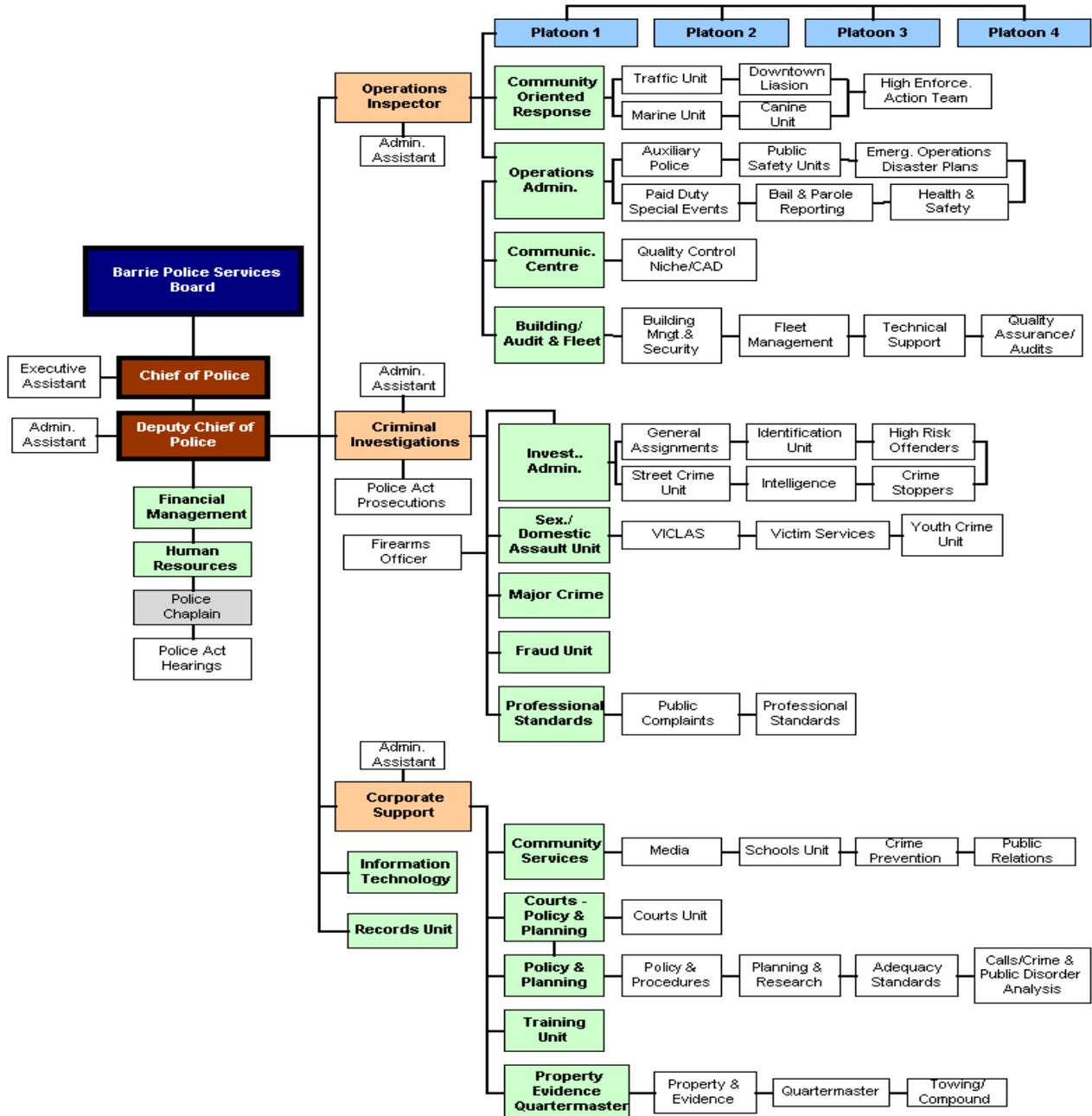
Communications

- Administration calls will be answered - "Police Communications - your name".
- 9-1-1 calls shall be given priority, and will be answered "Barrie Police Service, what is your emergency?"
- Take control and ask the 6 W's: who, what, when, where, why and weapons.
- Obtain the immediate details and forward to dispatch as quickly as possible.
- When appropriate, be sure to explain what priority the call is and when it is likely to be serviced.
- Communicators shall not put a caller on "hold", unless it is necessary. In the event an extended delay is likely, obtain the person's name and telephone number and ensure a call is returned.



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Organizational Chart





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Environmental Scan Information

Demographics – City of Barrie

The City of Barrie is a community with an estimated population of 116,100 people nestled around the shores of Lake Simcoe's Kempenfelt Bay. The average increase in population growth between 2002 and 2003 was 4.15% with an estimated 42,388 households within the City of Barrie. Barrie is still experiencing a period of rapid growth given its proximity to the GTA. Population projections estimate a city size approaching 220,000 people by the year 2021.

Overview of the Barrie Police Service

The Barrie Police Service is the second oldest active police service in the Province of Ontario. In the year 2003, the staff complement included 163 sworn officers and 65 civilian members.

Community surveys conducted in 2003 indicated that Barrie residents have a high level of satisfaction with their police service. Our citizens in general, feel reasonably safe but some reservations have been expressed with respect to the downtown core, especially during the evening hours.

Calls for Service

Calls for Service have increased steadily over the last four years, in proportion to the growing population. We received 48,744 calls for service in the year 2003, a 20% increase over the previous year. This spike is attributed with an increase in service demands coupled with a policy change with respect to the logging of 911 hang-up calls.

Crimes Against Property

Between 1999 and 2002 there was a steady decline in the reported property crime rate in the City of Barrie. In 2003 the reported property crime incidents increased 17.7% from 2002. The clearance rate for property crime has been on a decline since 1999 to 27% for 2003, but remains above the National (20% in 2002) and Provincial (24.4% in 2002) averages. The number one property crime for 2003 was Theft Under \$5,000.00.

Crimes of Violence

The violent crime rate in Canada has remained relatively steady for the past five years. The violent crime rate in Barrie declined in the City of Barrie between 2000 and 2002. In the year 2003 the violent crime rate increased 14.4% from 2002. (The clearance rate for violent crime has declined from 2002 by 12% but remains above the National average).



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"Other" Criminal Code Occurrences

The "Other" Criminal Code category includes offences against the administration of justice and public or private property. The most frequent occurrence of this type in 2003 was counterfeit currency, mischief, disturbances of the peace and bail violations. The rate of cleared "other" crimes has remained relatively steady over the past five years was 48% in 2003.

Drug Occurrences

The rate of reported drug occurrences in Barrie has remained relatively steady over the past five years. However, the rate decreased 23.5% from 2002 to 2003. The declining rate could be attributed to the provincial confusion relating to possessions of cannabis less than 30 grams. During this time, front line officers may have used greater discretion in charging persons in possession of cannabis less than 30 grams while awaiting provincial guidelines surrounding the possibility of decriminalization of cannabis marihuana. The clearance rate for drugs occurrences remained steady.

Traffic Enforcement

The total number of motor vehicle collisions in the City remained steady since 1997 with a slight decrease observed in 2001. The number of personal injury (PI) accidents for 2003 was 403. This number is consistent with the previous 5 years with exception to 2001 where there was a 5-year low of only 114 PI accidents. There were 5 fatal motor vehicle collisions in 2003.

The number of reported Impaired Driving incidents increased 26% between 2002 and 2003.

The Driver Education Initiative (DEI) and Directed Traffic Enforcement (DTE) program have been very successful enforcement and education initiatives since their implementation in 1996. D.T.E. officers were credited for apprehending 78% of all documented traffic violators.

Youth Crime

Young Offenders in Barrie account for 14% of all criminal charges laid. This ratio has been consistent over the last five years. The youth violent charge ratio for Barrie (10%) is consistent with the national average over the past decade.

Public Complaints

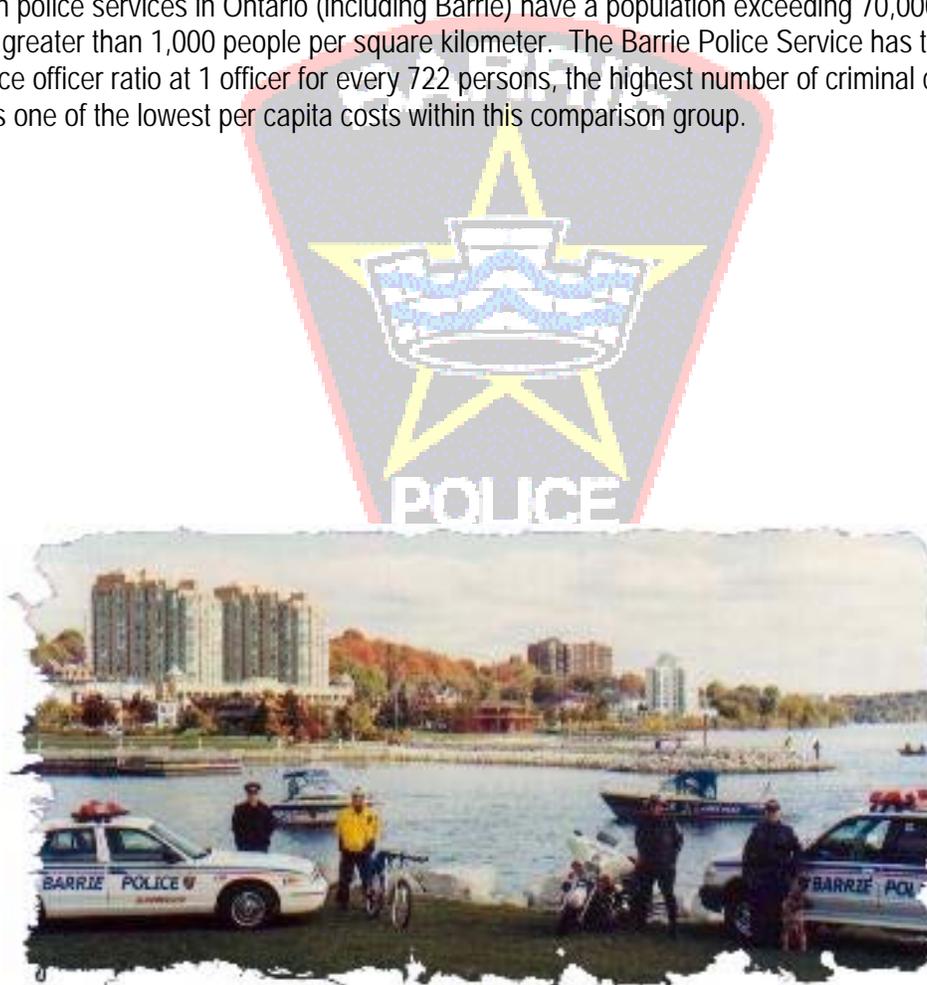
The Barrie Police Service received 45 public complaints in the year 2003, up from 34 the previous year. 96% of the complaints were conduct related. Only two of these complaints resulted in disciplinary action against Service members.



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Benchmarking

A police resource comparison is a very controversial issue since each community is unique. Statistics are not consistently reported using the same base lines. The most recent Statistics Canada Publication reports 2002 statistical information. Seven police services in Ontario (including Barrie) have a population exceeding 70,000 people and a population density greater than 1,000 people per square kilometer. The Barrie Police Service has the second highest population per police officer ratio at 1 officer for every 722 persons, the highest number of criminal code incidents per officer and remains one of the lowest per capita costs within this comparison group.





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City of Barrie Demographics

Population:	116,100 (2003)
Growth Rate:	4.15% per annum
Households:	42,388
Avg. Household Income:	\$76,245 (comparable to National Average)
Home Language:	Predominately English (97%) but Simcoe County as a whole has a significant French language component)
Schools:	38 elementary and 9 secondary schools serving over 28,000 students
Colleges:	Georgian College of Applied Arts and Technology
Hospital:	Royal Victoria Hospital – a \$120 M. dollar, state of the art health care facility
Doctors:	160
Fire Stations:	4
Courthouse:	Barrie Provincial Courthouse
Parks:	90 parks and 4 beaches totaling 300 hectares in area
Street Kilometers:	Approximately 465
Highways:	Provincial 400, 26; County Roads 93, 90, 31, 27, and 11
Rail:	Barrie-Bradford and Barrie-Collingwood
Air:	Barrie Airport, proximate to Lake Simcoe Regional Airport
Shopping:	a regional shopping area with 3 enclosed malls, several “big box” retail plazas and a well-maintained downtown core.
Sport Facilities:	Barrie Molson Centre (home of the “Colts”, Barrie’s OHL Junior “A” team), Barrie Sports Complex, Mariposa School of Skating, Skateboard Park, Barrie Raceway, close proximity to several golf, ski and mountain bike facilities
Cultural Amenities:	Barrie Agricultural Centre, Gryphon Theatre, Huronia Symphony, Barrie Concert Association, Kempenfest (one of Canada’s largest outdoor arts and crafts festivals), Serendipity Princess Boat Cruises, Park Place, MacLaren Art Centre.



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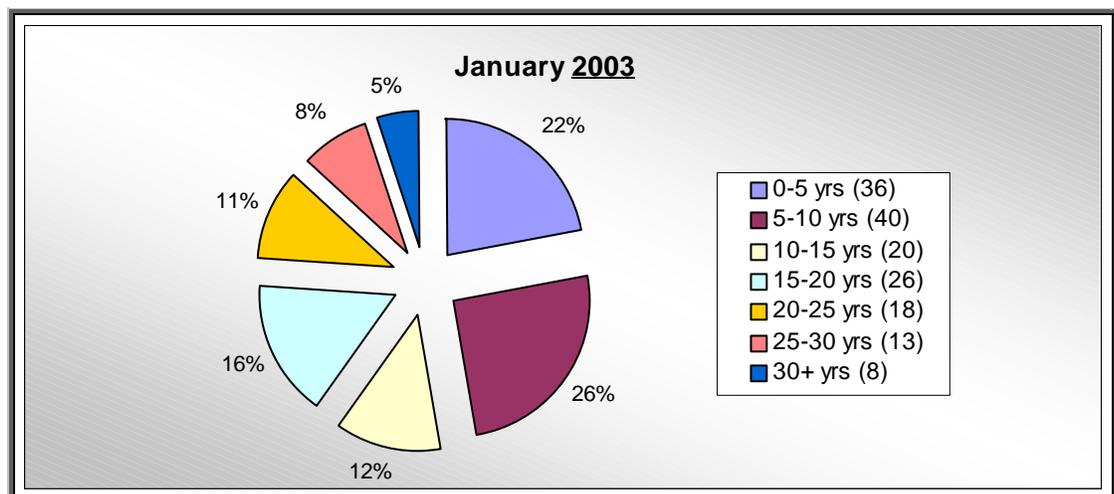
Overview of the Barrie Police Service

Staffing

Staff Complement, 1999 - 2003

YEAR	1999	2000	2001	2002	2003
Chief	1	1	1	1	1
Deputy	1	1	1	1	1
Superintendent	0	0	0	0	0
Inspectors	2	3	3	3	4
S/Sergeants	5	5	6	7	7
Sergeants	11	15	20	20	19
Constables	91	100	107	116	131
Total Sworn	111	125	138	148	163
Civilian	45	53	57	60	65
Total Strength	156	178	195	208	228

Officers by Years of Service 2003



The above pie graph indicates staffing in relation to officers' years of experience.

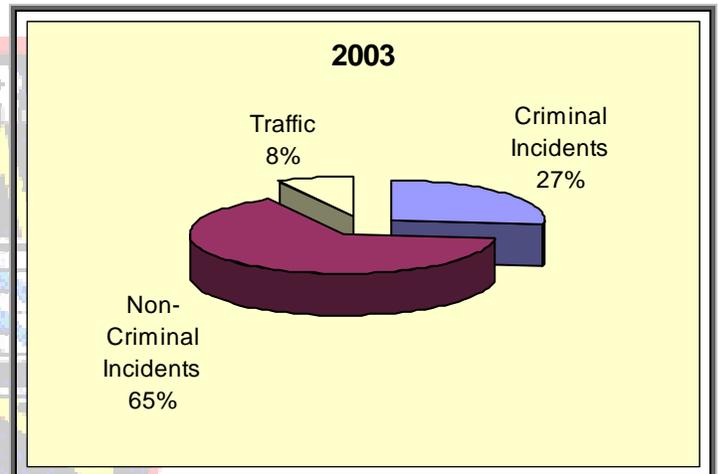


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Calls for Service

Year 2003

Criminal Incidents (Excluding C.C. Traffic)	12,952
Non-Criminal Incidents	31,839
Traffic (including C.C. Traffic)	3,953
Total	48,744



Calls for Service Comparison 1999 - 2003

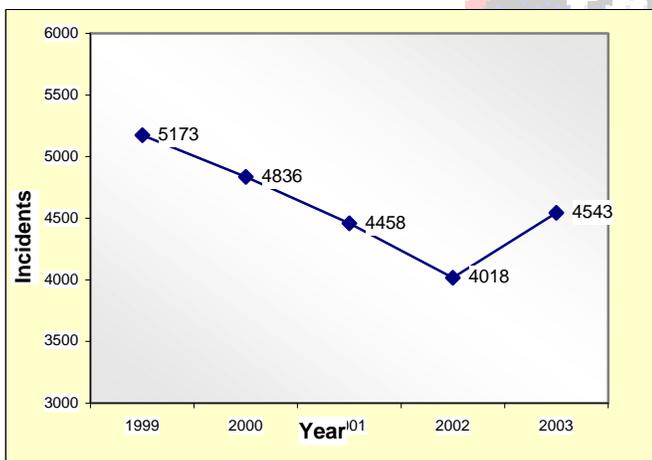
Year	1999	2000	2001	2002	2003
Criminal Incidents (Excluding Criminal Code Traffic)	10,568	11,170	10,649	10,977	12,952
Non-Criminal Incidents	25,721	27,414	28,902	29,687	35,433
Criminal Code Traffic	611	619	455	301	359
TOTAL	36,900	39,203	40,006	40,965	48,744



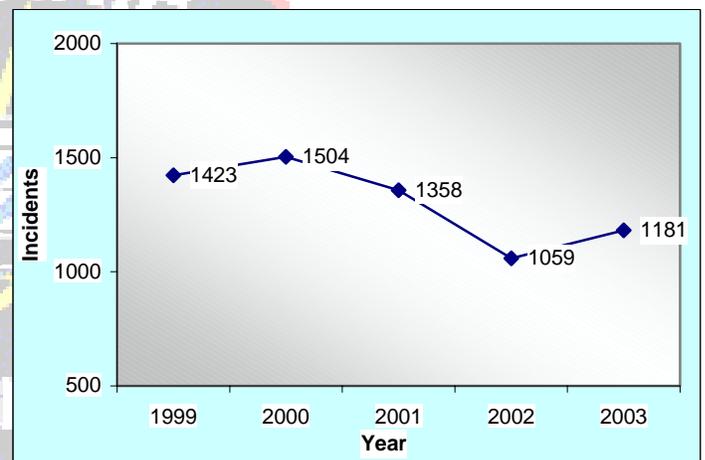
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Crimes Against Property / Crimes of Violence

Crimes Against Property
Rate Per 100,000 Population



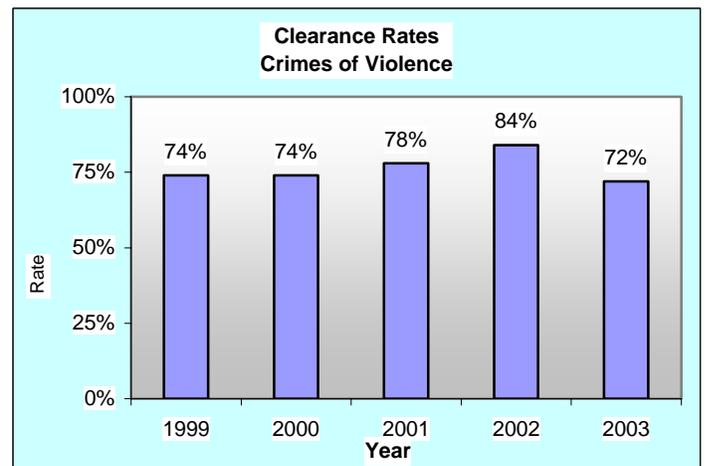
Crimes of Violence
Rate per 100,000 Population



Crimes Against Property
Clearance Rates



Crimes of Violence
Clearance Rates

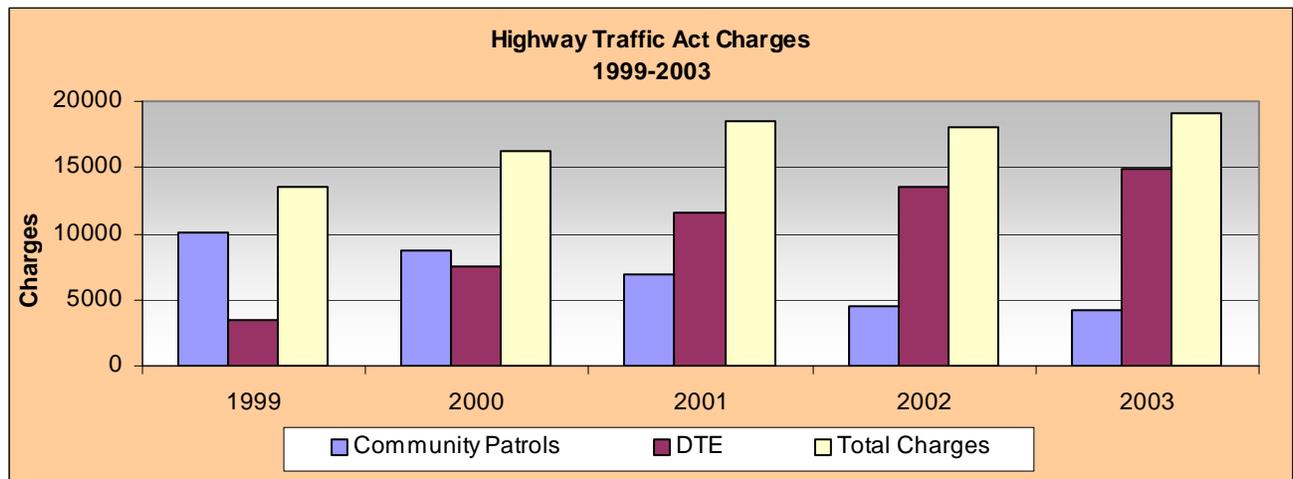




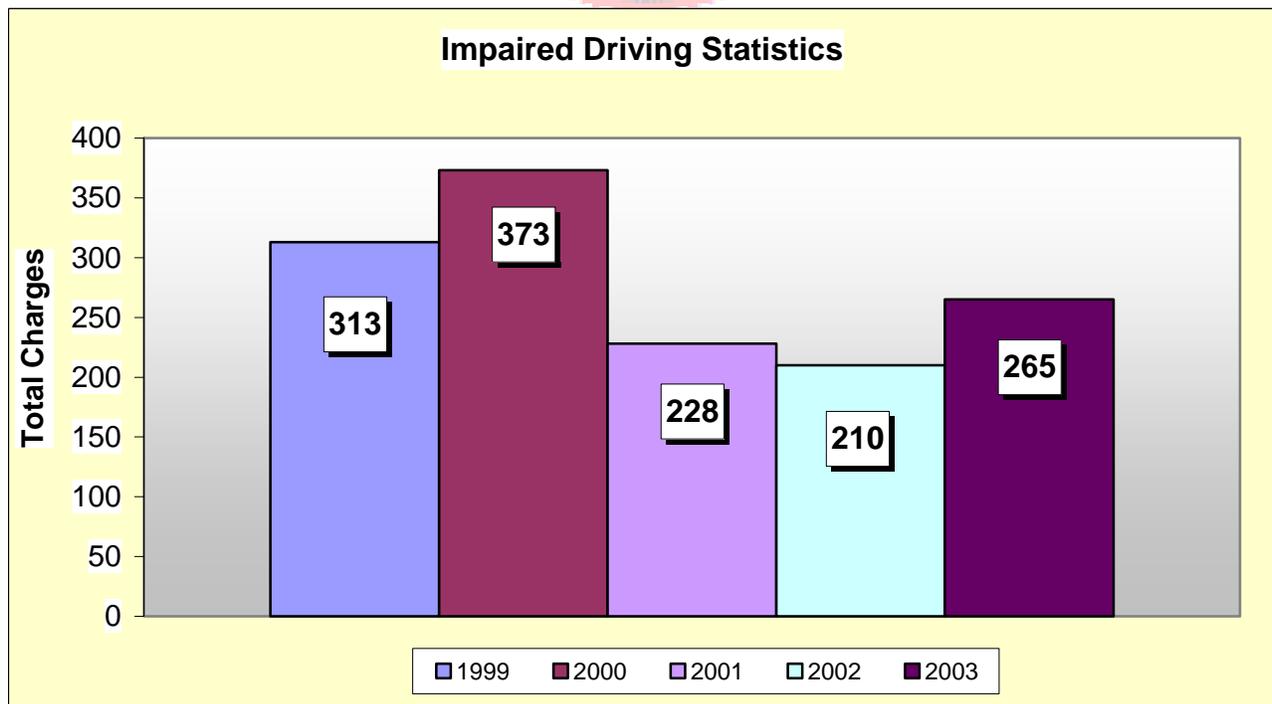
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Traffic Enforcement

Highway Traffic Act Charges 1999 – 2003



Impaired Driving Statistics

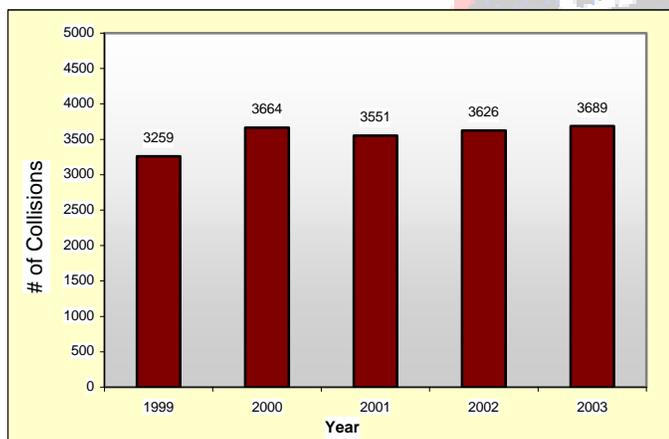




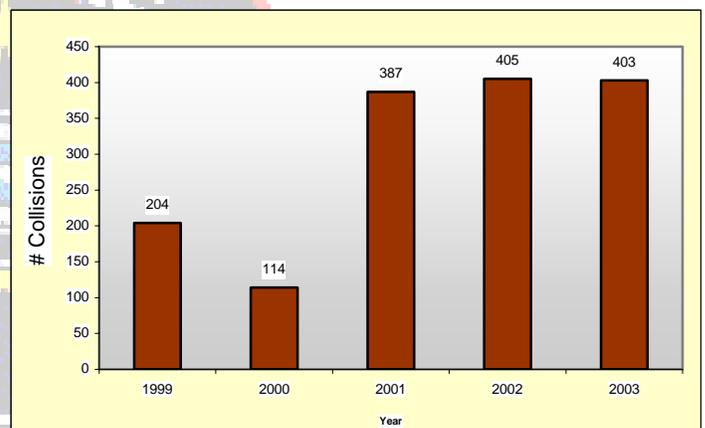
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Motor Vehicle Collisions

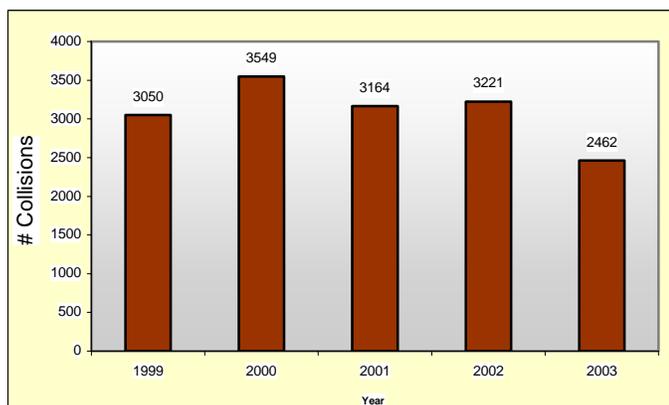
Total Motor Vehicle Collisions
Reported Incidents



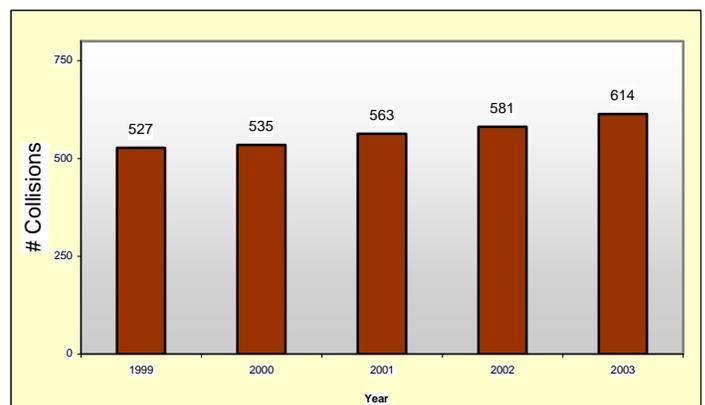
Personal Injury Collisions
Actual Numbers



Property Damage Collisions
Actual Incidents



Fail to Remain Collisions
Actual Numbers



There were five **(5) fatal** motor vehicle collisions in the City of Barrie in the year 2003, which is the highest number of motor vehicle collision related fatalities in the last decade.



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Strategic Directions

Section 30(1) of the Adequacy Standards Regulation requires a police services board to prepare, at least once every three years, a business plan that addresses the objectives, core business and functions of the police service, including how it will provide adequate and effective police services. Included in the business plan will be quantitative and qualitative performance objectives and indicators relating to:

- 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 of Business Planning begins with a review of previous years' plan. The next planning step is an environmental scan, a "State of the Union" so to speak, touching upon community demographics, our police service, crime trends and other statistical information. Armed with the scanning information, we can begin to think about the strategic directions we want our police service to take over the next three years.

Strategic directions are determined through a consultation process with the Barrie Police Services Board, Service members, Barrie City Council, local school boards and members of the general public. They are expressed through specific goals and objectives that are designed to help us achieve the desired results.

The following content of this report details the goals and objectives that form a three-year strategic action plan for the Barrie Police Service.



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Goals & Objectives

CRIME PREVENTION

In 2003, the Barrie Police Service conducted a survey with citizens of Barrie to measure the level of satisfaction with the police service.

The majority of survey respondents gave the Barrie Police a vote of confidence with an **87%** satisfaction level. Our members were considered professionals dedicated to their community. Most of the respondents felt reasonably safe anywhere in Barrie but some reservations were expressed regarding the evening hours in the downtown core, public transit and public parks. In terms of visibility, many residents expressed the desire to have increased neighborhood marked vehicle and foot patrols. Some suggestions from respondents of the survey for consideration included the following:

- ✚ Increase Visibility
- ✚ More effective enforcement of laws.
- ✚ More crime prevention.

Goal

Continual enhancement of crime prevention and proactive policing strategies & initiatives.

Objectives

1. To deploy our resources to ensure adequate and effective proactive policing strategies in our community.
2. To continue initiatives to increase officer visibility to the General Public.
3. To maintain and enhance community-based crime prevention initiatives and partnerships.
4. To implement Internet and modem based technologies (Citizen 911) to allow the public to report crime and communicate with our police service.

Performance Assessment.

- ✚ Compare and analyze annual statistics of downtown problems.
- ✚ Compare and analyze annual statistics of problem areas.
- ✚ Compile an annual progress report on community partnerships and crime prevention initiatives.
- ✚ Evaluate internet and modem based technologies (Citizen 911) to assess whether the system can be expanded or upgraded – Fall 2005

Area of Responsibility

Inspector Corporate Support; Sergeant, Community Services.



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COMMUNITY PATROL

Goal

To provide front-line service delivery that both anticipates and reacts to the demands generated in a high growth urban environment.

Objectives

1. Implement and deploy Community Oriented Response Enforcement (C.O.R.E.) Unit in the downtown area of Barrie.
2. Continue to evaluate and improve the supervision of front line officers.
3. Explore methods that will better ensure the utilization of the crime analyst to strategically direct resource deployment.

Performance Assessment

- ✚ Annually assess platoon infrastructure to determine the effectiveness of the increased platoon supervisor strength for both supervision and directed patrols.
- ✚ Consult with the local Crown Attorney to ensure that crown briefs submitted by officers are thorough, complete and of the highest quality.
- ✚ Audit the quality of performance appraisals submitted at the platoon level.

Area of Responsibility

Inspector, Community Patrols
Staff Sergeant CORE Unit



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CRIMINAL INVESTIGATION SERVICES

Goal

To provide criminal investigation services in accordance with the highest standards of professional skill, integrity and accountability.

Objectives

1. Ensure that criminal investigators have the knowledge, skill and ability to investigate assigned criminal occurrences, including cyber-crime.
2. Provide core competency training to criminal investigators to ensure that they meet or exceed Ministry accredited training standards.
3. Maximize the ability of the Investigation Services Branch to meet its mandate through the continued development of partnerships within the police community.

Performance Assessment

- Criminal investigators received Ministry accredited training as required.
- Participation in joint Forces projects, operations and organizations was maintained or enhanced.

Area of Responsibility

Inspector - Investigation Services



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COMMUNITY SATISFACTION

A community survey conducted in 2003 indicated that Barrie residents have a high level of satisfaction with their police service. Our members are considered to be professionals, dedicated to their community. The members of the Barrie Police Service appreciate the favorable remarks and are committed to work hard to retain the trust and confidence of the people of Barrie.

Goal

To maintain the high level of satisfaction that the citizens of Barrie have with the Barrie Police Service.

Objectives

1. Conduct business practices according to our stated "Quality Service Standards".
2. Maintain and enhance participation in community-based crime prevention initiatives and partnerships (assessed under "Crime Prevention").
3. The Barrie Police Services Board and the Chief of Police will annually host a public information session on current policing issues in the City of Barrie.
4. During the year 2006, conduct a community survey to determine the level of satisfaction city residents have with the Barrie Police Service.

Performance Assessment

- The need to conduct business practices according to "Our Quality Service Standards" re-emphasized to all employees.
- Public information session hosted annually.
- Community survey conducted in 2006.

Area of Responsibility

Chief of Police



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EMERGENCY CALLS FOR SERVICE

Goal

To provide exceptional response to emergency calls for service.

Objectives

1. Maintain quality supervision and support of communications staff.
2. To continue to provide Ministry accredited training to communications staff.
3. To continually improve the level of technical skills in our communications centre.
4. To prepare a communications manual – Spring 2005.

Performance Assessment

- To ensure that a communications manual is complete by the Spring of 2005.
- To ensure continual training has been maintained.

Area of Responsibility

Inspector - Community Patrols
Sergeant - Communications



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PROPERTY CRIMES

Goal

To develop strategies to reduce property crimes in the City of Barrie.

Objectives

1. Identify property crime trends and patterns through crime analysis.
2. Utilize directed enforcement strategies (Problem oriented policing) to maximize effectiveness of police resource deployment.
3. To provide the Street Crime Unit resources to assist with Break & Enter investigations.
4. Maintain and enhance the community Crime Stoppers, Neighborhood Watch and COPS programs.

Performance Assessment

- Optimized use of Directed Enforcement Strategies founded on Crime Analysis.
- Community and Police partnerships to combat property crime maintained or enhanced.
- Analyze statistics to determine whether there is a reduction in property crime.
- Analyze statistics to determine whether there are improved clearance rates.

Area of Responsibility

Sergeant - Street Crime

Detective Sergeant – Investigation Services



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VIOLENT CRIME

Goal

To reduce violent crime

Objectives

1. Continue to ensure compliance with Domestic Violence Investigative Protocol procedure.
2. Implement effective prevention and enforcement strategies for violent crime based on crime analysis and research.
3. Maintain a 100% submission rate for the Violent Crime Linkage Analysis System (ViCLAS).
4. Maintain the Barrie Police partnership with the Ontario Sex Offender Registry and investigate offenders to ensure compliance with existing legislation.

Performance Assessment

- ☒ Ensure compliance with Domestic Violence procedure and ViCLAS procedure.
- ☒ Prevention and enforcement strategies developed.
- ☒ Reduction in violent crime.
- ☒ Improved clearance rate.

Area of Responsibility

Inspector,- Investigation Services

Sergeant - Sexual Assault / Domestic Violence Unit



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YOUTH CRIME

Goal

To maintain an integrated approach to youth crime prevention, intervention and enforcement in cooperation with other stakeholder groups and agencies.

Objectives

1. Continually assess policies and procedures set out in the Police / School Protocol developed pursuant to the Safe Schools Act.
2. Continue partnerships with schools and other agencies to deliver programs relating to topics such as: substance abuse education, conflict resolution, mentoring, anti-violence, and student Crime Stoppers.
3. Maintain and enhance school / police partnership enriching programs and initiatives such as:
 - High School Liaison program;
 - Drug Abuse Resistance Education (DARE) program;
 - Values, Influences, Peers (V.I.P.) program;
 - Elementary School resource officer program ; and
 - Anti-bullying education / programs.
4. Effective enforcement of Youth Criminal Justice Act (YCJA) through the continued use of a liaisons of the Youth Crime Unit and frontline officers.

Performance Assessment

- Number of youth / police / community partnerships maintained or enhanced.
- Reduction in youth crime.

Area of Responsibility

Inspector – Community Patrols (1 – 4)
Inspector – Investigation Services (4)
Sergeant –Sexual Assault / Domestic Violence Unit (4)



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VICTIM ASSISTANCE

The Barrie Police Service is committed to assisting persons victimized by crime and circumstances in a sensitive manner, and to ensuring that they are treated with courtesy, compassion and respect for their dignity and privacy. In addition, this Service supports the development and implementation of victim assistance programs and activities. The Barrie Police Service in providing assistance to victims is committed to the principles of the *Victims' Bill of Rights*.

Goal

To be both proactive and interactive in respect to our dealings with victims as well as other disadvantaged or vulnerable persons in our community.

Objectives

1. Maintain and enhance our partnership with the Victim Crisis Assistance Referral Service (V.C.A.R.S.).
2. Establish a written Protocol between the Barrie Police Service, the Crown Attorney and the Victim Witness Assistance Program (V.W.A.P.).
3. Continue partnerships with the Domestic Assault Response Team, Child Abuse Review Team, Sexual Assault Care Centre, R.V.H. Domestic Violence Program, Women and Children's Crisis Centre, David Busby Street Centre, Mental Health and Drug Liaison Program.
4. Continue member training in the area of Child Abuse, Sexual Assault / Domestic Violence and Victim Assistance.

Performance Assessment

- Referrals to V.C.A.R.S.
- Partnerships maintained or enhanced.
- Training of personnel in subject areas.

Area of Responsibility

Inspector - Investigation Services



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ROAD SAFETY

Goal

To more effectively deal with traffic related problems in the City of Barrie.

Objectives

1. Redeploy the four dedicated traffic officers from platoons to a separate unit - to work under the direction of the C.O.R.E. Unit Staff Sergeant performing both proactive and reactive traffic related functions.
2. The separate unit will be established by the spring of 2005.
3. Research hours of deployment for separate traffic unit for maximum efficiency – Spring 2005

Performance Assessment

- Highway Traffic Act charges will be audited to help assess the effectiveness of the unit.
- Reportable motor vehicle collisions will be audited to help assess the effectiveness of the unit.
- The CORE Staff Sergeant will annually evaluate the unit both in reactive and proactive policing initiatives and provide a written report to the Community Patrols Inspector.
- Analyze and assess efficiency of separate traffic unit – Spring 2006
- Analyze and assess research of hours of deployment for separate traffic unit – summer of 2005

Area of Responsibility

Inspector - Community Patrols
Staff Sergeant - CORE Unit



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INFORMATION TECHNOLOGY

Information technology is an important tool in providing adequate, effective and efficient police services. The Barrie Police Service, through its Information Systems Manager, has continued to adapt to an information technology plan that:

- a) is based on the evaluation of our information technology needs, including our capacity to electronically share information with other agencies, organizations and community groups;
- b) provides for a periodic review of key business processes, practices and related technology to identify possible changes that may reduce the administrative workload of front-line officers; and
- c) addresses information technology acquisition, updating, replacing and training.

Goal

To provide the information technology infrastructure to both support and enhance current and emerging service delivery needs.

Objectives

1. Research, test and implement Mobile Data Terminals (MDT) in front line police vehicles by fall of 2005.
2. Research, test and implement a digital interview and cellblock audio/video system by fall of 2004.

Performance Assessment

- Assess Mobile Data Terminals through an internal officer survey - Fall 2006.
- Assess and evaluate digital audio/video system - Fall 2005

Area of Responsibility

Inspector - Corporate Support
Manager - Information Systems



Business Plan 2004 - 2007

POLICE FACILITIES

The Barrie Police Service headquarters is located at 29 Sperling Drive in the north end of the City of Barrie. This building is manned by sworn personnel and is accessible to the public 24 hours a day, 365 days of the year. The Communications Centre is housed within the headquarters building. In addition to the headquarters building, the Service operates a small sub-station in the downtown core. The sub-station is essentially a work-centre for foot-patrol officers. It is not manned on a regular basis.

The headquarters building at 29 Sperling Drive became operational early in 1993. Since its inception, the city population has grown tremendously as well as our police service. The facility at 29 Sperling Drive has insufficient space to maintain the amount of employees and the growth associated.

Goal

To research the Barrie Police Service's immediate and long-term facility needs.

Objectives

1. Rent another facility and/or office space to operate various units of the police service – Spring 2004.
2. Research and identify property for future police Headquarters in the City of Barrie - Fall 2004.
3. Submit recommendation proposal of land to be purchased for new police headquarters – Fall 2006.
4. Report annually to the Barrie Police Services Board, on whether the current police facilities meet the requirements set out in the Police Service Act and Policing Standards Manual.

Performance Assessment

- Annual facilities report completed and submitted.
- Submission of recommendation of land to be purchased for new headquarters – Fall 2006.

Area of Responsibility

Chief of Police
Police Services Board



Business Plan 2004 - 2007

RESOURCE PLANNING

Goal

To implement a resource planning methodology that takes into account the business plan and existing demands for service.

Objectives

1. Research and hire fleet mechanic for Barrie Police Services – Fall 2004.
2. Equip and outfit Barrie Police Service Headquarters with tools and equipment required for fleet mechanic – Fall 2004.
3. Research and implement Training Officer Program – Spring 2005.
4. Implement annual NCO training program – Spring 2004.
5. Form committee to research, test and implement new handguns for replacement – Fall 2004.
6. Deploy the Emergency Response Unit (ERU) evenly with each platoon to maximize efficiency and coverage of the ERU – Spring 2004.
7. Research and recommend deployment methods of the ERU that will accommodate the operational and training needs of the ERU when designated full tactical – Spring 2005.
8. Separate ERU from platoons to separate units when designated full tactical – Spring 2005.
9. Barrie Police Management Team to utilize workload assessments and service delivery evaluations to deploy personnel, taking into account the business plan and existing demands for service.

Performance Assessment

- ☒ Assess training officer program to ensure full compliance - Spring 2006
- ☒ Assess Handgun replacement to ensure handguns are meeting the needs of the officers – Spring 2006
- ☒ Assess separate NCO training program to ensure all training needs are being met– Spring 2006.
- ☒ Assess Fleet mechanic and facilities housed to ensure maximum efficiency – Spring 2006.
- ☒ Assess deployment of ERU to ensure operational and training needs are being met - Spring 2006.
- ☒ Ensure that a resource planning methodology has been implemented.

Area of Responsibility

Deputy Chief of Police
Inspector – Community Patrols



Business Plan 2004 - 2007

BUDGET FORECAST

Goal

The Barrie Police Services Board and the Barrie Police Management Team will annually estimate the cost projections for implementing the business plan for the following year.

Objectives

1. The Barrie Police Services Board will provide the City Treasurer by January 15th, 2005 the operating and capital estimates that show the amounts required to maintain the police service and implement the business plan.
2. The Barrie Police Services Board will provide the City Treasurer by January 15th, 2006 the operating and capital estimates that show the amounts required to maintain the police service and implement the business plan.

Performance Assessment

- Estimated cost projections developed and submitted to council.

Area of Responsibility

Manager - Financial Operations

Barrie Police Services Board



Business Plan 2004 - 2007

In Closing

The unique dynamics of our growing community demand flexibility in the implementation of police services and in our ability to change focus to meet the demands of the day. Officers of the Barrie Police Service are dedicated to provide this service to our citizens. Together, we will reach our goals in making the City of Barrie, a safe place to live, work and play.

Acknowledgements

The Barrie Police Services Board and the Barrie Police Service would like to acknowledge and thank members of council and business representatives for their valued input into our business plan.

We are also grateful to the members of our community who completed our public survey and to those persons who attended our open forum at City Hall in 2003.

Lastly, we would like to thank those members of our own police service for their ideas and suggestions as well as for their anticipated enthusiasm for the implementation of the business plan.

