

Value for Service Delivery Review

Final Report

Submitted to:
Barrie Police Service



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Prepared by:

Blackstone
PARTNERS

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Executive Summary

Background and Methodology

In August 2006, the Barrie Police Service (BPS) Board engaged Blackstone Partners ("Blackstone") to conduct a Value for Service Delivery Review (VSDR) to determine whether the Barrie Police Service is meeting the Adequacy Standards and current public expectations. Further, the VSDR sought to confirm whether the Barrie Police Service is meeting its mandate in the most efficient and effective manner possible.

The VSDR featured an extensive stakeholder engagement process, whereby over 600 participants provided feedback and perspectives on the service delivered by the BPS. Stakeholders were asked for their views through interviews, focus groups and in-person or online surveys. The following stakeholder groups were consulted:

- BPS Senior Management Team
- BPS Board Members (both current and former)
- City Council and Administration
- Barrie Police Association
- BPS Staff
- Citizens of Barrie
- Community Partner Organizations

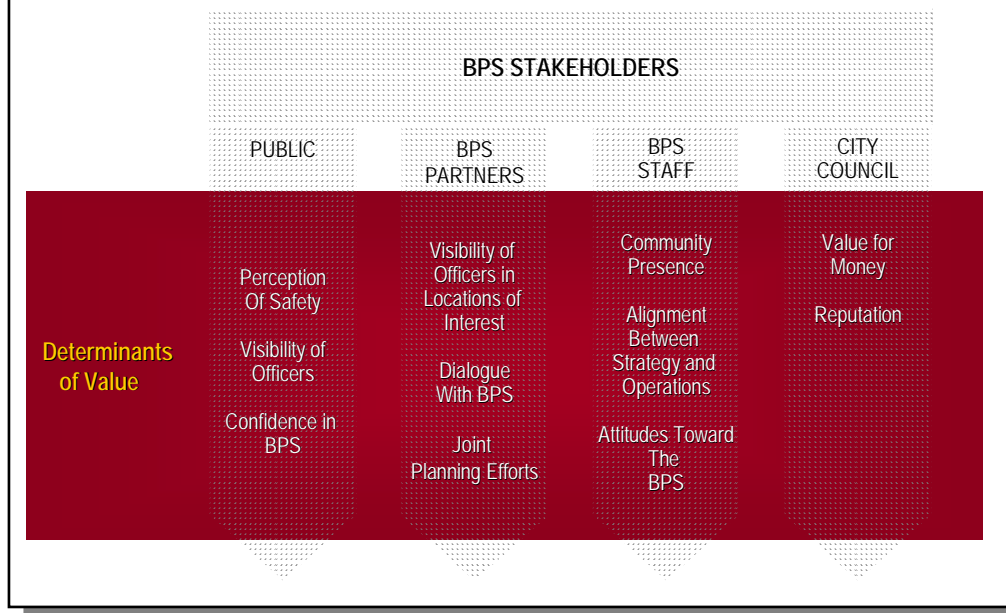
Blackstone also undertook a comprehensive benchmarking exercise to ascertain how well BPS was performing relative to other police forces. Selected comparator regions were as follows: Guelph, Brantford, Sudbury, Kingston, Thunder Bay and Windsor. Focusing primarily on specific, quantifiable metrics, these benchmarking results were used to validate or refute the qualitative information and perceptions gathered during the Stakeholder Engagement phase.

In addition to being compared through data analysis, each of the peer forces (with the exception of Kingston) participated in a standardized interview process focused on a discussion of metrics and the identification of leading and innovative practices in law enforcement. Areas of particular interest stemmed from the key themes identified during the Stakeholder Engagement process. Both the quantitative and qualitative aspects of the peer review resulted in the generation of a comprehensive list of Best Practices in law enforcement. The BPS was subsequently evaluated on their use of each practice in order to identify opportunities for future development and enhancement of value.

Assessing Value

As part of Value for Services Delivery Review process, Blackstone Partners sought to identify how key stakeholder groups (i.e. the public, BPS partners, BPS staff and City Council) defined value. As the following graphic demonstrates, each of these stakeholders defined value differently.

“Defining Value for the BPS”



Through a series of stakeholder interviews and surveys, as well as a comprehensive benchmarking analysis, we were able to assess many of the dimensions of value articulated above. **Based on this assessment, the results of the review confirm the Barrie Police Service is delivering exceptional value in service for the available level of resources.**

This conclusion was reached based on the detailed analysis of each stakeholder group. Highlights of the findings for each value dimension are summarized in the following table.

The Public	
Perception of Safety	<ul style="list-style-type: none"> ➤ Over 79% of citizens agreed or strongly agreed there is a good police presence in Barrie ➤ Over 84% of citizens agreed or strongly agreed they feel safe in Barrie
Visibility of Officers	<ul style="list-style-type: none"> ➤ Over 83% of citizens agreed or strongly agreed the Police are visible in the community and have a good presence at community events ➤ Over 84% of citizens agreed or strongly agreed the officers are approachable
Confidence in BPS	<ul style="list-style-type: none"> ➤ Over 85% of citizens agreed or strongly agreed to the following three statements (questions posed individually): <ul style="list-style-type: none"> ➤ The officers are knowledgeable ➤ The officers show concern for the public ➤ I have confidence in the law enforcement capabilities of the BPS

BPS Partners	
Visibility of Officers in Locations of Interest	<ul style="list-style-type: none"> ➤ School Administration representatives were very pleased with BPS efforts to increase police presence in the schools and with the quality of officers assigned to these duties ➤ Dedicated efforts to increase presence in the downtown core and surrounding the college campus are recognized and appreciated, but more visibility and presence is desired
Dialogue with BPS	<ul style="list-style-type: none"> ➤ Opportunities to share experience, approaches and knowledge with the BPS were highly valued
Joint Planning Efforts	<ul style="list-style-type: none"> ➤ Partners have found joint initiatives to be valuable and meaningful ➤ Existing partnerships are strong; further opportunities for collaboration are desired by partner groups
BPS Staff	
Community Presence	<ul style="list-style-type: none"> ➤ Staff identified the top three things the BPS is good at as: <ul style="list-style-type: none"> ➤ Making the best use of limited resources ➤ Media Relations / Public Image ➤ Serving the public
Alignment between Strategy and Operations	<ul style="list-style-type: none"> ➤ Staff generally understand the BPS service goals and objectives as set out in the business plan, but are less confident with the understanding of long-term strategy and their role in achieving long-term goals and objectives
Attitudes Toward the BPS	<ul style="list-style-type: none"> ➤ 63% of staff agreed they are proud to tell people they are a member of the BPS ➤ Staff feel more resources are needed (more officers, improved technology, expanded facilities)
City Council	
Value for Money	<ul style="list-style-type: none"> ➤ Barrie has the lowest officer:population ratio, relative to its comparators ➤ BPS is below the mean for per capita costs, relative to its comparators ➤ BPS has the highest criminal code incidences per officer ratio, relative to its comparators
Reputation	<ul style="list-style-type: none"> ➤ Barrie has one of the highest overall clearance rates and the highest clearance rate for both crimes against property and crimes of violence, relative to its comparators

Key Recommendations

The Barrie Police Service has done an exemplary job of maintaining its internal efficiency, but our interactions with staff and management would suggest that “cracks are beginning to form” and the signs of stress are beginning to show though increased leaves, sick time and general absenteeism.

While financially, the City may not be in a position to increase the number of officers present on the force, Blackstone Partners does recommend that ***a comprehensive resourcing strategy be undertaken to understand how the BPS can be staffed in a way that is both responsible and reflective of the need for growth.*** In addition to assessing appropriate staffing levels, other efforts could include the investigation of the use of alternative human resources, the re-evaluation of service delivery with respect to low priority calls and the further integration of efforts and resources with other emergency service providers.

Similarly, we would recommend that the City invest in additional resources for human resource (HR) staff at the BPS in order to assist in the management of employee support programs, staff development, succession planning and other innovative HR practices.

Blackstone Partners also recommends the BPS continue to invest time, talent and budget in developing and maintaining community partnerships, as it represents a proactive solution to many of Barrie's emerging law enforcement challenges. Furthermore, strengthening relationships, communication and cooperation with City Administration will increase the likelihood that future citizens of Barrie will continue to benefit from a top-quality police force.

Additionally, we would recommend the BPS enhance their capacity to effectively engage in long-term planning. Provincially required business plans are a tool that can be continually improved upon in order to optimize the benefits of the planning process. Similarly, a strong link needs to be created between the objectives and goals set by the BPS and the objectives and goals of individual staff members. Tracking objectives and progress toward goals on both an organizational level, through effective long-term planning, and on an individual level, through enhanced performance evaluation tools, would greatly assist in this regard.

Leading Practices

As a final note regarding leading practices, Blackstone Partners would highlight that the BPS exhibits a natural tendency to continually evaluate and question its operations. There is a general spirit, demonstrated foremost by the Chief of the BPS that "we can always do better". As such, the BPS is continuously seeking out new ways to practice law enforcement and implementing many of the leading practices investigated in this review.

While we recognize that there are still opportunities to be pursued by the BPS in relation to some of the leading practices, we commend them for their commitment to continuous improvement and for their track record of best practice implementation. Given the impressive set of organizational strengths exhibited by the BPS, we would strongly encourage the BPS to take advantage of opportunities to assume a leadership role in bettering social service delivery, whether it be through uniting community groups within Barrie or forces throughout the Province.

Conclusion

While this review has identified a number of areas where innovative practices and improvement opportunities should be pursued, it is our conclusion that the Barrie Police Service is providing exceptional service value, despite limited resources and population growth challenges, to the citizens of the City of Barrie.

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1 Project Background and Methodology

The City of Barrie's high population growth rate (6.27% annually) has posed significant challenges for the Barrie Police Service (BPS) through increased demand for services and a growing complexity of crime. In addition, like many municipal services, the Barrie Police Service is confronted with growing demands on the quality and scope of services provided to the community. Keeping in mind that policing services are delivered based on legislative standards and public expectation, the Board engaged Blackstone Partners ("Blackstone") to conduct a Value for Service Delivery Review (VSDR) with the intention of determining whether the Barrie Police Service is satisfying the Adequacy Standards and current public expectations. Further, the VSDR sought to confirm whether the Barrie Police Service is meeting its mandate in the most efficient and effective manner possible.

The VSDR process featured an extensive stakeholder engagement piece, whereby a large number of participants were asked to provide feedback and perspectives on the service delivered by the BPS. Consultations assumed a variety of forms, from one-on-one interviews, to focus groups, to in-person or online surveys. The collection of these 'informed perceptions' served to qualify BPS service delivery by generating a wealth of knowledge about areas the BPS is exceptionally strong in, as well as areas the BPS might benefit from improving upon. Identified areas for opportunity were used to inform conversations during the subsequent best practices review phase of the VSDR. The following discussion provides more detail on each of these stages.

Initial Interviews

The following stakeholders were identified and consulted as part of the Initial Interviews phase:

- BPS Senior Management Team
- BPS Board Members (both current and former)
- City Council and Administration

Twenty-three interviews were conducted. Information was gathered through a series of one-on-one interviews, each lasting approximately one hour. These discussions were conducted over the period of September and October, 2006. Interview participants had the opportunity to review an Interview Guide in advance in order to reflect on the questions and have time to develop responses (Appendix I).

Also taken into consideration was input collected during the BPS Annual Planning Retreat that took place on September 20-21, 2006. Attendees included BPS Staff Supervisors, Senior Leadership and Management of the BPS and representation from the Barrie Police Association. Perspectives were solicited through a focus group format, facilitated by Blackstone. Feedback from all stakeholders was organized and consolidated into Strengths, Weaknesses, Opportunities and Threats/Challenges (SWOT). These results were then further refined and amalgamated into General Themes and Messages which will be discussed in greater detail in Section 3 of this document.

Community Engagement

Also key to this review was the opinions and perspectives of the general public. The Citizens of Barrie were solicited to provide feedback on their views of the Barrie Police Service by way of an in-person survey (Appendix I). The BPS Command Centre was stationed at popular locations in Barrie on three occasions at the end of September, 2006 and citizens were asked to complete a short survey. The survey was also posted on the internet with a link from the BPS homepage for citizens who preferred to complete the survey online. A media release notified citizens in advance of the opportunity to participate in this survey. In total, 389 complete responses were obtained.

As an adjunct community engagement effort, community partner groups and organizations were also given the opportunity to provide input through one-on-one interviews. These discussions were conducted over the period of September and October, 2006. Participating groups included:

- The Ministry of Community Safety and Correctional Services
- Ontario Provincial Police (OPP)
- Canadian Mental Health Association
- Children's Aid Society of the County of Simcoe
- Women & Children's Crisis Centre
- Georgian College of Applied Arts & Technology
- Community Emergency Response Volunteers (CERV)
- The Salvation Army
- Simcoe Muskoka District Health Unit
- David Busby Street Centre
- M.P., Government of Canada
- M.P.P., Government of Ontario

It should be noted that Interviews were requested of other Community Partners, but participation was declined for various reasons. In total, there were thirteen individual consultations with Community Groups/Agencies.

Focus Groups

Members of the School Board and School Administrators were consulted by way of a focus group that took place on October 6, 2006. The session was facilitated by Blackstone Partners and was 2 hours in length. Ten School Administration representatives participated in the focus group. Feedback from this session is documented in Appendix VI.

Members of the Downtown Barrie BIA opted to participate through an online survey in place of a focus group. The survey was open online for two weeks in October, 2006. Sixteen responses were obtained.

Five representatives of the Barrie Police Association provided input through a one-on-one interview. The discussion was 90 minutes in length and took place in October, 2006.

All of the above interview and focus group participants had the opportunity to review the Interview Guide in advance (Appendix I).

During this extensive engagement of Citizens and Community Partners, 'informed perceptions' were gathered that eventually formed the framework for understanding the perceived strengths and areas of improvement for the BPS. An understanding of how these groups measure value in service delivery was also obtained. Results of these consultations are summarized in the Community Feedback Review document (Appendix II).

Staff Participation

The final piece of stakeholder engagement consisted of an online staff survey that was conducted over the period of three weeks during October, 2006. Survey questions consisted of both choice and open text responses to allow for participants to provide as much or little feedback as they felt appropriate (Appendix I). 140 responses were generated representing a 46% response rate.

The data and comments derived from the survey was used to define how value is defined from the perspectives of the individuals providing the service. It was also used to form an understanding of how employees view the BPS from the inside. Results of the Staff Survey are summarized in the Staff Survey Findings document (Appendix III). Graphs from an analysis of Overtime and Missed Lunch bookings are also presented for review (Appendix IV).

Benchmarking

Finally, Blackstone undertook a comprehensive benchmarking exercise to ascertain how well BPS was performing relative to other police forces. Focus primarily on specific, quantifiable metrics, these benchmarking results were used to validate or refute the qualitative information and perceptions gathered during the Stakeholder Engagement phase.

A selection of peer forces was chosen to serve as comparators for the benchmarking and peer review phases. Peer Forces were identified based on the following criteria:

- ❖ Similarity in Population Size;
- ❖ Similarity in Population Density; and
- ❖ Other Common Elements (such as containing a large educational institution within the municipality's boundaries).

Based on these criteria, six municipalities were selected as comparators. These regions were as follows: Guelph, Brantford, Sudbury, Kingston, Thunder Bay and Windsor. Data for the benchmarking activities were drawn from a variety of standardized sources. These sources are as follows:

- ❖ The Police Resources in Canada, 2005 publication produced by The Canadian Centre for Justice Statistics, Statistics Canada;
- ❖ The Police Administration Survey, 2005 conducted by The Canadian Centre for Justice Statistics, Statistics Canada;
- ❖ The Uniform Crime Reporting Survey, 2005 conducted by The Canadian Centre for Justice Statistics, Statistics Canada;
- ❖ Annual Reports published by Peer Forces; and
- ❖ Data supplied directly by the Peer Forces.

The complete set of metrics examined can be found in the Benchmarking Results Review document (Appendix V).

Best Practices Review

In addition to being compared through data analysis, each of the forces participated in a standardized interview process focused on a discussion of metrics and the identification of leading and innovative practices in law enforcement. Areas of particular interest stemmed from the key themes identified during the Stakeholder Engagement process.

Interviews with the Chief of Police and selected staff from each of the other Police Forces were conducted over the period of October 18-26, 2006. Discussions lasted between 90 minutes and 2 hours with each Police Service. Thorough reviews of the most recently published annual reports and business plans for each Force were conducted prior to the interviews, in order to educate the conversations and gain further insight into specific “potential” opportunities.

The following chart lists those that were interviewed during this process and kindly gave of their time to contribute to the VSDR.

Police Service	Participant
Greater Sudbury Police Service	Chief Ian Davidson Sharon Baiden, Director of Corporate Services Staff Inspector Al Lekun
Windsor Police Service	Chief Glenn Stannard
Thunder Bay Police Service	Chief Robert Herman
Brantford Police Service	Chief Derek McElveny
Guelph Police Service	Chief Robert Davis

From this set of interviews, an extensive list of Best Practices was developed (Section 4). It is recognized that the BPS already engages in many of these practices. In order to further pinpoint specific areas of focus, the BPS was rated on each practice to indicate whether the item is something they already do ("established"), something they are currently looking at doing ("evolving") or something they have not yet begun to investigate ("opportunity"). Going forward, the Barrie Police Service should strive to pay particular attention to those practices labelled "opportunity" or "evolving" as these are the items that have the potential to significantly enhance the value of the service provided by the BPS.

This report concludes with a concise list of the areas identified as overwhelming strengths of each of the Peer Forces that participated in this review. Barrie has also been included on this list to complete the representation of comparators. In the spirit of partnership and knowledge sharing, the BPS has agreed to share this report with these other Forces. It is intended that this final section may serve two purposes: the first is to celebrate the accomplishments and strengths of each of these Forces and the second is to serve as a quick reference guide for each Force to use when they are looking for a contact to provide expertise and advice in a particular area. No one Police Service is exceptional at everything, however combining the strengths and best practices of all the Forces in this comparator group comes very close to representing an optimal model for Value in Service Delivery.

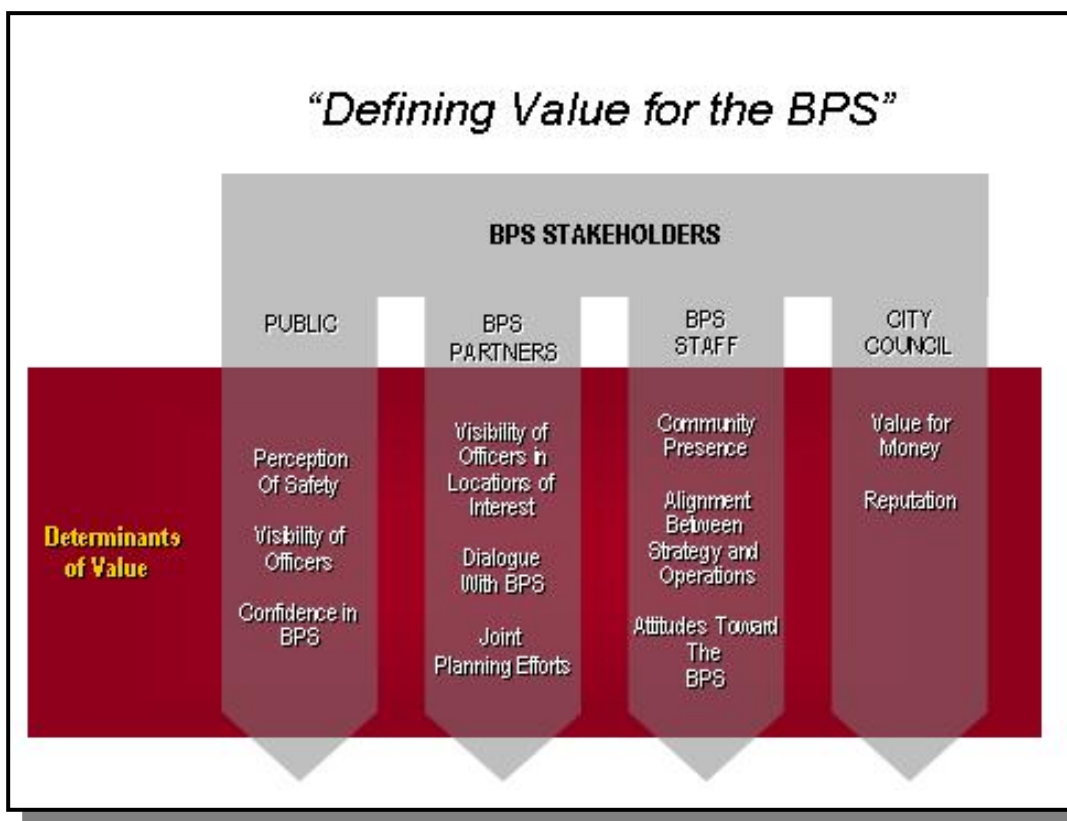
2 Assessing Value for Services Delivery

2.1 Defining Value

Before discussing our final assessment and determination of value for the Barrie Police Service, it is important to establish a baseline definition and understanding of what Blackstone Partners considers “value” in relation to the services and outcomes impacts of the Barrie Police Service. Generally we defer to a common definition of value as “a term that expresses the concept of worth, in general.”

While the natural inclination of most organizations is to generate numerical representations of value (i.e. cost per transaction, % overhead, overall cost of service), the value of human service organizations such as law enforcement agencies is much more difficult and complex to measure. Indeed, while efficiency measures such as those listed above are important, other qualitative measurements often lend equal, if not greater, weight to the determination of value. As an example, while a police service could demonstrate the lowest cost per officer measurement when benchmarked against its peers, if the citizens served by that force did not feel safe in their communities and had a negative perception of the police service and its officers, a positive determination of value would not be rendered.

As part of Value for Services Delivery Review process, therefore, Blackstone Partners sought to identify how key stakeholder groups (i.e. the public, BPS partners, BPS staff and City Council) defined value. As the following diagram indicates, value was defined differently for each of the key stakeholder groups.



As this diagram illustrates, the public defined value in terms of “perceptions” – perceptions of reduced crime, increased safety, increased visibility of officers and overall confidence in the Barrie Police Service. From the perspective of some of its partner organizations (i.e. Downtown Business Improvement Association, Boards of Education), the value of the BPS was assessed against criteria of visibility in areas of interest (i.e. the downtown, schools) as well as opportunities for dialogue and joint planning. From the perspective of its own staff, BPS delivered value when it achieved a meaningful community presence, demonstrated alignment between strategy and operations and effectively managed and prioritized workload on an ongoing basis. Finally, the City Council defined value primarily from an efficiency framework (i.e. value for money), although it recognized that additional value for the city is derived when a police force has a good reputation and exhibits an approach that is in line with the City’s overall strategy.

2.2 Assessing the Value Delivered by Barrie Police Service

While the definition of value for the Barrie Police Service is both multi-faceted and complex, the purpose of this review was to assess whether value was in fact being delivered by BPS.

Based on our analysis of available benchmarking data and input from multiple stakeholder groups, we believe that the Barrie Police Service is providing exceptional value with respect to the services they provide to the citizens of the City of Barrie.

To reach this conclusion, we have assessed the many dimensions of value as articulated and illustrated above. In the following sections, we will attempt to detail each of these dimensions of value and provide examples of how the Barrie Police Service has satisfied each of these dimensions. Where appropriate, we will also provide commentary as to whether there are particular strengths or opportunities for improvement associated with each dimension. These strengths and opportunities will also be highlighted relative to a discussion of leading practices in Section 4 of this report.

2.2.1 Determinants of Value: The Public

Perhaps the most complex, but important, measure of value is that articulated and perceived by the citizens of the City of Barrie – the public. A diverse and often heterogeneous population, the public articulates the value of policing services in a variety of ‘perceptual’ statements. These statements are focused around notions of police visibility, a sense of general safety and confidence in their police service.¹

Police Visibility and Presence

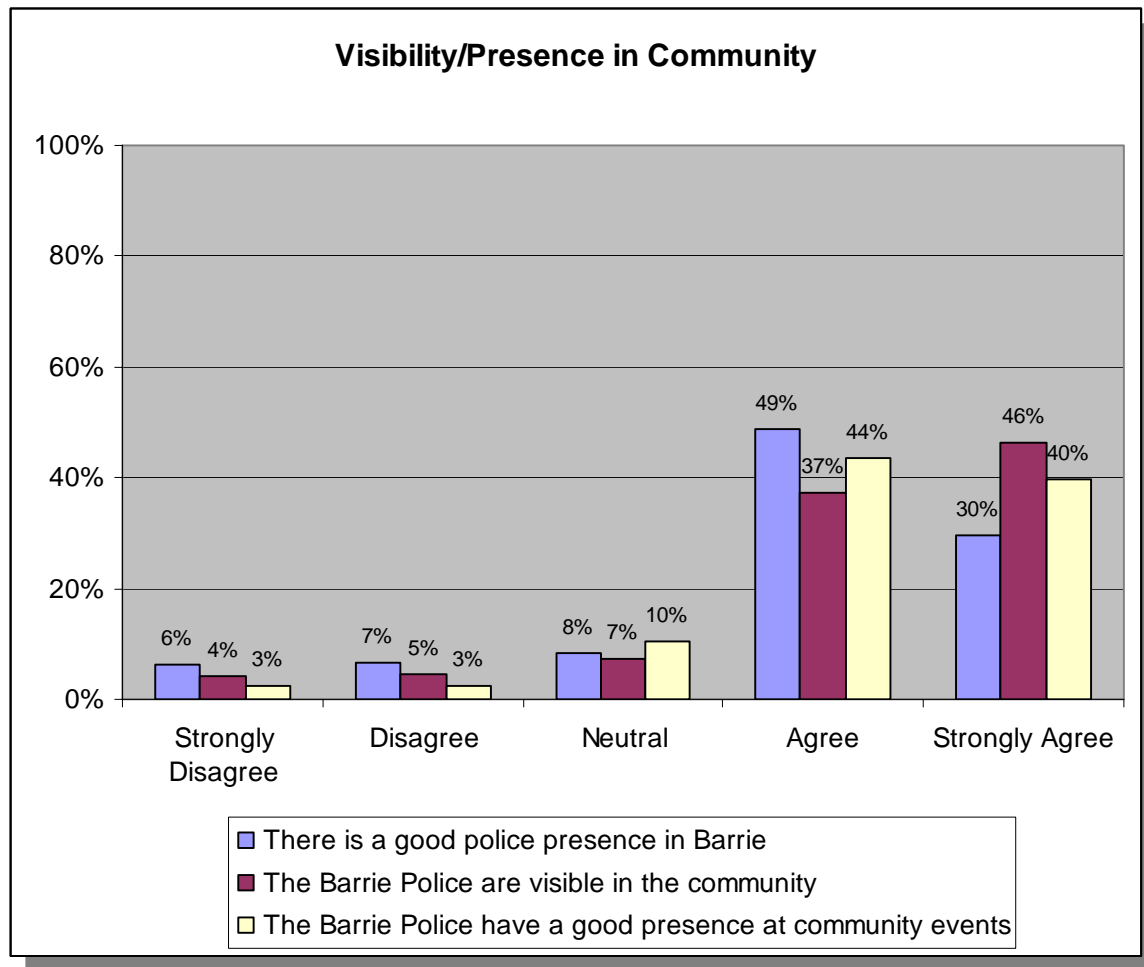
Through the survey conducted with the public on behalf of this initiative, it was clear that BPS was generally meeting the expectations of its public with respect to these key dimensions of value.

With respect to police visibility, the public was asked to rate their relative agreement to these three statements:

¹ As reported in the Community Survey (see Section 1 for details).

- There is good police visibility in the City of Barrie;
- The Barrie Police are visible in the community;
- The Barrie Police have a good presence at community events;

The following graph represents the distribution of responses and their respective percentages for each of these statements.

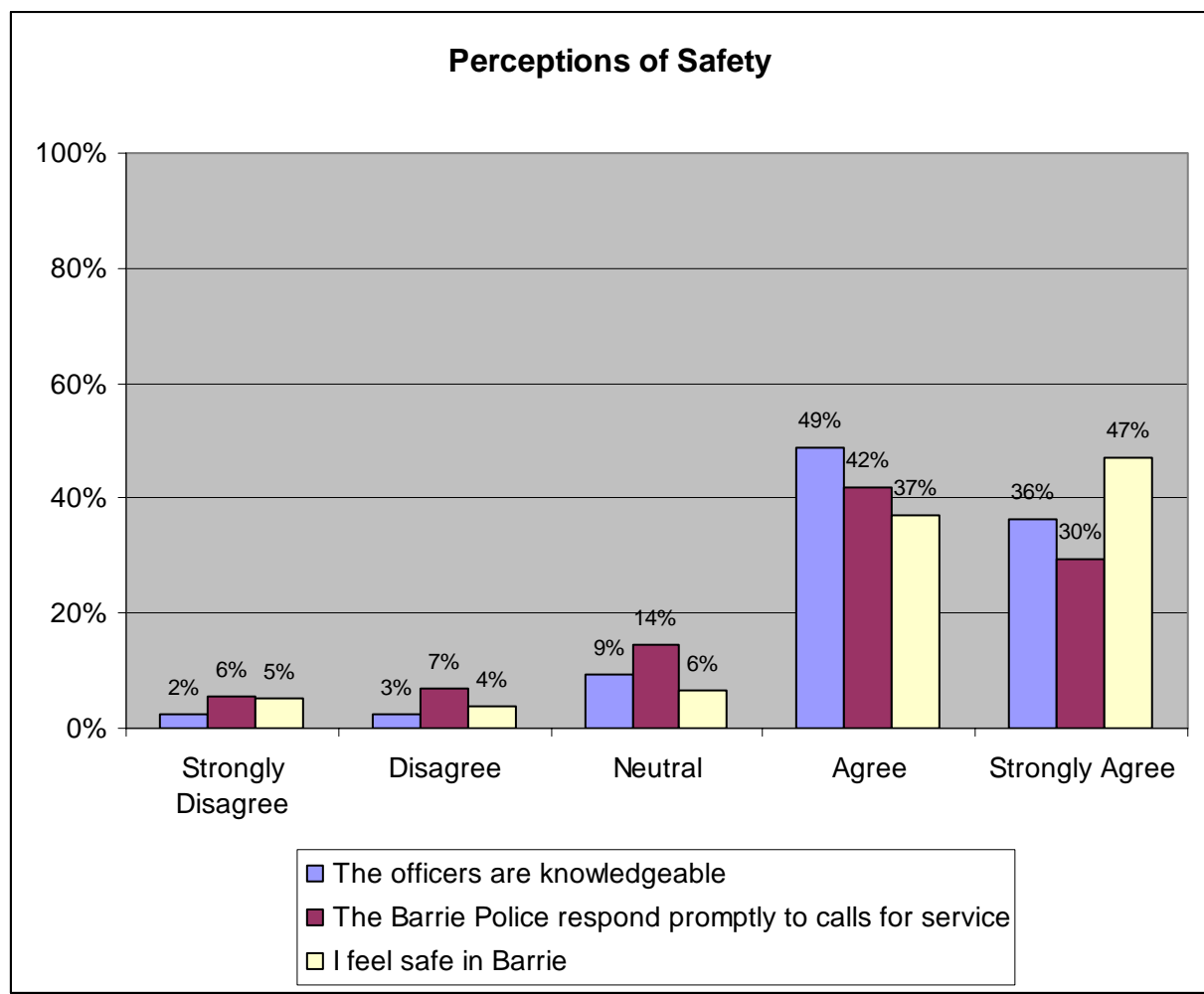


Source: Community Survey, Sept./Oct. 2006

As this graph demonstrates, in the area of visibility and presence in the community, the public generally endorsed that the BPS were present and visible across a variety of dimensions. With respect its overall presence in Barrie, over 79% of respondents at least agreed with this statement. Similarly, over 83% and 84% of respondents felt that BPS had good visibility in the community and community events respectively. Efforts to engage the public and promote the presence of BPS have been made by the force over the past few years, and we would encourage the BPS to continue to strengthen its communication efforts in this regard.

A Sense of Safety

It cannot be emphasized enough that underlying all other perceptions of value for the public is the sense that a community is safe. As one respondent commented, "a police force can have the best people, technology and processes, but if I don't feel safe... who cares?" The question, therefore, required some investigation to determine whether the public has a sense of safety in relation to its community, relative to the services of the BPS.

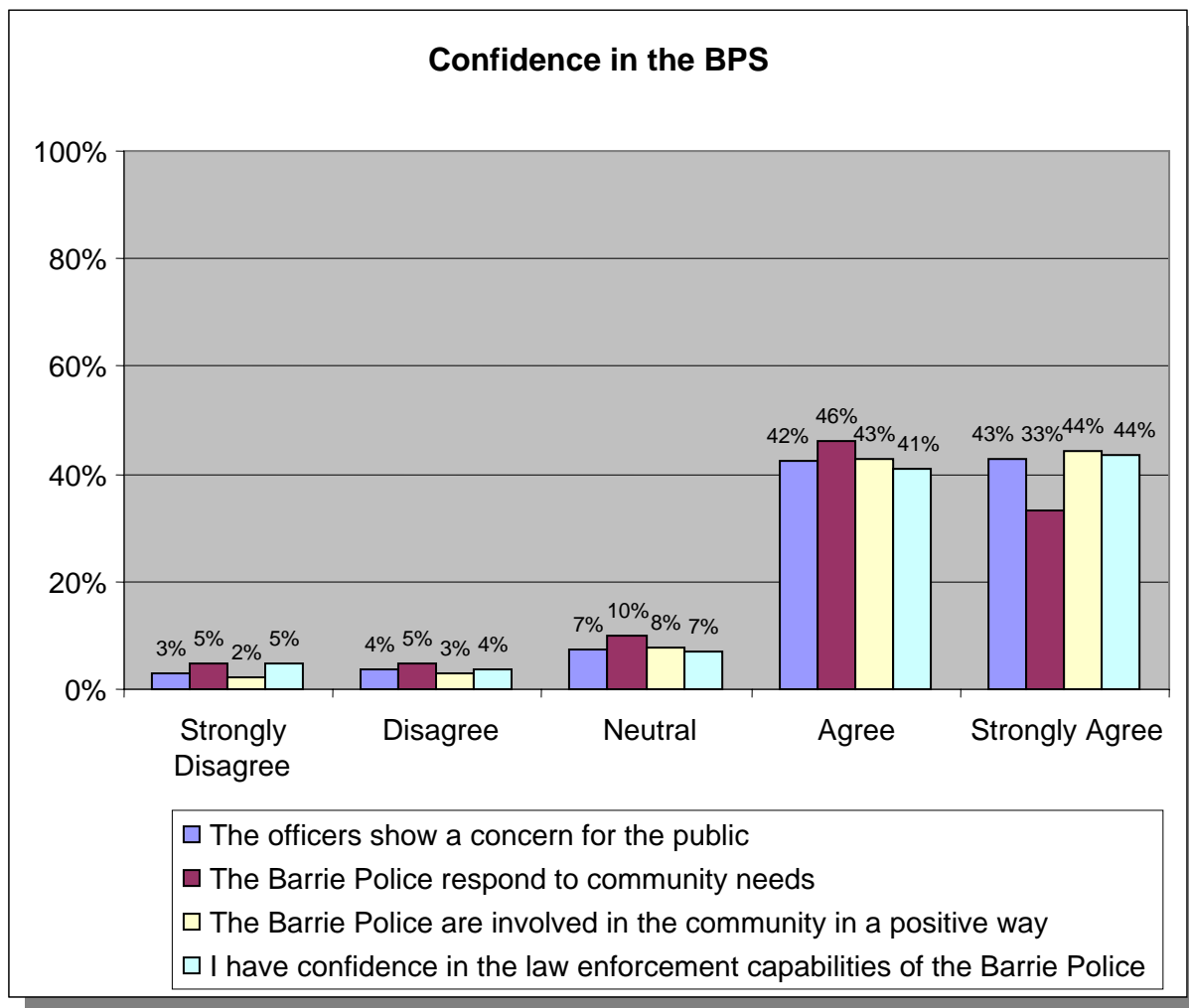


Source: Community Survey, Sept./Oct. 2006

As the above graph indicates, in general the vast majority of citizens surveyed feel that they are indeed safe within the City of Barrie. Over 84% of respondents demonstrated either agreement or strong agreement with the statement that "I feel safe in Barrie". While it is inappropriate to extrapolate the attitudes of this sample size to the entire population of Barrie, we do believe that it is a good indication of satisfaction on the part of the public in relation to the value of services being provided by the BPS.

Confidence in the BPS

In recent years, police services have suffered from a downturn in the image and reputation of law enforcement agencies. This erosion of reputation has been the result of several high profile cases involving police officers, management and unions, and this erosion of reputation has generated a more negative perception of the law enforcement community in general. As one stakeholder respondent stated, “the confidence people have in the police is at an all time low – we [police forces in general] have an image problem.”



Source: Community Survey, Sept./Oct. 2006

Recognizing this general social dynamic, we sought to assess the public's general attitudes towards the BPS. This was solicited through a series of questions focused on whether the BPS were perceived to demonstrate concern for the public, respond to community needs and involve themselves in the community in a positive way. As well, a reaction to the statement “I have confidence in the law enforcement capabilities of the Barrie Police” was solicited.

As the preceding graph demonstrates, and as many of the qualitative comments would suggest from our surveys, the public is generally in agreement or strong agreement to each of these elements. In and of themselves, these components do not directly identify a causative link to confidence in the BPS. However, we do believe that combined, they represent a strong sense of confidence in the character, intent and abilities of the BPS. Particularly in response to the final question, over 85% of respondents affirmed their confidence in the law enforcement abilities of the BPS.

The Public: Our Conclusion

While caution must be exercised in extrapolating the results of this survey to the broader population of Barrie, we believe that the public has endorsed the activities and efforts of the Barrie Police Service. Value, as defined by police presence, a sense of safety and confidence, has been delivered. Specific recommendations relative to leading practices in these areas will be discussed at a later point in the document to highlight where ongoing efforts and new initiatives should be pursued by the BPS to improve its already strong reputation and standing with the community.

2.2.2 Determinants of Value: BPS Partners

It is acknowledged by Blackstone and the BPS that it takes many partners to effectively provide law enforcement services to a growing, diverse and rapidly changing community like the City of Barrie. Over many years, the BPS has pursued many opportunities to build new partnerships and strengthen existing partnerships with agencies in the health, education, justice and community sectors. These partnerships have yielded significant benefits including, but not limited to, both proactive and reactive policing strategies.

It was appropriate, therefore, to engage many of these agencies in a dialogue about the value that BPS provided to them, as partners, in their respective sectors. In speaking with these groups and individual partner representatives, it was clear that these partners defined value from a specific perspective based on the BPS' presence in specific locations (i.e. downtown, schools), the engagement of the BPS in continuous dialogue with partners, as well as joint planning efforts. A complete listing of partner groups and stakeholders that were engaged as part of these conversations is listed on page 3 of Appendix II.

BPS Presence in Locations of Interest

To provide information in this regard, two key groups were interviewed: the Barrie Downtown Business Improvement Association (BIA) and a focus group comprised of Superintendents, Principals and Vice-Principals from the Public and Catholic School Boards. An analysis of responses from consultation with the BIA is presented in Appendix II, while a summary of discussions with School Administration can be found in Appendix VI.

During these discussions, both groups highlighted that they perceive great value in the presence of the BPS in geographies of specific interest. It is not surprising that BIA and Education partners identified both the downtown core and schools as examples of these preferred locations.

In discussing the relative presence of the BPS in the areas, BPS partners were very pleased with the BPS' efforts to increase police presence. Although evidence was anecdotal in nature, the increased presence of officers in the downtown core was highlighted as a positive development over the last few years. Similarly, education partners indicated that significant process had been made in the allocation of dedicated BPS officers to primary and secondary schools. Specific mention was made by education partners of BPS' efforts to increase staffing from 1 officer to 4 officers in the last year for the secondary schools. Suggestions were made by this group that positive results were already being reaped from this increased presence.

Anecdotal evidence would also suggest that efforts in the downtown core are both appreciated and noted by the BIA. While survey results would suggest that additional visibility and presence is desired in this specific location, the BIA's relationship with the BPS is considered positive and built on a strong foundation.

BPS Dialogue with Partners

BPS Partners also suggested that open and meaningful dialogue was valued as an ongoing activity with the BPS. Specifically, the chance to share experiences, approaches and philosophies with respect to specific challenges (e.g. gangs) was highly valued by BPS partners.

A number of anecdotal references have been provided by BPS partners to suggest that a strong infrastructure of task forces and committees are in place to foster this type of dialogue. Additional opportunities for police dialogue have also been identified, particularly in relation to community groups (i.e. Coalition Committee, senior's groups, neighbourhood watch) and educational partners. While we believe that the appetite for these dialogue opportunities is likely insatiable, we encourage the BPS to proactively identify, assess and prioritize the opportunities for dialogue as it does represent a significant component of its partners' determination of value for services.

Joint Planning Efforts

It was clear in our interactions with BPS partners that they believe there is great benefit in joint planning efforts with the BPS. From the example of reacting to partner requests (e.g. working collaboratively with schools on an individual student that may be having issues) to proactive planning efforts by the BPS (e.g. working with schools to establish meaningful simulations of code red situations) BPS partners and the force itself assert that these are very valuable and meaningful collaborations.

While it was suggested by stakeholders that these efforts were being done well, it was also suggested that new joint planning initiatives would be welcomed in relation to emerging issues such as gangs, guns and drugs. Similarly, sporadic issues related to school violence (e.g. fight clubs) were highlighted as good examples of opportunities for additional planning efforts between the BPS and its educational partners.

BPS Partners: Our Conclusion

While the appetite for police presence, dialogue and collaboration with the BPS is insatiable, the partner organizations that we spoke with felt that the BPS was making significant strides in providing value. There is no question that this is an evolving environment for the BPS – through the continued downloading of services, a shifting population base and the emergence of new partners within the City of Barrie, the BPS will need to continually assess and adapt to new partners.

It should be noted that the BPS already has a very strong community presence and recent investments in this area of law enforcement have allowed the BPS to be innovative and proactive in working with its partners. Continued investment of time, talent and budget is encouraged in this regard as it represents a proactive solution to many of Barrie's emerging law enforcement challenges.

2.2.3 Determinants of Value: BPS Staff

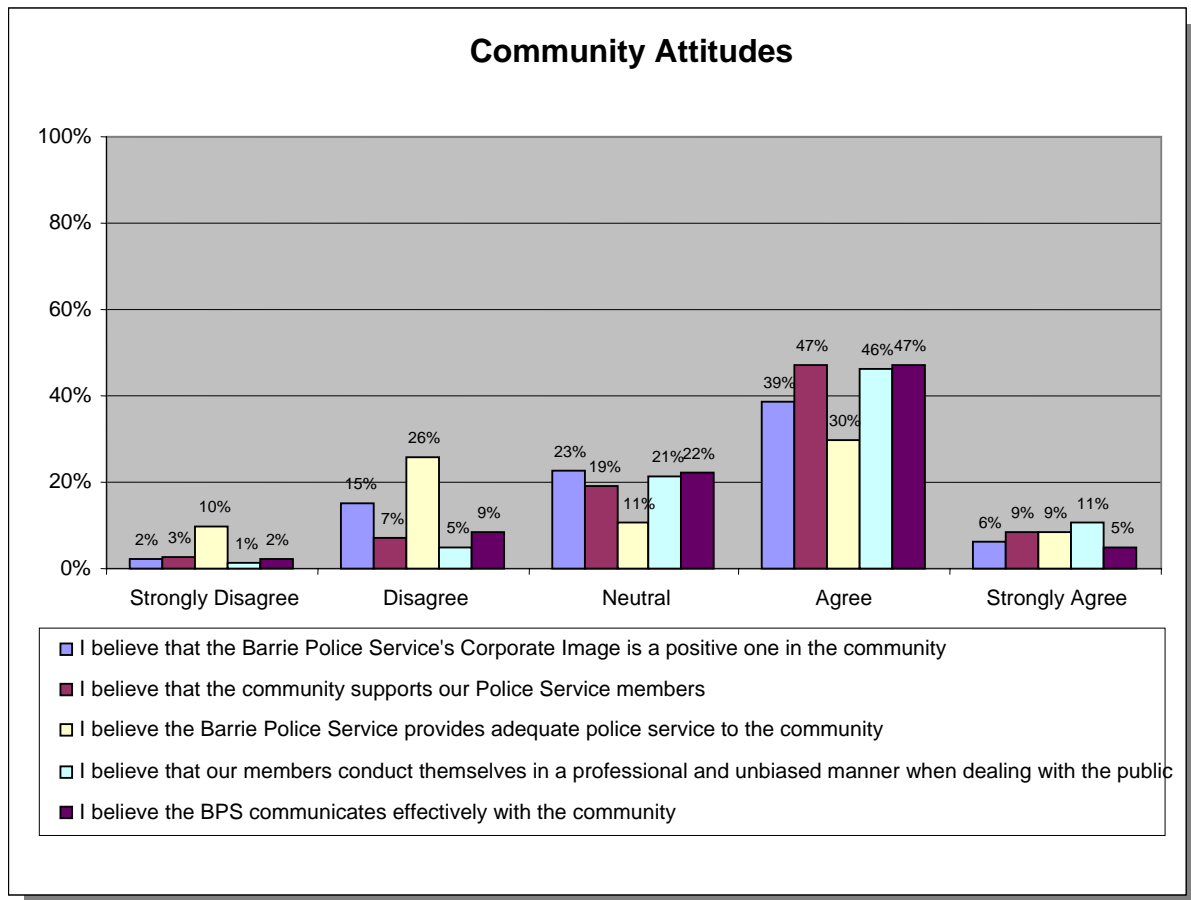
While the perceptions of BPS' external clients and partners are of paramount significance, our experience would suggest that self-reflection and internal evaluation are also important in determining value. While the public and partners of the BPS will be aware of the 'front-facing' improvement opportunities available to the BPS, internal staff and management are often aware of the process and personnel issues that prevent them from seizing those opportunities or preclude them from moving from 'good to great'.

To ascertain how staff articulated their value dimensions and measured their performance relative to those dimensions, Blackstone Partners attended the BPS annual planning session, at which organizational priorities and performance were discussed. Additionally, a staff survey was developed which further evaluated value from the perspective of perceived community attitudes towards the BPS, the alignment of BPS strategy with operations and staff's overall attitude towards the BPS.

BPS Staff: Perceived Community Attitudes

When asked to evaluate how the community perceived the BPS across a series of dimensions, the staff indicated that generally, the perception of BPS is positive. Although there was a higher degree of neutrality in the responses to these questions than we expected, positive responses were still higher than negative responses.

The strongest positive community attitude was perceived to be that of the professionalism of the officers. In relation to this dimension, over 57% of respondents agreed that BPS members conduct themselves in a professional and unbiased manner when dealing with the public. Conversely, the question relating to the adequacy of police services in the community was far less unanimous with only 39% of respondents at least agreeing with this statement and 36% of respondent's at least disagreeing with this statement.



Source: Staff Survey, October 2006

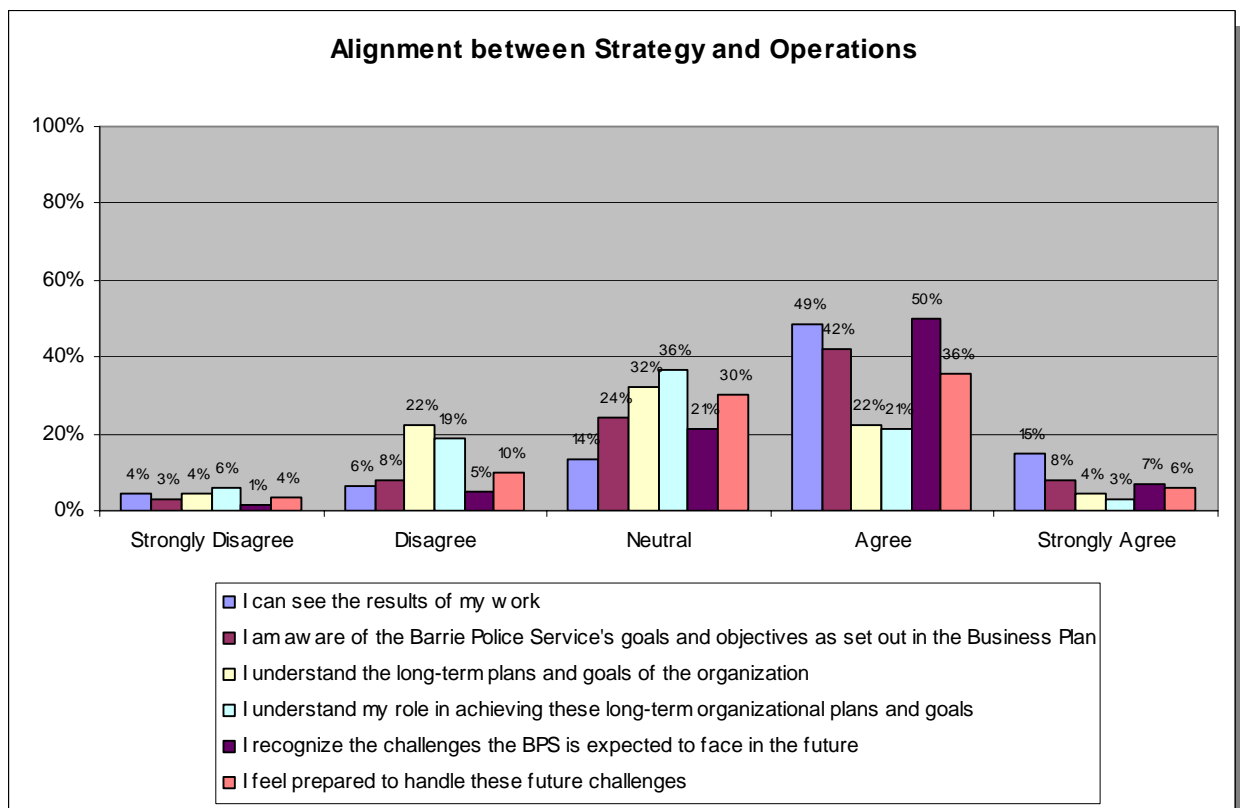
In general, however, we do believe through the data presented above and the qualitative comments provided in the survey that staff believe that the community has a favourable perception of the BPS. This, in turn, leads the staff and management of the BPS to conclude that some notion of value is being provided and that they are meeting the needs of the public, albeit not entirely. We recognize that the opinion of staff about community perceptions in and of itself does not imply value. However, our experience would suggest that staff are usually the first to know when their clients are not happy - low scores on staff dimensions such as those mentioned above are often bell weathers of greater issues in service.

Because of the pre-eminence of neutrality in some of the dimensions mentioned above, we do believe that the management of the BPS would be well-served to invest time in understanding the attitudes and concerns of staff across a number of these dimensions. Survey results would suggest that while the force is currently performing above the mean across most dimensions, the situation could shift easily either way.

BPS Staff: Alignment of Strategy and Operations

One of the greatest frustrations for front line staff in service organizations is either the absence of information regarding strategy or the perceived disconnect between strategy and the operations of the organization. It is our experience that organizations that fail to communicate strategy seldom realize the benefits of a clear vision and plan. We also know that operational initiatives implemented without the backdrop or alignment to organizational strategy are often less effective and often diminished in importance.

BPS staff seems to intuitively understand these basic concepts and have suggested that a measure of value is the alignment of services with overall strategy. The following graph summarizes some of their evaluations in respect to these elements of alignment.



Source: Staff Survey, October 2006

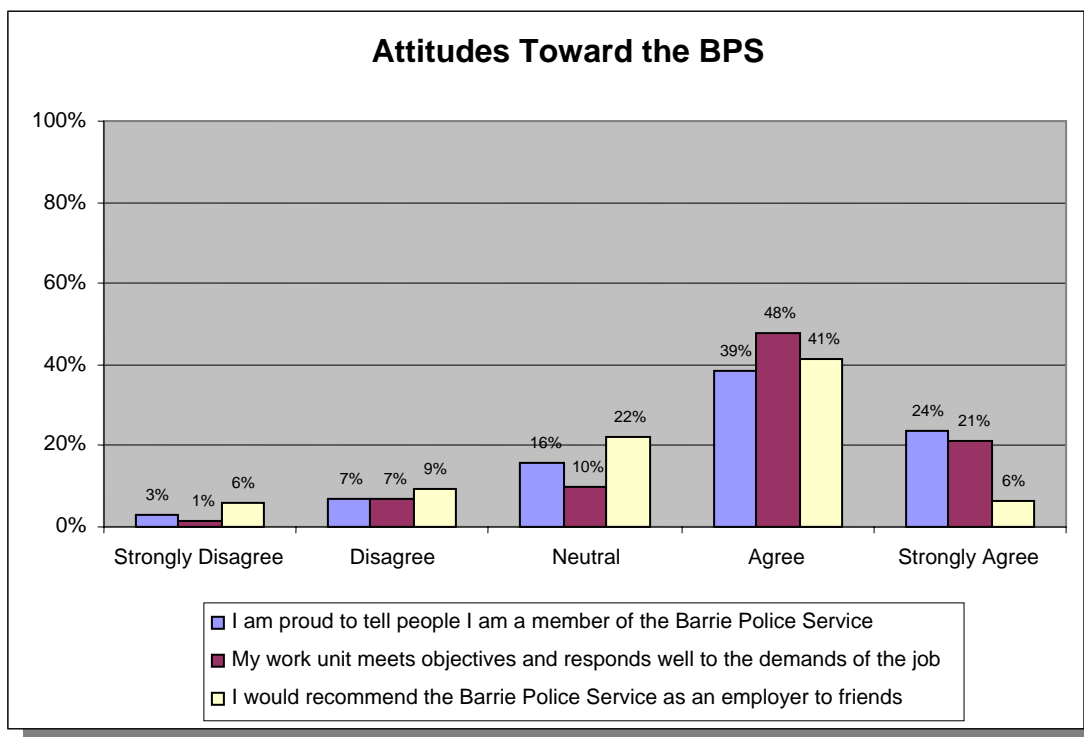
Once again, the graph indicates general agreement that the BPS is satisfying this element of value. Particular endorsement seems to stem from a notion that staff members can see the results of their work (78% at least agree) and understands many of the challenges that the force will meet in the future (57% at least agree). Similar agreement can also be attributed to the fact that staff understands the BPS' service goals and objectives as set out on the business plan.

Less positive in nature are the results related to an understanding of long term planning (24% of respondents at least agreed) and their understanding of the role of staff members in achieving those longer term goals and objectives (26% at least agreed).

It would appear that while the BPS is effective in articulating and creating opportunities to understand its short-term and annual goals (e.g. the planning retreat), an equally effective process and/or venue for long-term planning has not been identified. While we recognize the efforts of the BPS to improve this situation and also recognize the challenges of finding time for long term planning in an municipal environment focused on the 'here and now', we do believe that there is an opportunity for improvement in this area. As we will discuss later, the expectation that the BPS will engage in long-term planning and future orientation is consistent across many stakeholder groups.

BPS Staff: Attitudes Toward the BPS

Based on our experience with other service organizations, we know that attitudes towards the workplace directly impact on the quality of services being provided. It is difficult to imagine an employee who is overworked, disengaged and disconnect from an organization as being able to deliver quality services and value on behalf of his/her organization. As such, it is important to look at the attitudes of BPS staff with respect to their employer. Fundamentally, do BPS employees feel that they are proud of their work? Are they able to meet the expectations of the job?



Source: Staff Survey, October 2006

As the survey results demonstrated, staff are generally proud to be a part of the BPS. Over 63% of respondents at least agreed that they were proud to be a part of the organization and another 47% at least agreed that they would recommend the BPS as an employer. While the majority of those surveyed indicated pride associated with being an employee of the BPS, it was noticeable in the open comments that officers were feeling the strain of their increasing

workload, making them less apt to recommend BPS an employer than they once would have been. This may explain the larger neutral response to this particular question (22%).

It should be noted that in addition to the survey results, an interview with the Barrie Police Association echoed a positive, proactive working relationship with the senior management of the BPS and also reflected that the BPS was “a good place to work”.

BPS Staff: Our Conclusion

Based on our experiences with hundreds of service organizations locally, provincially and nationally, we know that the attitudes of staff and their perceptions of their work influence their ability to deliver value. Service organizations supported by uninspired and disconnected staff generally deliver less meaningful and less efficient work and, by extrapolation, less value.

While a correlation between attitudes and value is difficult to quantify, we are of the opinion that the staff and management of the BPS demonstrate a healthy orientation to the services they provide and the means by which they deliver it. Our assessment would suggest that a steadily increasing workload is beginning to erode the energy of BPS staff and that they are, quite frankly, tired. The higher levels of neutral responses to many of the questions in our staff survey would suggest that the BPS needs to invest time and energy into looking at a better assessment, prioritization and management of workload for its staff. Specific opportunities relative to the leading practice scan will be highlighted for consideration in this regard.

2.2.4 Determinants of Value: City Council

As a final stakeholder group, Blackstone Partners also sought to define the key determinants of value for Barrie’s City Council. As the primary funder of this service, Councillors suggested that the core determinants of value were focused on public perception and the delivery of efficient and productive services (i.e. value for money).

As such, Blackstone Partners undertook a significant benchmarking exercise to identify specific metrics that address this notion of value for money. Through data analysis and surveys with other Ontario police services with similar population sizes, densities and service-defining characteristics (e.g. university or colleges within city limits), Blackstone was able to ascertain the relative efficiency and/or productivity of the BPS. The following sections will highlight some of the key findings from this initiative. A full presentation of the efficiency measures are presented in Appendix V for your review and consideration.

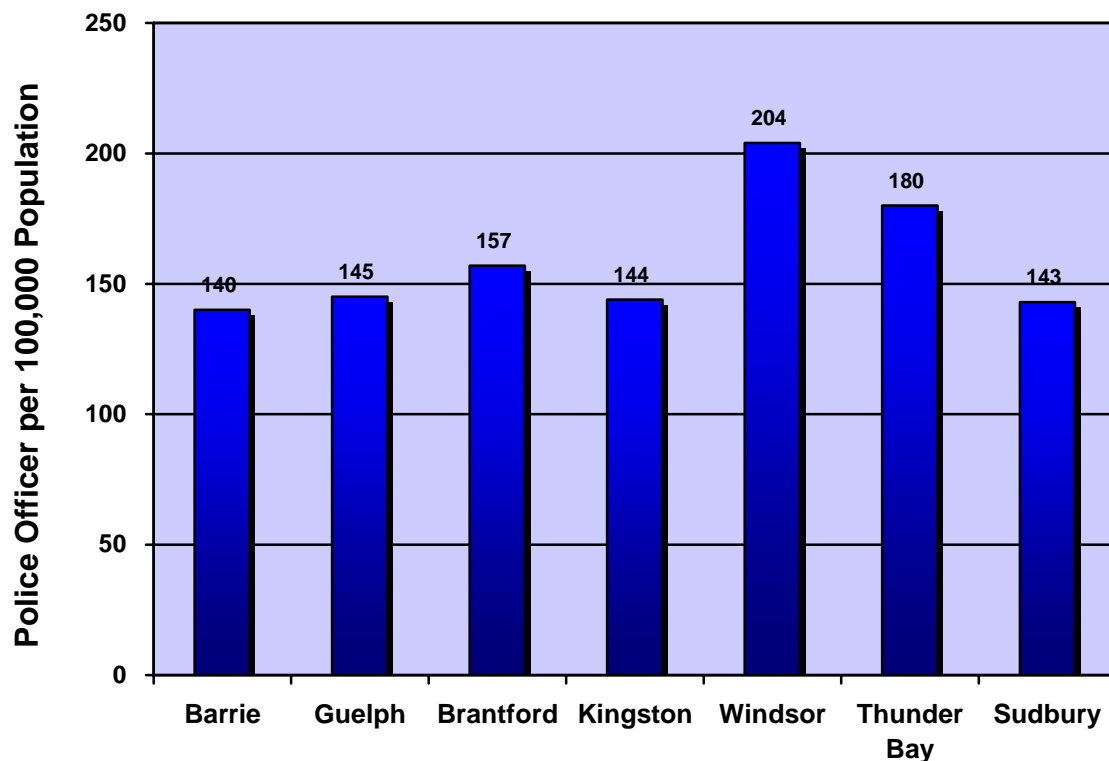
While it is ultimately difficult to determine the specific efficiencies of all processes within the operations of the BPS, there are a number of proxy metrics which indicate the relative efficiency of a police force when compared to its peers. These metrics include:

- **Police Officer per 100,000 Population** – this metric gives a general sense of the number of citizens served per officer on the force.
- **Per Capita Costs** – this metric describes the investment of dollars on a per capita basis into police services.

- **Clearance Rates** – this metric describes the percentage of cases that are cleared (i.e. designated as resolved) by a given force. This metric provides a reasonable proxy of process and internal efficiency.
- **Criminal Code Incidences per Officer** – this metric describes the number of criminal code incidences addressed by each officer on a force. Casual interpretation by management of all forces would suggest that this is an indicator as to “how busy officers are” while on shift.

Police Officer per 100,000 Population

As the following graph indicates, Barrie Police Service performs very well relative to its peers in relation to the officer to population ratios. In fact, in comparison to its peer forces, BPS has the lowest officer to population ratio.

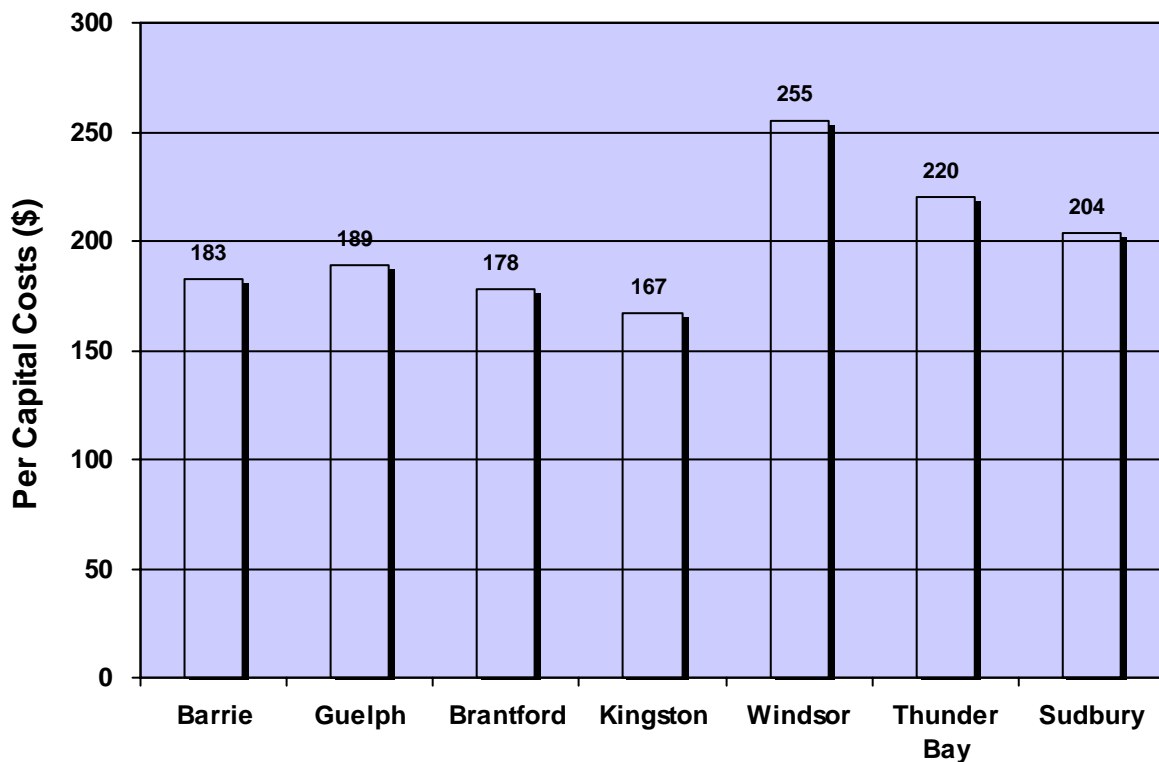


Source: Police Resources in Canada, 2005; Canadian Centre for Justice Statistics, Statistics Canada

While this is a good benchmark of efficiency, and it appears that the BPS is performing favourably in this regard, some caution must be exercised in managing a healthy balance between efficiency and visibility. While we recognize that the public is generally in agreement that the BPS has good visibility (as per our previous discussion), the experience of other forces would suggest that this visibility can erode if a healthy police:population ratio is not maintained.

Per Capita Costs

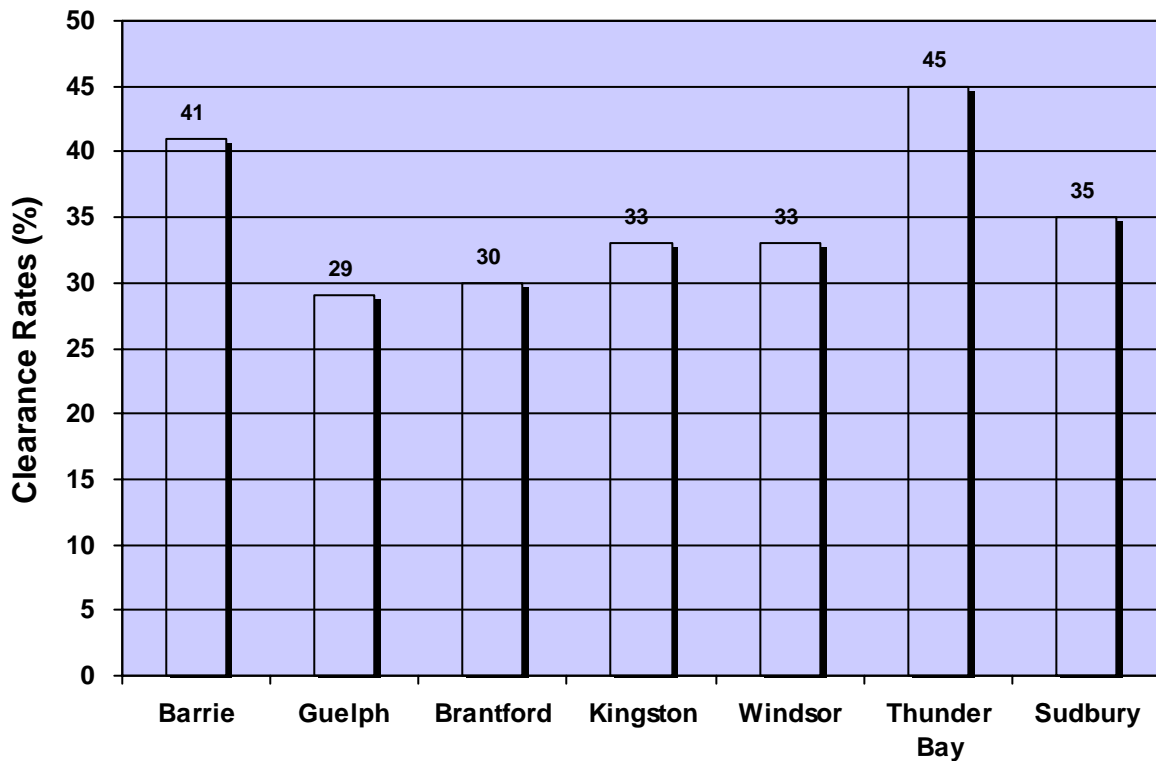
Per Capita Costs describes the investment of dollars on a per capita basis into police services. As the following graph demonstrates, Barrie Police Service is in line, if not below, the mean of per capita costs relative to its comparator forces.



Source: Police Resources in Canada, 2005; Canadian Centre for Justice Statistics, Statistics Canada

Clearance Rates

Clearance Rates describe the percentage of cases that are cleared (i.e. designated as resolved) by a given force. This measurement provides a reasonable proxy of process and internal efficiency. This metric, once again would suggest that BPS is working at a higher efficiency than other police organizations of a similar size and demographic makeup.



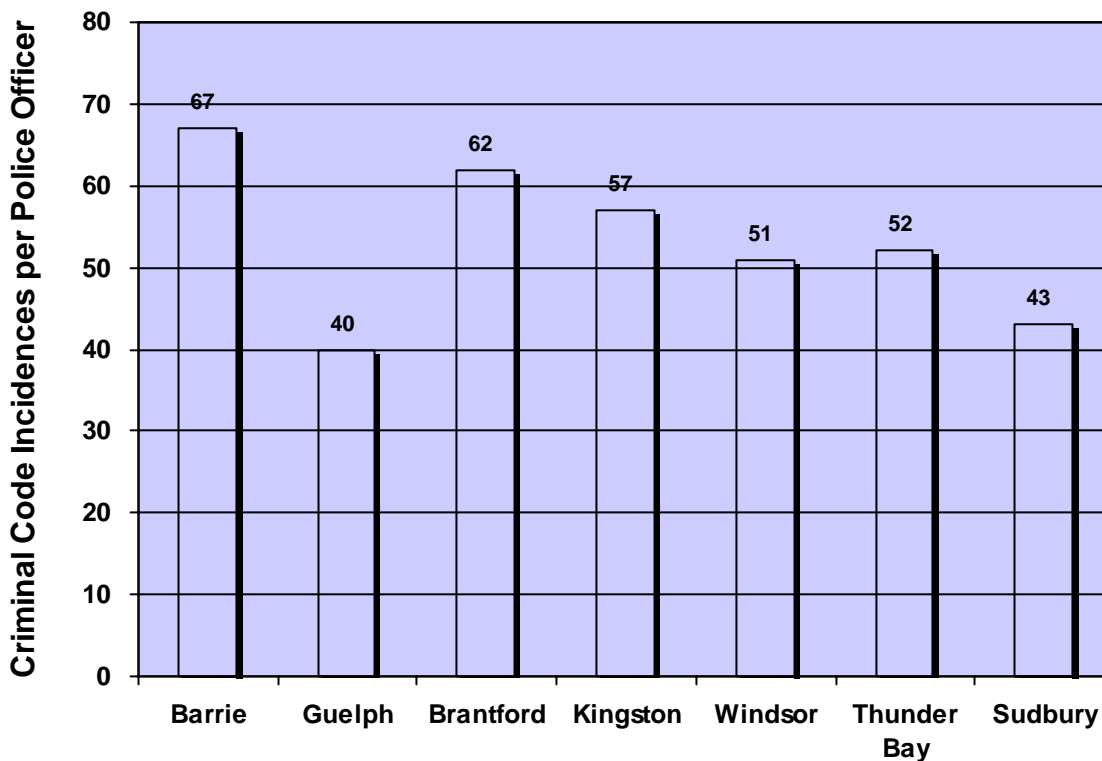
Source: Police Resources in Canada, 2005; Canadian Centre for Justice Statistics, Statistics Canada

Criminal Code Incidences Per Officer

This metric describes the number of criminal code incidences addressed by each officer on a given force. Casual interpretation by management of all forces would suggest that this is an indicator as to “how busy officers are” while on shift. In reviewing the data provided by Statistics Canada and in relation to the experiences of other forces, the numbers would suggest the Barrie Police Service is an exceptionally “busy” police service.

As the following graph demonstrates, BPS officers have the highest rate of criminal code offences per officer out of its peer group comparators. Based on the data, it appears that BPS officers are responding to a higher than normal number of offences when compared to other forces. Anecdotal evidence collected from our stakeholder interviews with other forces would also suggest and corroborate these data points as interviewees characterised the BPS as “one of the busiest forces in Ontario” and a “place where officers are worked extremely hard”.

If a police force's productivity and value is ultimately measured by their presence and activity at criminal code incidents, there is no question that the BPS represents a standard of activity that is the highest of its comparators.



Source: Police Administration Survey / Uniform Crime Reporting Survey; Canadian Centre for Justice Statistics, Statistics Canada

Before this efficiency of operations is celebrated too quickly, we do believe that it comes at a cost to the front line officers if they are not supported appropriately. Through the staff survey and its aggregate results, we know that staff are tired and generally feel that their work is increasing. The Barrie Police Service has done an exemplary job of maintaining its internal efficiency, but our interactions with staff and management would suggest that “cracks are beginning to form” and the signs of stress are beginning to show though increased leaves, sick time and general absenteeism.

While financially, the City may not be in a position to increase the number of officers present on the force, Blackstone Partners does recommend that a comprehensive resourcing strategy be undertaken to understand how the BPS can be staffed in a way that is both responsible and reflective of the need for growth. Similarly, we would recommend that the City invest in additional resources for human resource (HR) staff at the BPS in order to assist in the development of employee support programs and other innovative HR practices. This would help to ensure that staff feel appropriately supported in their day-to-day work. Data would suggest that the BPS is already under-staffed in the HR area (refer to page 30 in Appendix V).

City Council: Our Conclusion

As the requestor of this study, we cannot assume the final opinion of the City Council with respect to the value of the Barrie Police Service. However, if we are to assess the force against a set of criteria based on reputation and value for money, we believe that the Barrie Police Service should be commended for their excellence in these dimensions of value.

3 Areas of Focus Moving Forward

While the previous section of this report has outlined the key dimensions of value (as defined by the BPS' key stakeholders) and the data that suggests that the BPS are satisfying these dimensions of value, our investigation has identified a number of improvement opportunities that we believe would strengthen the BPS. While specific leading practices and tactical opportunities will be identified in Section 4, the following areas of focus are identified for review and consideration. These areas represent general themes and messages that were consistently identified as possible areas of focus for the BPS. We also believe that these areas of focus are meaningful focal points for BPS as it focuses on addressing some of the political, social, economic and technological trends in the environment.

From a value for money perspective, if the BPS has additional time and resources to allocate to a particular area, Blackstone would recommend any of the following areas as excellent opportunities for investment.

- ❖ **Strengthening Budget Requests through Evidence of Solid Long-term Planning and Process of Stringent Review by Board**

Engaging in long-term planning in co-ordination with City planning and following up with status reports and checks. Presenting evidence and rigor around the justification of need. Clearly articulating a vision that can be realized through documented goal-setting and objectives.

- ❖ **Tracking Deliverables and Progress Toward Goals (both Individual and Organizational)**

Improved organizational goal-setting and objectives that can in turn be reflected in the personal goals and objectives of each employee through performance evaluation.

- ❖ **Maximizing Efficiency by Utilizing Current Technology to its Optimal Potential**

Investigating opportunities to further increase efficiency and streamline processes through technology that is currently available, but not fully utilized.

- ❖ **Evolving Recruiting and Retention Practices to Address Changing Environment**

Adapting recruitment practices to continue to attract and retain quality candidates, despite emerging challenges in this area. Investigating opportunities to make employment more accessible to women and minorities.

- ❖ **Importance of Leadership Training and Succession Planning**

Growing competency and leadership skills in employees so that they are equipped to effectively assume management roles. Preparing for the retirement of a large number of experienced senior officers.

❖ **Opportunities to Review Processes around Low Priority Calls**

Evaluating the way services are delivered for low priority calls in an effort to increase satisfaction of citizens at the same time as relieving some of the strain on front line officers. Being open to innovative practices in this area.

❖ **Enhance Partnerships with City and Community Groups / Joint Efforts with Other Forces**

Strengthening communication with Council and Community Partners. Making efforts to better understand each other's responsibilities so that optimal working relationships can be discovered. Building on opportunities for joint efforts with other forces.

❖ **Investigate Potential Sources of Additional Revenue**

Making full use of government grants. Investigating alternative revenue sources. Consider seeking compensation for some of the supplementary services provided.

❖ **Opportunities for Leadership/Expertise within the Community and Province**




Taking a leadership role in uniting community groups within the municipality or forces throughout the province. Co-ordinating efforts and cultivating communication.

4 Best Practices

Introduction

Beyond the general themes outlined in section 3, Blackstone Partners was able to identify a series of best practices employed in law enforcement organizations. Through extensive research and consultation with representatives from five peer forces: Guelph, Brantford, Sudbury, Thunder Bay and Windsor as well as independent research conducted by Blackstone, we have been able to identify a series of best practices that have been tried and evaluated by other police forces.

It should be noted, that in many cases the Barrie Police Service has already evaluated and/or implemented many of these best practices. However, to provide the BPS with a clear sense of where opportunities may exist relative to their own operations, we have rated the BPS their use of each practice on a scale consisting of Opportunity, Evolving or Established. The following table describes the rationale and legend for each designation.

4.0 Best Practices	
<ul style="list-style-type: none">• Established represents a practice that is currently fully engaged in by the BPS;	
<ul style="list-style-type: none">• Evolving represents a practice that is in the process of being investigated and/or adopted by the BPS; and	
<ul style="list-style-type: none">• Opportunity represents a practice that has not yet been considered by the BPS, but should as it may signify a potential means of improvement to the Service.	

Best Practices are listed in no particular order and are given no particular priority. However, going forward, the Barrie Police Service should strive to pay particular attention to those practices labelled “opportunity” or “evolving” as these are the items that have the potential to significantly enhance the value of the service provided by the BPS.
















4.1 Alternative Human Resources

Through our interviews and survey, it is clear that the front-line staff is struggling to keep up to the demand for their services as required by the citizens of Barrie. This “running from call to call and missing lunches in between” is beginning to manifest itself in an increase in employee sick leave, sinking employee morale and a reduction in the level of service that the front-line officers are able to provide.

As a means of reducing the workload experienced by front-line staff, and as a cost-saving strategy, the use of alternative human resources has become a practice that is currently employed by many other forces. The intent is to allocate less costly resources to low-priority issues and non-core uniformed officer activities. Other benefits of this strategy include:

- Satisfying the demand from front-line staff that their skills and time be used to address the higher-priority policing issues (as reported in the Staff Survey)
- Minimizing the risk of the next generation of officers becoming bored and unsatisfied with the work and subsequently exiting the policing field (the fact that many of the younger recruits are now coming into the force with university degrees and higher expectations that the service use and develop their skills in the best manner possible was an upcoming trend identified during the Stakeholder Engagement phase)
- Increasing visibility of officers through the addition of less costly human resources and through the time freed for front-line officers to engage in proactive policing (visibility was identified as a key determinant of value by citizens during the Community Survey and Community Partner Interviews)
- Improving employee morale, reducing sick-time and stress-related leaves of absence, improving the quality of investigations (all conditions identified as prevalent in the BPS through the Staff Survey)
- Maximizing the availability of resources to deal with upcoming trends in crime such as increases in drug-related crimes, gangs and organized crime (trends identified through the Stakeholder Engagement phase)

There are a variety of best practices with respect to the use of Alternative Human Resources. The following table outlines some of these best practices and also identifies a number of police forces that have implemented these practices. Our hope is that these forces may serve as advisors to Barrie should the BPS wish to pursue any of these initiatives. Beside each best practice, Blackstone has also identified whether the BPS has already implemented such a practice ("Established"), whether it has the leading practice initiative in development ("Evolving") or whether such a practice may represent a new initiative for the BPS ("Opportunity").

	Opportunity	Evolving	Established
4.1.1 By-Law Officers			
<ul style="list-style-type: none"> Parking by-law officers engaged to attend to low-priority noise calls as determined by dispatch personnel (new initiative started this year by Guelph) <ul style="list-style-type: none"> 24/7 service Training component involved Also used to enforce business licenses Covered 105 calls in 6 week period before graduation (March/April) 			
<i>Note: Use of by-law officers recently reviewed, but collective agreement prevents the contracting out of services (Thunder Bay)</i>			
4.1.2 Civilian			
<ul style="list-style-type: none"> Civilians or volunteers staffing front desk of station (Guelph) 			
<ul style="list-style-type: none"> Hired additional civilian technology expert (Guelph) 			
4.1.3 Special Constables			
<ul style="list-style-type: none"> Part-time Special Constables used as need arises from court demands and escorts – not subject to call out pay, more economical (Guelph) 			
<ul style="list-style-type: none"> Special Constables used on campus to monitor campus activities and related calls (Windsor) 			

	Opportunity	Evolving	Established
4.1.4 Auxiliary Unit			
<ul style="list-style-type: none"> Auxiliary officers can be eyes and ears in the community (Sudbury) <ul style="list-style-type: none"> Participate in Meals on Wheels program – increases visibility Respond to call-backs on property crimes, making citizens pleased 	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>	<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<ul style="list-style-type: none"> Auxiliary program can be a good tool (Windsor) <ul style="list-style-type: none"> Used as a recruitment tool to test out potential candidates On Halloween, auxiliary officers are put in cruisers for increased visibility 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Strong auxiliary unit with long history (Brantford) 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
4.1.5 Volunteer Initiatives			
<ul style="list-style-type: none"> Community Volunteer Patrol (Guelph) <ul style="list-style-type: none"> joint effort between Police Service, Neighbourhood Watch, Pioneer Petroleum, Bell Mobility and Community Members trained volunteers under direct supervision of GPS act as extra set of eyes and ears for the Force (i.e. patrol in own cars, look for stolen cars) 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Citizen Patrol (Thunder Bay) <ul style="list-style-type: none"> 35 students engaged to assist neighbourhood officers in reducing crime through observation and reporting 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

	Opportunity	Evolving	Established
4.1.6 Students/Co-op Positions			
<ul style="list-style-type: none"> Use of students / co-op placements to assist with intranet information, website, etc. 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Student funding/grants available from province 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Guelph uses co-ops and summer students 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

4.2 Partnerships with Community Agencies/Organizations

Policing is not a service that functions completely independently from other community groups. Rather, it is one of a number of community services that are essential to the wellbeing of the City. Recent downloading of provincial responsibilities to municipalities has impacted all of these community groups to varying degrees. Additionally, societal trends and upcoming challenges impact the performance of all of these organizations and require continual adaptation by each agency in order to remain effective.

It has been identified through consultation with Partner Groups and Peer Forces that a major key to success in the future will be the extent to which these community organizations can partner together to combine resources and knowledge in order to strengthen their ability to promote safety and wellbeing in the community. This presents an opportunity for the Police Service to exhibit leadership in this regard. Effort should be made to change the philosophy within the community concerning the expectations of the Police – rather than the Police being expected to solve problems on their own, the expectation must become that the Police collaborate with others to share the ownership and the work.

Many Community Partner groups consulted during the Stakeholder Engagement phase showed great interest in working more closely and frequently with the BPS in order to solve community problems and address areas of common interest. The following chart illustrates some of the Best Practices around Partnership with Community Groups.

	Opportunity	Evolving	Established
4.2.1 Victims Services			
<ul style="list-style-type: none"> Benefits of having Victims Services in-house <ul style="list-style-type: none"> Victim Crisis Assistance and Referral Service (VCARS) office in headquarters and services offered through officers (Sudbury) Victim Services Wellington office in headquarters – do death notifications with Police and support family left behind, follow-up with victims, services available 24 hours a day (Guelph) Victim Services office in headquarters (Brantford) 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
4.2.2 Committees			
<ul style="list-style-type: none"> Senior Officer sits on community-wide Neighbourhood Coalition – builds relationships and communication (Guelph) 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Coordinate committees officers sit on – eventually they almost run themselves with less involvement required from the police (Guelph) 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Officers are resources on committees, not policy makers or political influencers (Thunder Bay) 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
4.2.3 Partnership Development			
<ul style="list-style-type: none"> Partnerships not developed on own, but rather through the success of programs which feeds the success of the partnership; programs play a significant role in building relationships with other agencies (Sudbury) 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> All of society's issues end up being dealt with by the police, so try to engage other groups so you don't have to do it alone (Sudbury) 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Coordinate committees and programs, lend credibility and resources, engage organizations and get the ball rolling, then pull back and let it run on its own (Sudbury) 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>







- Various members of community and city administration recognized at annual awards alongside staff (Sudbury)

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Additionally, many Police Services have been taking advantage of Government Grants to supplement their head count. These opportunities must also be fully explored as they often lead to the hiring of a staff member that may otherwise have been unaffordable.

	Opportunity	Evolving	Established
4.3.1 Alarm Registration/False Alarm Fees			
<ul style="list-style-type: none"> Alarm Registration <ul style="list-style-type: none"> Brought in \$153,155 in revenue in 2005 (Guelph) Alarm registration fees, \$14,067 in 2005 (Thunder Bay) Also a source of revenue in Sudbury 	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> False Alarm Fee <ul style="list-style-type: none"> Thunder Bay passed law where the Police can charge alarm companies for responding to call (\$40-80/call); revenue of \$122,910 in 2005 (Thunder Bay) Also a source of revenue in Sudbury False Alarm Reduction Program has reduced the incidence of false alarms by over 50% (Thunder Bay) 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
4.3.2 Fundraising			
<ul style="list-style-type: none"> External fundraising for Crime Stoppers program done by the Board (Sudbury) 	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.3.3 Government Grants			
<ul style="list-style-type: none"> \$300K from Heritage Canada for Diversity in Policing project and \$700K from Province for policing in Northern Ontario (Thunder Bay) 			N/A
<ul style="list-style-type: none"> \$330K Community Policing Partnerships and \$280K Safe Streets (Brantford) 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

	Opportunity	Evolving	Established
<ul style="list-style-type: none"> \$250K Community Policing Partnerships and \$1mil from Province for 14 additional officers (maximize return on Provincial funding formula) (Sudbury) 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> 28 new officers through Community Policing Partnerships; \$2.2mil to patrol casino 24/7 (N/A); \$3.4mil from other sources and grants (Windsor) 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> 16 officers on C.P.P. grant \$30K each, 2 officers on C.P.P. Intelligence/drug grant \$30K each, 10 officers under new SCOPP grant \$35K each, JEPP grants for civil emergencies, HRDC grant for summer students (Guelph) 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
4.3.4 Other Revenue Sources			
<ul style="list-style-type: none"> RIDE, administration charge on paid duty, administration charge on towing agreement, fundraising by Board, traffic reconstruction for insurance or lawyers, motor vehicle accident insurance reports, auctions, police certificates, etc. 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Administration charge on towing agreement 	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Contract with OPP for policing of neighbouring municipality (Thunder Bay) 	N/A		
<ul style="list-style-type: none"> \$120K from clearance letters (Brantford) 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Drug Abuse Resistance Education (DARE) program funded by court ordered donations and fundraising by Board (Brantford) 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Donations from Insurance brokers and Car dealerships (Brantford) 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Recruiting administrative fee \$4K (Guelph) 	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>




























	Opportunity	Evolving	Established
<ul style="list-style-type: none"> Donations to Canine program \$8K, Towing and accident reports \$9K, Board of Education for school programs \$6K, Freedom of Information requests \$1K, Prisoner meals and transport \$49K, Contract with Provincial firearms officer \$80K, fee for arranging special duty officers \$4.5K, Hospital for guarding of mental health patients \$15K, hosted training \$4K (Guelph) 			
<ul style="list-style-type: none"> Student funding from province (Ontario Works), service of suspension notices, accident reports, criminal records clearances, alarm registration, business licences and taxi licences \$266K (Guelph) 			




4.4 Reducing Overtime

The regular use of overtime can represent an enormous financial burden to any Police Force. While the occasional report of overtime coinciding with any major investigation is to be expected, it is the continuous use of overtime and regular occurrence of lost lunches that should be worrisome. This constitutes not only a drain on financial resources, but is often also correlated to staff feeling overworked, low employee morale and increased absenteeism.

The Barrie Police Service reported the highest level of overtime hours accrued per staff member in 2004, in relation to its comparators (refer to page 27 in Appendix V). This is not surprising since in the same year, the BPS had the highest Population per Police Officer and the highest Criminal Code Incidences per Police Officer ratios in relation to its comparators (refer to pages 6 and 17 in Appendix V).

This would indicate that money being used to fund overtime expenses would be better spent hiring more resources in order to minimize the levels of continuous overtime and lost lunches. Additionally, the reporting of overtime should be closely monitored to prevent abuse or misuse of the overtime system.

	Opportunity	Evolving	Established
4.4.1 Lunch Book Hours			
<ul style="list-style-type: none"> Policy that Lunch Hours missed are to be rescheduled later in shift (Guelph) 			
4.4.2 Shift Schedules			
<ul style="list-style-type: none"> Investigators adjust hours around most effective time period of investigation for major cases and shift to day schedule when required to attend court (Guelph) 			
<ul style="list-style-type: none"> Staggered scheduling of Special Constables to improve availability and reduce overtime (Guelph) 			
<ul style="list-style-type: none"> Shifts changed from 8 hrs to 10 hrs, 4 days a week to accommodate training and limit overtime - also leads to greater flexibility for downtown unit (Guelph) 			
<ul style="list-style-type: none"> Consider ideal shift schedule to be 10 and 8 – allows for training and planning for peak hours (Thunder Bay) 			
<ul style="list-style-type: none"> Split shifts to ensure half of shift is always out – overlap results in reduced overtime costs that can be accrued when calls come late in a shift (Thunder Bay) 			
4.4.3 Overtime Limits			
<ul style="list-style-type: none"> Collective Agreement limits number of hours that can be accumulated annually and no more than 40 hours can be carried over from one year to the next (Sudbury) 			
4.4.4 Post-Case Audit			
<ul style="list-style-type: none"> Post-case audit performed on overtime for major cases (Sudbury) 			
4.4.5 Regular Tracking			
<ul style="list-style-type: none"> Require permission from on-duty supervisor before working any overtime (Guelph) 			

	Opportunity	Evolving	Established
<ul style="list-style-type: none"> Monthly tracking of overtime by business unit (Guelph) 			

4.5 Succession Planning, Training and Development

At the Barrie Police Service, a great proportion of the Senior Executive Team is within 5 years or less of retirement. This speaks to the importance and urgency of proper succession planning efforts. It was often mentioned during discussions with Community Partners that their major connectivity to the BPS was through a Senior Member, most often the Chief or Deputy Chief. These Community Partners felt that removing this tie would have a significant impact on the quality and closeness of that relationship. As the workforce ages, not only in Policing, but across all industries, one of the key trends recognized through the Stakeholder Engagement phase was the importance of effective succession planning in order to retain the knowledge and strength of external relationships within the organization.

Many respondents polled through the Staff Survey recognized that while the training they received was adequate, they would like to see more training and course opportunities in the future. This supports one of the key future trends identified during the Stakeholder Engagement phase whereby it was noted that the upcoming generation of officers was increasingly interested in continuous learning and opportunities for career development. Training in leadership and management was an area that was highlighted by many to be of significant importance.







	Opportunity	Evolving	Established
4.5.1 Succession Planning			
<ul style="list-style-type: none"> Key succession planning initiatives (Sudbury) <ul style="list-style-type: none"> Conduct a staffing forecast Identify key positions to be vacated Development of succession plans Promotional process review Identification of learning needs 	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<ul style="list-style-type: none"> Ensuring promotional policy, performance evaluation and recruiting is supportive of succession planning (Thunder Bay) <ul style="list-style-type: none"> Send clear message that you will only reward good work performance Consistent management approach Leadership rises to the top; discipline issues are all but eliminated 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
4.5.2 Training			
<ul style="list-style-type: none"> Deliver problem-solving training for all members to foster a culture of problem-solving (Sudbury) 	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Three-day media course for all members who are or will be called upon to interact with the media – brought in specialist from media relations network (Guelph) 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4.5.3 Employment Development			
<ul style="list-style-type: none"> Jim Collins book “Good to Great and the Social Sectors: A Monograph to Accompany Good to Great” widely distributed among managers (Sudbury) 	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Opportunity	Evolving	Established
<ul style="list-style-type: none"> Specialized training in leadership to support succession planning offered by Rotman (University of Toronto) and other providers (Guelph) 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Job rotation is a policy – can only be in one place for a maximum of 3 years (Windsor) 	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Participate in local leadership program (Thunder Bay) 	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4.6 Knowledge Sharing/Communication

As the size of the Service grows, it becomes increasingly important to ensure there are effective lines of communication in place within and between all levels of staff. This is crucial for allowing staff to feel connected and for the sharing of information and knowledge that can improve the service delivered by the BPS. Staff indicated through the Staff Survey that there was room for improvement around communication between staff/units, information sharing and the free flow of ideas and planning along vertical lines of command.

	Opportunity	Evolving	Established
4.6.1 Internal Communication			
<ul style="list-style-type: none"> Internal newsletter produced containing articles by the Chief and others – focus on customer service, member recognition, introduction of new programs/services and general information sharing (Guelph) 	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Develop and Implement an internal communication strategy (Sudbury) 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Forms relative to various investigations numbered and accessible by all members via the intranet (Guelph) 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

	Opportunity	Evolving	Established
4.6.2 Knowledge Sharing			
<ul style="list-style-type: none"> Communities of Practice to facilitate knowledge sharing 			
<ul style="list-style-type: none"> Police Board Orientation – provided 2 days of offsite education for the board (Thunder Bay) 			

4.7 Long-term Planning/Goal-Setting

Long-term Planning and Goal Setting was identified through the Stakeholder Engagement phase as one of the major Areas of Focus for the BPS moving forward. The Province's Police Adequacy and Effectiveness Standards requires that all police services in Ontario are required to develop multi-year business plans to help guide the delivery of police programs and services. However, the strength and utility of these Business plans seems to vary from Force to Force. It is essential that this tool be continually improved upon in order to optimize the benefits of the planning process.

Similarly, a strong link needs to be created between the objectives and goals set by the organization and the objectives and goals of the individuals who comprise that organization. Those who responded to the Staff Survey recognized that there is room for improvement around the communication of long-term organizational goals/plans and how each member can help contribute to the achievement of those long-term goals/plans. Continuing efforts to further improve upon the value of the Performance Evaluation process will help in this regard.



















	Opportunity	Evolving	Established
4.7.1 Track Status and Accomplishments			
<ul style="list-style-type: none"> Unit objectives and initiatives are tracked, evaluated and published each year (see Guelph Year 2 Accomplishments 2005 report) (Guelph) <ul style="list-style-type: none"> Leads to greater accountability and accomplishment Report supplied to members, Board, Mayor, Council and posted on webpage for the public to recognize achievements and be aware of what is left to do - communication/educating public 	<div> <div></div> <div></div> <div></div> </div>	<div> <div></div> <div></div> <div></div> </div>	<div> <div></div> <div></div> <div></div> </div>
4.7.2 Business Plan			
<ul style="list-style-type: none"> Include a variety of groups in the development of the Business Plan; used as a tool to educate the community (Windsor) 	<div> <div></div> <div></div> <div></div> </div>	<div> <div></div> <div></div> <div></div> </div>	<div> <div></div> <div></div> <div></div> </div>
<ul style="list-style-type: none"> Annual-rolling Business Plan keeps people engaged every year – especially good for technology because it changes so quickly (Windsor) 	<div> <div></div> <div></div> <div></div> </div>	<div> <div></div> <div></div> <div></div> </div>	<div> <div></div> <div></div> <div></div> </div>
4.7.3 Individual Goals – Performance Evaluation			
<ul style="list-style-type: none"> Lunch and learn sessions focused on the importance of Corporate goals and the Business Plan and how they apply to individual members (Guelph) 	<div> <div></div> <div></div> <div></div> </div>	<div> <div></div> <div></div> <div></div> </div>	<div> <div></div> <div></div> <div></div> </div>
<ul style="list-style-type: none"> Individualized goal-setting (Guelph) <ul style="list-style-type: none"> Officers set own long-term goals and objectives For short-term, asked what they will do personally to address one of the 5 corporate goals – they are then evaluated on their accomplishment of this at the end of the year Tough at first, but increased buy-in by members for process each year 	<div> <div></div> <div></div> <div></div> </div>	<div> <div></div> <div></div> <div></div> </div>	<div> <div></div> <div></div> <div></div> </div>

4.8 Community Education

Throughout discussions with Community Groups, it was often mentioned that the Police are frequently looked to as a source of relevant information and education. Many partner groups would like for the BPS to provide more of this because it has a direct effect on their ability to perform their own mandates.







Education for Seniors was specifically mentioned as an upcoming opportunity for any Police Service. This is because this demographic will dramatically grow over the next few decades and are already becoming a large target for fraud and abuse.


	Opportunity	Evolving	Established
4.8.1 For Business Owners			
<ul style="list-style-type: none"> Presentations/seminars given to educate business owners and their employees about fraud related crimes (Thunder Bay) 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
4.8.2 For Seniors			
<ul style="list-style-type: none"> FOACUS 34 (Sudbury) <ul style="list-style-type: none"> Mandate to develop educational resources about the abuse of older adults for the police, other service providers, the aging population and the community as a whole Funded by an initial 2-year grant from Ontario Victims Services Secretariat Opened doors to new communities and created additional partnerships 	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Sit on committee to create seniors network (Sudbury) 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Have a designated Senior Liaison Officer who provides education, information and referrals to community agencies (Sudbury) 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

	Opportunity	Evolving	Established
<ul style="list-style-type: none"> Senior Moment Program (Windsor) <ul style="list-style-type: none"> Operated by Citizen Advocacy program Hotline seniors can call and group of retirees who speak to people 			
<ul style="list-style-type: none"> Snowbird Program (Windsor) <ul style="list-style-type: none"> In partnership with the Canadian Consulate Office Education so seniors know where they are going and are prepared 			
<ul style="list-style-type: none"> Involved with Homes for the Aged (Thunder Bay) <ul style="list-style-type: none"> Focus on education of rights of seniors and rules of staff 			
<ul style="list-style-type: none"> Support 55+ (Thunder Bay) <ul style="list-style-type: none"> Education to bridge gap between perception of crime and reality, education of fraud Crime-proofing programs 			
4.8.3 For Interested Community Members			
<ul style="list-style-type: none"> Citizens Police Academy (Brantford) <ul style="list-style-type: none"> Interested members of the community participate in an 8-week education session to explore the elements of policing They then go on to become ambassadors to the larger community 			
4.8.4 General Public Education			
<ul style="list-style-type: none"> Co-create task force with broad membership and participate in writing of issues papers – helps build stronger partnerships and educates public (Sudbury) 			

4.9 School Programs

The work that the Barrie Police Service performs in the schools was often mentioned throughout the Stakeholder Engagement part of this review as an area of substantial strength. These additional examples of innovative and engaging school initiatives represent an opportunity to further build upon what is already a strong model for school programs.

	Opportunity	Evolving	Established
4.9.1 Engagement/Problem-Solving			
<ul style="list-style-type: none"> Empowered Student Partnership (ESP) program (Sudbury) <ul style="list-style-type: none"> Originated in Toronto Students developed five videos based on what they saw to be the most pressing issues kids face in their high-school and how to deal with them – videos featured interviews with officers Competition was judged by members of the community and the selected videos were shown in the classroom 			
<ul style="list-style-type: none"> Youth officers partner with an interested group “council” of students to identify challenges in own school and develop solutions to deal with them (Sudbury) 			

	Opportunity Evolving Established
4.9.2 Safety Village	
<ul style="list-style-type: none"> Children's Safety Village (Brantford) <ul style="list-style-type: none"> Miniature police station – schools come to them for programs Shared facility with Fire Department, neighbouring Police Services, OPP, Six Nations Police Service Funds raised in part by Police Association Opportunity for cost sharing with municipality 	

4.10 Recruiting

Recruiting was an area that was often mentioned by stakeholders as posing future challenges. There were many reasons provided for this. Firstly, demographics reflect an aging population, so there are fewer and fewer younger recruits available. Secondly, for whatever reason, a career choice in law enforcement does not appear to be as attractive to the younger generations as it used to be in the past. Thirdly, strategic and aggressive recruiting campaigns by Police Forces outside of Ontario or by the Military has resulted in significant draw on the candidate pool. Fourthly, many younger generations are no longer committing to a specific organization or occupation for their career anymore, which increases the need for recruiting as there are more individuals exiting than before.

To add to this, there are increasing pressures to improve upon the quality of recruits hired. This was one of the items mentioned through the Staff Survey and through Stakeholder consultation as an area in need of improvement.

It has also become important, as the community demographics evolve and become more diverse, to reflect that diversity within the composition of the Police Force. This, too, has presented added challenges in the area of recruiting, in terms of attracting diversity to the organization and to the occupation.
















In order to address all of these issues and challenges, many Police organizations are being forced to critically examine and adapt their recruiting procedures.
















	Opportunity	Evolving	Established
4.10.1 Quality in Recruiting			
• Review and improve recruiting strategy	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
• Increase number of job fairs attended	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
• Behavioural-based interview process (Thunder Bay)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
• Panel Interview (Thunder Bay)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
• Sell Policing as more of a profession (Thunder Bay)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4.10.2 Attracting Diversity			
<ul style="list-style-type: none"> Diversity in Policing project (Thunder Bay) <ul style="list-style-type: none"> \$300,000 in funding from Heritage Canada Chief opened up Service to investigation reviewing policies and hiring practices with the goal of removing systematic barriers 	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Target groups you want to recruit (Thunder Bay)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.10.3 Orientation			
• New recruits attend a one-on-one meeting with the Chief where value structure, expectations, professionalism, support in community, reputation, need for customer service, etc. are discussed (Guelph)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

4.11 Technology

These days, technology is becoming an increasingly critical component of providing police services in an efficient and effective manner. This seems to be a particularly sensitive area for the Barrie Police Service, as reflected in the diversity of opinions on this topic gathered through the Stakeholder Engagement phase. Specifically, technology was often mentioned as an area of strength for the BPS by members of the Senior Management Team and Board, yet conversely was frequently reported as an area of improvement by BPS Staff. Based on our experiences with similar organizations, we would suggest this may be an indication that the technology needed is in place, but there are weaknesses in the training for the use of that technology. Or that perhaps the feedback on the effectiveness and user friendliness of the technology is not being adequately communicated from the users to Senior Management. For whatever reason, the diversity in response for this category would suggest it deserves attention in the future as a recommended area of focus.

Recognizing that technology is an extremely expensive investment and that this fact is exasperated by the short life cycle of these products, the recommendation for improvement in this area is more focused on achieving optimal use of the technology currently in place. Time should be spent investigating why the technology is failing to satisfy the requirements of the end users. Additionally, current applications and software should be examined to ensure it is being utilized to its full potential.

	Opportunity	Evolving	Established
4.11.1 Website			
<ul style="list-style-type: none"> Community alerts/Sharing of information on current crimes and trends with the public (Guelph) 			
<ul style="list-style-type: none"> Online alarm registration (Windsor) 			
<ul style="list-style-type: none"> Officers able to access and complete reports from any location (Thunder Bay) 			
<ul style="list-style-type: none"> Board meetings and public minutes posted (Guelph) 			
<ul style="list-style-type: none"> Creation of videos for website in progress – video on recruitment and one with a message from the Chief and Board Chair on the Service and what they do (Guelph) 			










	Opportunity	Evolving	Established
4.11.2 Data Collection			
<ul style="list-style-type: none"> Use technology to increase capacity to investigate and catalogue all investigation – helps meet court requirements with less time and effort (Sudbury) 			
<ul style="list-style-type: none"> Business Watch International (Sudbury) <ul style="list-style-type: none"> Internet-based program for the collection, storage and delivery of transaction information gathered in pawn shops and second-hand stores Results in an increase in the recovery of stolen property and a higher deterrence of theft 			
<ul style="list-style-type: none"> Scanners in Records for electronically storing criminal records – makes them more readily available and is a step toward the electronic disclosure of court files (Thunder Bay) 			
4.11.3 Video Transmission/Electronic Tickets			
<ul style="list-style-type: none"> Use video equipment in cell unit to conduct video bail hearings on weekends – eliminate need to transport prisoners to court (Guelph) 			
<ul style="list-style-type: none"> Use of E-tickets (Brantford) 			
4.11.4 Technology Partnership			
<ul style="list-style-type: none"> PRIDE co-operative reduces costs and allows access to technology that might otherwise have been unaffordable to smaller forces (Brantford and Guelph) 	N/A		

4.12 Communication with Mayor/Council

A strong, communicative relationship between representatives of the Police Service and City Council is an important precursor to achieving value in service delivery. This is because Council needs to be well-informed of the short and long-term needs of the Police Service in order to appropriately determine the cost involved in continuing to fund top-quality policing. These requirements must be communicated by Police leaders in a method that clearly conveys evidence and rigor around the justification of need.

It has become expected that leaders of law enforcement agencies must be viewed to deliver value-for-dollar services in a transparent and accountable manner. Our research would suggest it is in the best interest of Police leaders to appreciate that councillors represent a great number of the customers of the Police Service. For that reason, members of the Police Force should work hard on building positive relationships with City Council. These relationships are strengthened by open, frequent and sometimes informal communication.



















	Opportunity	Evolving	Established
4.12.1 Relationships			
<ul style="list-style-type: none"> Invested significant amount of time in building relationships so that when requests for resources are made, decision makers have a better understanding of the need and hopefully a more favourable response (Sudbury) 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Recommend strong relationship with CAO (Thunder Bay) 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4.12.2 Involvement			
<ul style="list-style-type: none"> City Administration are invited to contribute to the Business Plan development process (around 80% interest/contribution) (Windsor) 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Attend council when police matters are on the agenda, otherwise attend at least monthly (Thunder Bay) 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Sit in during City's Strategic Planning process (Thunder Bay) 	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Attend City Administration management meetings (Guelph) 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

	Opportunity	Evolving	Established
4.12.3 Communication Structure			
<ul style="list-style-type: none"> There are many different types of communication structures with Council: Organized into Community Response Units (CRU) and each councillor has one point of contact within their particular CRU (Sudbury) <ul style="list-style-type: none"> Unit links with councillors regularly to share awareness of issues Councillor and CRU work together to solve local problems One point of contact in the Police Force is maintained for all Councillors (Windsor) <ul style="list-style-type: none"> All email communication goes in and out through this contact Chief provides each Council member with phone and email contact information and encourages them to contact anytime they have questions or concerns (Guelph and Brantford) 			
4.12.4 Orientation/Education			
<ul style="list-style-type: none"> Spend as much time as necessary orienting Councillors to policing challenges (Sudbury) Training of each new Council on dealing with the Police Services Act, communicating with the Police and the Business Plan (Windsor) Provide Council with an overview as part of orientation – 4 hours at the Police Station (Thunder Bay) 			
<ul style="list-style-type: none"> Regularly report to Mayor and Council to ensure they are up-to-date on current issues (Guelph) 			

4.13 Co-ordination with City Planning

When it comes to planning for the future of the City of Barrie, it is beneficial for efforts by the BPS and by City Administration to be co-ordinated. This helps to ensure the alignment of a future vision across city service organizations and provides additional information that can be used to improve accuracy when forecasting future priorities. Additionally, it can also serve to alleviate some tension that may otherwise develop as a result of a lack of communication and integration.

Wherever possible, opportunities for shared infrastructure or joint purchasing should be exploited in order to make use of economies of scale and to avoid duplication of efforts. Savings of time, efforts and money can then be invested in other ways within the Police Force, thereby improving the value delivered by the organization.

























	Opportunity	Evolving	Established
4.13.1 Shared Infrastructure			
<ul style="list-style-type: none"> Shared services and infrastructure for purchasing, labour relations, human resources, legal counsel, etc. (Sudbury) 			
<ul style="list-style-type: none"> Work collaboratively with City on special projects (i.e. wireless technology) (Windsor) 			
4.13.2 Communication			
<ul style="list-style-type: none"> Open flow of communication around best practices (Sudbury) 			
4.13.3 Budgeting/Planning			
<ul style="list-style-type: none"> City Administration assists with the budgeting process (Guelph) 			
<ul style="list-style-type: none"> Get invited to all City Administration/Finance meetings relative to annual budget preparation and delivery (Guelph) 			
<ul style="list-style-type: none"> Joint committee with Fire Department and City Administration where communication equipment needs are reviewed and long-term strategies for replacement are developed (Guelph) 			

	Opportunity	Evolving	Established
<ul style="list-style-type: none"> Work collaboratively with City on multi-year financing (Sudbury) 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
4.13.4 Environmental Design			
<ul style="list-style-type: none"> Chief's office gets copied on every new development plan and is asked to provide input for city consideration (Guelph) 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Crime Prevention Through Environmental Design (CPTED) (Brantford) <ul style="list-style-type: none"> Work with developers and parks and recreation to improve environmental design (i.e. lighting, visibility, open areas) Have input into environmental design 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4.13.5 Joint Efforts around Purchasing			
<ul style="list-style-type: none"> Participate in police co-operative for procurement; recognized common areas of interest for purchasing (Sudbury) 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Partner with City Purchasing for generic items (i.e. photocopiers, furniture, office supplies, etc.) 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Assign a dedicated resource with experience in strategic purchasing to lend credibility to the process 	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4.14 Changes to Service Delivery

Individuals at the Barrie Police Service are currently experiencing an incredibly high level of workload as a result of growing demands for service. This highlights the need to continually evaluate service delivery in order to confirm resources are being allocated in the most effective manner.

Respondents to the Staff Survey recognized 'Deployment of Officers' and 'Alternative Response Measures' as areas for future improvement for the BPS. Three specific areas for focus that surfaced during stakeholder consultation were how the service responds to low-priority calls, how the service approaches deployment of officers and how the service reacts to 911 calls. Improvements to operations in these areas would likely have an effect on efficiency and reduce some of the burden felt by the front-line staff. Benefits of this include increased employee job satisfaction, strengthened morale and reduced absenteeism.

	Opportunity	Evolving	Established
4.14.1 Low-Priority Calls			
<ul style="list-style-type: none"> Delayed Mobile Response Unit – staffed by modified duty officers, officers more visible to citizens (Sudbury) 			
<ul style="list-style-type: none"> Telephone Reporting Unit deals with calls that don't require an officer's response (Sudbury and Windsor) 			
<ul style="list-style-type: none"> Use of Neighbourhood Police Officers (Thunder Bay) 			
4.14.2 Deployment			
<ul style="list-style-type: none"> Supervisors evaluate resources prior to call out; re-deploy resources rather than call off-duty personnel (Guelph) 			
<ul style="list-style-type: none"> Operational review conducted (Sudbury) 			
4.14.3 911 Calls			
<ul style="list-style-type: none"> Education of proper use of 911 – preventative (Windsor) 			
<ul style="list-style-type: none"> 911 repository (Brantford) 			
<ul style="list-style-type: none"> Recently downgraded the status of 911 hang-ups – no longer priority 1; engage in a call-back policy (Brantford) 			

4.15 Partnership with Other Emergency Services

The Police Service is but one of a group of organizations devoted to providing emergency response efforts to the City of Barrie. While it is important for the BPS to optimize value for service delivery as an individual organization, in order to achieve maximum benefit for the citizens of Barrie, value for service delivery must be achieved by the emergency services sector as a whole.

The enhancement of communication and coordination of efforts between the Police Service, the Fire Service and the EMS is an important factor in improving the effectiveness of overall emergency response. Specific areas mentioned by Peer Forces as being successful in this regard are the tiered response model for dispatch, shared facilities and joint training.
















	Opportunity	Evolving	Established
4.15.1 Dispatch			
<ul style="list-style-type: none"> Police do Fire dispatch (Sudbury, Thunder Bay and Guelph) 		N/A	
<ul style="list-style-type: none"> Tiered response for all three services (Police, Fire, EMS) by Police avoids over response (Windsor) 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4.15.2 Facilities			
<ul style="list-style-type: none"> House Police, Fire, EMS and Emergency Response operations in same location – enhances working relationship (Sudbury) 	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Joint training facilities with Fire Department (Windsor and Guelph) 	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.15.3 Training			
<ul style="list-style-type: none"> Joint training with Fire Department – officers and fire fighters get to know each other, elicits a healthy sense of competition (Windsor and Guelph) 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

4.16 Partnership with Other Police Forces

Similar to the importance of partnership with other emergency service providers, efforts to enhance partnership with other Police Forces also represents an opportunity for improvement in the value for service delivery of emergency services as a whole.

By all accounts, the BPS currently has a strong and friendly relationship with the neighbouring OPP. The success of this partnership is one of the many ways the BPS is able to achieve excellent value for service delivery.










Continuing to maintain the strength of this relationship, while striving to achieve similar levels of partnership and camaraderie with other Police Forces throughout the Province, will ensure ongoing success of BPS efforts.

	Opportunity	Evolving	Established
4.16.1 Performance Measures			
<ul style="list-style-type: none"> Partner to improve corporate performance measures (i.e. MPMP) both in the quality of measurement as well as the outcomes (Sudbury) 			
4.16.2 Lobbying			
<ul style="list-style-type: none"> Lobby for improvements in retrieving data from the CAD system (already underway by many forces) 			
<ul style="list-style-type: none"> Lobby government for justice reform and more stream-lined laws 			
<ul style="list-style-type: none"> Improve lobbying efforts by showing not only how downloading is affecting policing, but also how it is affecting other government projects 			
4.16.3 Information Sharing			
<ul style="list-style-type: none"> Senior Command staff meet quarterly with the OPP to discuss common issues (Thunder Bay) 			

4.17 Preventative Measures

In attempting to deal with the high level of demand for service, it becomes easy for any law enforcement agency to quickly fall into the practice of providing almost entirely reactive policing responses. However, this is a vicious circle as the reduction of proactive measures will only result in an increase in the need for reactive response later on.










Improvements to crime prevention and proactive policing was one of the most frequently mentioned suggestions put forth by respondents of the Staff Survey. This is of particular importance in the area of visibility, as it was often mentioned as a determinant of perceived value by stakeholders. Additionally, conversations with stakeholders and with Peer Forces would suggest there would be worthwhile value in including an additional resource (likely a Civilian) devoted to crime analysis.




	Opportunity	Evolving	Established
4.17.1 Enhanced Visibility			
<ul style="list-style-type: none"> Reduced number of double cruisers (so split into two single cruisers instead) until very late at night – Chief would argue it has increased both visibility and safety (Sudbury) 			
<ul style="list-style-type: none"> Implementing a virtual police network so officers can access records when parked – increases visibility (Thunder Bay) 			
4.17.2 Crime Analysis			
<ul style="list-style-type: none"> Increased utilization of crime analysis to identify property crime patterns in the community (Sudbury) 			

4.18 Employee Programs

BPS staff, especially front-line officers, have been providing service at an incredibly high level of value. Metrics show that the BPS has the highest population per police officer and the highest rate of criminal code incidences per police officer in relation to its comparators (see Appendix V). Despite this high level of quantity, it would appear that quality has not yet suffered as metrics show the BPS has one of the highest clearance rates as compared to its peers (see Appendix V). However, the effects on the individuals of continuing to work at this pace are beginning to show. There are reportedly increases in absenteeism, sick leave and stress-related disorders. This has created an environment where employee programs that promote health and wellness are especially critical. Of course, other efforts to improve the situation for officers, through either the implementation of changes to service delivery suggested in this report or by the inclusion of additional front-line officers would also be beneficial in this regard.

Many of the most crucial opportunities discussed in this report fall within the area of Human Resources – recruiting, performance evaluation, career development and employee wellness. However, the Human Resources Staff to Total Staff ratio as compared to Peer Forces would suggest the current staffing level of the H.R. department may not be sufficient to support improvement initiatives in these areas (refer to page 30 in Appendix V). Our experience with similar organizations would suggest the value of the improvements that could be made by including an additional Human Resources staff member would be well worth the cost.

	Opportunity	Evolving	Established
4.18.1 Absenteeism			
<ul style="list-style-type: none"> Early and Safe Return to Work program (Sudbury) 			
<ul style="list-style-type: none"> Back Door Program (Thunder Bay) <ul style="list-style-type: none"> City nurse works alongside Branch Commander to encourage employee return to work 			
4.18.2 Health & Wellness			
<ul style="list-style-type: none"> Formed committee with representatives from various areas of the Service who meet regularly to discuss wellness concerns and bring forward recommendations (Guelph) 			

	Opportunity	Evolving	Established
<ul style="list-style-type: none"> • Circumvent wait times in the Ontario healthcare system by evaluating opportunities to send employees elsewhere for treatment (i.e. sending employee to the States for an MRI – reduces leave time from 8 months to 4 weeks) (Thunder Bay) 			













4.19 Problem-Oriented Policing




A successful strategy recently employed by Police Forces has been the implementation of problem-oriented policing models. This can assume many different forms, as is apparent in the following description of the variety of P.O.P strategies initiated by peer forces.

The major advantage of problem-oriented policing is that it provides the framework for ownership to be taken by individuals on the front-line level. This also allows for these individuals to take pride in the results. Benefits of this model include the following:

- Tracking and consistency reveal recurring patterns in problems that might otherwise have been considered independent incidences – once problems have been identified, then solutions can be considered in order to eliminate the issue.
- Ownership on the front-line provides opportunities for development and leadership – this not only improves the quality of the membership of the Force, but also satisfies the desire reported by some respondents of the Staff Survey to be given more responsibility and empowerment.
- Sets a framework that makes it easier for other community groups and resources to become involved in problem-solving strategies and initiatives.




This model is likely to be particularly effective in targeted areas of concern, such as in the area surrounding Georgian College or the Downtown region.




	Opportunity	Evolving	Established
4.19.1 P.O.P Strategies			
<ul style="list-style-type: none"> Community Response Unit (Sudbury) <ul style="list-style-type: none"> Problem solving team that is offered great flexibility to deal with recurring problems Provides ownership at front-line level, capacity to solve issue, reduces number of complaints Work closely with Councillors, local partners and community leaders to identify problems and develop solutions – everyone is involved in the solution (“win-win”) 			
<ul style="list-style-type: none"> P.O.P. files for off-campus complaints (Windsor) <ul style="list-style-type: none"> Enables there to be a consistency of officers responding to a particular issue Officers look at solutions to eliminate the problem – allows them to take ownership of problem and pride in the results 			
<ul style="list-style-type: none"> Engage community groups and neighbourhoods to own problem and be part of the solution (Thunder Bay) <ul style="list-style-type: none"> i.e. worked with businesses to identify issues with property crime; problem solving involved improving lighting, hardware stores offered to supply materials at cost; resulted in a reduction in property crime 			
<ul style="list-style-type: none"> P.O.P. files for neighbourhood issues and traffic areas (Guelph) 			

	Opportunity	Evolving	Established
<ul style="list-style-type: none"> Neighbourhood Coalition (Guelph) <ul style="list-style-type: none"> Presentations for education purposes are made by those on the front-line Work with neighbourhood groups to attack crime and social order issues and share information Allows for bonding with community groups and citizens Ownership on front-line of problems and solutions 			

4.20 Traffic Enforcement

Many stakeholders reported Traffic Enforcement to be an area of challenge for Forces in the future as the roads become more congested and driving habits deteriorate. In order to address these issues, the BPS has in place a dedicated traffic unit. Continual evaluation of additional opportunities or strategies that could be employed by this unit, along with a closer working relationship with citizens and community partners, will ensure maximum value is generated from this traffic enforcement focus.

	Opportunity	Evolving	Established
4.20.1 Dedicated Resources			
<ul style="list-style-type: none"> Dedicated Traffic Management Unit (Sudbury) <ul style="list-style-type: none"> To deliver effective and efficient traffic services aimed at reducing collisions and incidents of poor driving behaviour 			

	Opportunity	Evolving	Established
4.20.2 Traffic Programs			
<ul style="list-style-type: none"> Selected Traffic Education and Enforcement Program (STEEP) (Brantford) <ul style="list-style-type: none"> Funded through an independent financial organization Respond to citizen's traffic complaints and concerns 			













4.21 Facilities

Alongside “Keeping Pace with Population Growth”, the issue of Facilities was the most recounted future challenge reported by stakeholders. It is clear that the BPS has exceeded its capacity at the current location and, as a result, it is both an immediate and urgent pressure to secure additional accommodation. The uncertainty around this issue is limiting the growth of the service and impacting its operations. To this end, it poses a real threat for the future value of service delivery.

With that said, our experience would show that it is important to not throw planning and rigor aside for the sake of fulfilling an urgent and pressing need. This is especially true when the choice is as costly and permanent as a new facility.

Opportunities to maximize the benefit from a new location must be explored. Peer Forces reported to have found great value in both long-term facilities planning and in sharing accommodations with other groups. Some Police Services, such as Sudbury, have given facilities planning more attention by making it a full-blown strategic direction in their business plans. In terms of sharing space, the benefits reported are many and include the opportunity to develop a closer relationship with the partner group, the opportunity to participate in joint training, the opportunity to share costs, etc. Most of the time, when shared facilities were chosen, the Police Service ended up with access to more and better resources than could otherwise have been affordable on their own.

Location of facilities is also a key consideration when looking to expand accommodations. As the City of Barrie continues to grow, it would be valuable for the Police Service to fully assess where the most benefit would be gained from positioning a new facility. Many stakeholders had suggested that a Police Station in the south end of Barrie would be optimal. Regardless of the specifics, it is the process of evaluating all key factors that will be most essential in determining the value that is generated from any facilities endeavour.










	Opportunity	Evolving	Established
4.21.1 Facilities Planning			
<ul style="list-style-type: none"> A documented strategic direction (Sudbury) 			
<ul style="list-style-type: none"> 20 year capital building plan completed in 2005 (Guelph) 			
4.21.2 Sharing Space			
<ul style="list-style-type: none"> Joint partnership with Federal Government's Department of National Defence for new training facility (Windsor) <ul style="list-style-type: none"> Administrative space, state-of-the-art classrooms, firearms simulation, training, indoor and outdoor firing range, rappelling tower, close quarter firearms training house, outdoor track and canine training compound 			
<ul style="list-style-type: none"> Joint training and administrative centre for Police, Fire and EMS being considered for development (Guelph) 			







4.22 College/University Campus

A growing concern for the BPS, Councillors and some citizens is the evolving disruption around the Georgian College campus as the prevalence of student housing in adjacent subdivisions becomes more extensive. Along with the increase in off-campus student accommodation comes an increase in noise complaints and disruption for local residents.

To address this issue, the BPS currently allocates extra resources to the area surrounding Georgian College during certain times of the year, but receives no extra compensation from either the City or the College for doing so. This creates a disparity in service delivery across areas of the City since resources must be diverted from other regions to address issues near the College.

All of the Peer Forces selected for review contain a large College and/or University within their boundaries. Each comparator was asked about initiatives they have in place either on their own or in partnership with the College/University Administration. The following list contains both proactive tactics for reducing the number of disturbances and opportunities to establish a dedicated group that would address campus issues more directly and cost-effectively.

	Opportunity	Evolving	Established
4.22.1 On-Campus Facility			
<ul style="list-style-type: none"> Police sub-office on/near campus – improved presence and visibility (Brantford) 			
4.22.2 Campus Police			
<ul style="list-style-type: none"> Board endorses special constables who make up the campus police – retired Staff Sergeant is in charge (Windsor) University has worked to fund own special constable unit (Brantford) University “Police” (Guelph) <ul style="list-style-type: none"> Funded by the Ministry Not officers, but some have police experience Appointed by Police Board for term of 5 years Have police cars, but only cover campus ground Do not perform investigations 			
4.22.3 Citizen Patrol			
<ul style="list-style-type: none"> Citizen Patrol (Thunder Bay) <ul style="list-style-type: none"> 35 students engaged to assist neighbourhood officers in reducing crime through observation and reporting 			













	Opportunity	Evolving	Established
4.22.4 Education			
<ul style="list-style-type: none"> Behavioural code of conduct developed that extends to off-campus behaviour (Guelph) 			
<ul style="list-style-type: none"> Information sessions for new students; articles in paper about respecting the property of others and others' right to peace and quiet (Guelph) 			

4.23 Courts

An area often recognized during the Stakeholder Engagement phase as a future challenge for Police Services was the increased workload as a result of growing court requirements. This has impacted the time officers spend both in court and in responding to individual calls.

Through our discussion with peer forces, the following factors were identified as having some success in minimizing the time or cost increases around court services.




	Opportunity	Evolving	Established
4.23.1 Shared Facilities			
<ul style="list-style-type: none"> Shared facility with Provincial courthouse – eliminates cost and time spent for prisoner transportation (Windsor) 			
4.23.2 Electronic Disclosure			
<ul style="list-style-type: none"> Electronic disclosure to Crown Attorney through digitalized reports, evidence on CD media, etc. (Thunder Bay) 			

	Opportunity	Evolving	Established
4.23.3 Reducing Cost			
<ul style="list-style-type: none"> Service entered into contract with Ministry of Public Safety and Correctional Services transferring responsibility for most prisoner transports to the OPP and greatly reducing net cost to the Police Service (Guelph) 			
<ul style="list-style-type: none"> Officer works in Crown office (Guelph) <ul style="list-style-type: none"> Provides vetting to limit number of officers subpoenaed Attempts to set court dates for officer workday to minimize overtime expense and help ensure accused persons appear in court when required 			
<ul style="list-style-type: none"> Officer determines schedule of court services (Brantford) 			
<ul style="list-style-type: none"> Crown pays for disclosures (Guelph) 			

4.24 CALEA Accreditation

CALEA refers to The Commission on Accreditation for Law Enforcement Agencies, Inc. The purpose of CALEA's Accreditation Programs (as stated on their website at www.calea.org) is "to improve the delivery of public safety services, primarily by: maintaining a body of standards, developed by public safety practitioners, covering a wide range of up-to-date public safety initiatives; establishing and administering an accreditation process; and recognizing professional excellence".

The Accreditation Process is a "modern management model" that, once implemented, presents management with a framework that promotes the efficient use of resources and improves service delivery. This program offers law enforcement agencies an opportunity to voluntarily demonstrate that they meet an established set of professional standards. It came highly recommended by Chief McElveny at the Brantford Police Service as it "lends reason and justification to what we do". The Peel Police Service is also a CALEA accredited organization.

	Opportunity Evolving Established
4.24.1 CALEA Accreditation (Brantford)	
<ul style="list-style-type: none"> • Best practices for policing • Internationally recognized • Huge overlap with Province's Police Adequacy and Effectiveness Standards • Costs less than \$5,000/year plus staffing component 	  

Final Conclusions – Best Practices

As a final note regarding best practices, Blackstone Partners would highlight that the BPS exhibits a natural tendency to continually evaluate and question its operations. There is a general spirit, demonstrated foremost by the Chief of the BPS that “we can always do better”. As such, the BPS is continuously seeking out new ways to practice law enforcement and implementing many of the leading practices mentioned above. This was evident even in their approach to this consulting review – the management and staff of the BPS continually reinforced the fact that this VSDR was “an excellent opportunity for improvement”.

While we recognize that there are still opportunities to be pursued by the BPS in relation to some of the leading practices, we commend them for their commitment to continuous improvement and for their track record of best practice implementation.

5 Peer Force Significant Strengths

As a final note and celebration of the forces we met during the course of this review, each of the five Peer Forces investigated had one or two particular achievements, or areas of significant strength, that would qualify them to be identified as an expert in that matter. These strengths (which we recognize represent only a few of many) are highlighted here not only so their accomplishments can be celebrated, but also so that each Police Service may be looked to as a leader in their particular strength in the future. The Barrie Police Service has also been included for reference within this peer group.

SUDBURY

- ❖ Strong partnership with Council and Community Leaders (“win-win” relationship).
- ❖ Excel at engaging community groups, organizing forums where groups can contribute their strengths and work effectively together toward common goals, then stepping back once the ball gets rolling.

WINDSOR

- ❖ Excellent facility arrangement whereby partnerships and shared spaces are optimized; results in strong relationships, visibility, connectivity and cost savings.
- ❖ Shared facilities with Provincial Courthouse, Fire Department, EMS, Community Services Unit, Citizens Crime Prevention Committee, Brock Public School, branch of Windsor Public Library, day care centre, Department of National Defence and the private sector.

THUNDER BAY

- ❖ Strong succession planning and leadership development – efforts to optimize the effectiveness of recruitment, professional development and the promotional policy have resulted in a culture where leadership rises to the top.
- ❖ Focus on education of Council and Board on Complexities and Challenges of Policing.

GUELPH

- ❖ Effective setting and tracking of goals and objectives, both from an organizational perspective (i.e. annual, detailed Accomplishment Reports) and from an employee’s perspective (i.e. personalized, engaging performance evaluations).
- ❖ Innovative uses of by-law officers to attend to low-priority issues and free up time for officers to focus on other demands.

BRANTFORD

- ❖ CALEA – internally recognized accreditation for best practices in Policing. Benefits through standardized procedures and excellence in achieving compliance with the Police Adequacy and Effectiveness Standards.
- ❖ Successful identification of opportunities for additional funding through alternative revenue sources (comprises 4-5% of their budget).

BARRIE

- ❖ Productivity and efficiency, as measured by the amount of work performed in relation to staffing levels.
- ❖ Strong media relations focus and use of technology to facilitate communication with the media (i.e. through continual updates on website and messages sent via Blackberry).

Appendix I

Interview Guides and Survey Templates

**Barrie Police Service
Driving for Excellence
Focus Group Questions
School Administration**

General Questions

1. What is the nature of your interaction with BPS?
2. How often do you interact with BPS?
3. How would you describe your working relationship with BPS?

Current State

1. What is it that BPS is *BEST* at doing with your school?
2. What is it that BPS is *NOT THE BEST* at doing with your school? What would you suggest as an improvement?
3. What are your expectations of BPS?
4. As a partner of BPS, how do you ultimately measure the success of your interactions with BPS?

Future

1. What would you consider to be the most important crime-related or policing-related issue facing the youth community and the BPS over the next five years?
2. What are some of the short, medium and long term opportunities that BPS must take advantage of with regards to your school and the youth community?



**Barrie Police Service
Driving for Excellence
Interview Guide
Barrie Police Services Board**

General Questions

1. How long have you been a member of BPSB?

Current State

1. What does BPS do well? i.e. communication, community policing
2. What can the BPS improve on? What are the risks of not improving in this area?
3. Do you believe that the BPS delivers good value for services they provide?
 - a. If yes, why?
 - i. How do you measure/evaluate this value? i.e. lower crime rate, visibility
 - b. If no, why not?
 - i. How do you measure/evaluate this value?
4. As a Barrie Police Services Board member, how do you ultimately measure success at BPS?

Future

1. Over the next five years, what would you consider to be the key issues that are going to impact the success of BPS?
2. What are some of the short, medium and long term opportunities that BPS must take advantage of?



**Barrie Police Service
Driving for Excellence
Interview Guide
City Council**

General Questions

1. How long have you been a Councillor for the City of Barrie?
2. On which committees do you participate?

Current State

1. What does BPS do well? i.e. communication, community policing
2. What can the BPS improve on? What are the risks of not improving in this area?
3. Do you believe that the BPS delivers good value for services they provide?
 - a. If yes, why?
 - i. How do you measure/evaluate this value? i.e. lower crime rate, visibility
 - b. If no, why not?
 - i. How do you measure/evaluate this value?
4. As a Councillor, how do you ultimately measure success at BPS?

Future

1. Over the next five years, what would you consider to be the key issues that are going to impact the success of BPS?
 2. What are some of the short, medium and long term opportunities that BPS must take advantage of?
-

**Barrie Police Service
Driving for Excellence
Interview Guide
Mayor, City of Barrie**

General Questions

1. How would you describe the working relationship between the City of Barrie and the BPS?

Current State

1. What does BPS do well?
2. What can the BPS improve on? What would you suggest as an improvement?
3. Do you believe that the BPS delivers good value for services they provide?
 - a. Why / Why not?
 - b. How do you measure/evaluate this value? i.e. lower crime rate, visibility, etc.
4. As Mayor, how do you ultimately measure success at BPS?

Future

1. Over the next five years, what would you consider to be the key issues that are going to impact the success of the BPS?
 2. What opportunities might the BPS have for enhanced partnerships and increased collaboration?
 3. What are some of the other short, medium and long term opportunities that BPS must take advantage of?
-

**Barrie Police Service
Driving for Excellence
Interview Guide
Community Partners**

General Questions

1. How long have you been working in partnership with BPS?
2. What is the nature of your interaction with BPS?
3. How would you describe your working relationship with BPS?

Current State

1. What is it that BPS is *BEST* at doing with your organization?
2. What is it that BPS is *NOT THE BEST* at doing with your organization? What would you suggest as an improvement?
3. What are your expectations of BPS?
4. As a partner of BPS, how do you ultimately measure the success of your interactions with BPS?

Future

1. Over the next five years, what would you consider to be the key issues that are going to impact the success of BPS?
2. What are some of the short, medium and long term opportunities that BPS must take advantage of with regards to your organization?



**Barrie Police Service
Driving for Excellence
Interview Guide
Senior Management Team**

General Questions

1. How long have you been an employee of the BPS?
2. What is your role and what areas are included in your portfolio?

Current State

1. What does BPS do well? i.e. communication, community policing
2. What can the BPS improve on? What are the risks of not improving in this area?
3. Do you believe that the BPS delivers good value for services they provide?
 - a. If yes, why?
 - i. How do you measure/evaluate this value? i.e. lower crime rate, visibility
 - b. If no, why not?
 - i. How do you measure/evaluate this value?
4. As a senior manager, how do you ultimately measure success at BPS? How are you measured for success as a leader in this organization?

Future

1. Over the next five years, what would you consider to be the key issues that are going to impact the success of BPS?
2. What are some of the short, medium and long term opportunities that BPS must take advantage of?



**Barrie Police Service
Driving for Excellence
Focus Group Questions
Downtown Barrie BIA**

General Questions

1. What is the nature of your interaction with BPS?
2. How often do you interact with BPS?
3. How would you describe your working relationship with BPS?

Current State

1. What is it that BPS is *BEST* at doing with the business community?
2. What is it that BPS is *NOT THE BEST* at doing with the business community? What would you suggest as an improvement?
3. What are your expectations of BPS?
4. As a partner of BPS, how do you ultimately measure the success of your interactions with BPS?

Future

1. What would you consider to be the most important crime-related or policing-related issue facing the business community and the BPS over the next five years?
2. What are some of the short, medium and long term opportunities that BPS must take advantage of with regards to the business community?



Barrie Police Service Community Survey

Instructions: Place an X in the box that most closely reflects your agreement with the following statements.

	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
1. There is a good police presence in Barrie	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. The officers are approachable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. The officers are fair	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. The officers are courteous	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. The officers are honest	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. The officers are knowledgeable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. The officers show a concern for the public	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. The officers are sensitive to victims' needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. The Officers spend time talking with people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. The Barrie Police respond promptly to calls for service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. The Barrie Police respond to community needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. The Barrie Police offer useful crime prevention programmes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. The Barrie Police are visible in the community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. The Barrie Police provide the public with information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. The Barrie Police provide effective traffic enforcement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. The Barrie Police have a good presence at community events	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. The Barrie Police are involved in the community in a positive way	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. The Barrie Police respond in an appropriate manner to issues involving minority and special interest groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. I have confidence in the law enforcement capabilities of the Barrie Police	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. I feel safe in Barrie	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Thank you for taking the time to complete this survey.



Barrie Police Service Staff Survey

Instructions: Place an X in the box that most closely reflects your agreement with the following statements.

General Information	
What is your current status with the Barrie Police Service?	
Civilian	<input type="checkbox"/>
Special Constable	<input type="checkbox"/>
Constable	<input type="checkbox"/>
NCO	<input type="checkbox"/>
Senior Officer / Manager	<input type="checkbox"/>
Are you a supervisor?	
Yes	<input type="checkbox"/>
No	<input type="checkbox"/>
What area do you currently work in?	
Executive and Attached Staff	<input type="checkbox"/>
Uniform Patrol	<input type="checkbox"/>
Communications	<input type="checkbox"/>
Criminal Investigations	<input type="checkbox"/>
Community Services	<input type="checkbox"/>
Records	<input type="checkbox"/>
Courts	<input type="checkbox"/>
Civilian Secretarial	<input type="checkbox"/>
How long have you worked for the Barrie Police Service?	
Less than five years	<input type="checkbox"/>
5-9 years	<input type="checkbox"/>
10-14 years	<input type="checkbox"/>
15-19 years	<input type="checkbox"/>
20-25 years	<input type="checkbox"/>
26 years or more	<input type="checkbox"/>
What is your gender?	
Female	<input type="checkbox"/>
Male	<input type="checkbox"/>
I prefer not to answer	<input type="checkbox"/>

Thank you for taking the time to complete this survey.

Barrie Police Service Staff Survey

	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
Attitudes To My Job					
1. I can see the results of my work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. I am proud to tell people I am a member of the Barrie Police Service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. I am able to get time off when I require it	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. I receive good job benefits with this organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. I am well paid for the job I do	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. There are opportunities for personal growth and development in my job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Resources To Do My Job					
7. I have adequate resources to do my job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. It's easy to get the information I need to do my job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. I have the appropriate amount of time each day to complete my job well	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. I consider my workload reasonable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. I have the freedom to decide how my work is done	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. My work suffers from being tasked with work by others that I do not report to	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. The equipment I am provided with to do my job is always up to standard	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. The technology I am provided with to do my job is up to standard	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. The technology we presently have is user friendly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Relationship with My Immediate Supervisor					
16. My supervisor welcomes new ideas even if they are different from his/her own	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. My supervisor is helpful to me in improving my performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. I receive regular feedback on my performance from my supervisor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Thank you for taking the time to complete this survey.

Barrie Police Service Staff Survey

	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
19. My supervisor distributes the work fairly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. My supervisor does a good job of helping me develop my career	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. My supervisor is knowledgeable about my job and has the skills and abilities needed to provide good leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Relationship with Fellow Employees					
22. My work unit meets objectives and responds well to the demands of the job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. Employee morale in my work unit is high	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. There is a good exchange of information within my work unit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. Additional staffing in my work unit is needed to enhance performance and reduce workload	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Skills and Career Goals					
26. I get the training I need to do my job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27. I believe transfer decisions are made on the basis of an individual's skills and work performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. Career opportunities are available to me in this organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29. Promotions made in this organization are made on the basis of an individual's skills and job performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management					
30. There are good management-employee relations on the Barrie Police Service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31. The rapport between management and the Police Association is good	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32. It is easy to communicate new ideas and information to senior staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33. Management takes ownership of problems and makes corrections in a reasonable time frame	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34. Members of senior management are effective in their duties	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35. Senior management follows through on promises made to the members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36. I believe senior management will try to resolve concerns raised by this survey	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Thank you for taking the time to complete this survey.

Barrie Police Service Staff Survey

	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
My Organization					
37. I am aware of the Barrie Police Service's goals and objectives as set out in the Business Plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
38. The relationship between civilian and sworn members is good	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
39. The Barrie Police Service is receptive to change	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
40. I am kept informed about plans for change and new developments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
41. I would recommend the Barrie Police Service as an employer to friends	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
42. People in this organization are tolerant and understanding of people from different cultures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
43. The Barrie Police Services Board is supportive of our members and addresses our concerns	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
44. I understand the long-term plans and goals of the organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
45. I understand my role in achieving these long-term organizational plans and goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
46. I recognize the challenges the BPS is expected to face in the future	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
47. I feel prepared to handle these future challenges	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Corporate Image / Client Services					
48. I believe that the Barrie Police Service's Corporate Image is a positive one in the community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
49. I believe that the community supports our Police Service members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
50. I believe the Barrie Police Service provides adequate police service to the community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
51. I believe that our members conduct themselves in a professional and unbiased manner when dealing with the public	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
52. I believe the BPS communicates effectively with the community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Thank you for taking the time to complete this survey.

Barrie Police Service Staff Survey

What are the top 3 things the BPS as a whole, or your area in particular, is BEST at doing?

1.

2.

3.

What are the top 3 things the BPS as a whole, or your area in particular, could IMPROVE upon?

1.

2.

3.

Please place the numbers 1, 2, and 3 (in order of importance) beside the three areas you believe deserve the most attention in the future.

Rank

More officers on uniform patrol

More officers in operational support

More officers in corporate support

More officers in special investigation

Technology Advancements

Training / Career Development

Expanded Facilities

Crime Prevention

Assistance to Victims

Traffic

Emergency Response

Public Order Maintenance

Public Relations

Other (please specify):

Thank you for taking the time to complete this survey.



Barrie Police Service Staff Survey

At the end of the day, what is it that indicates to you whether or not the community received the best service for their tax dollar?

Is there anything else you would like to comment on?

Thank you for taking the time to complete this survey.

Appendix II

Community Feedback Review

Appendix II

Barrie Police Service Community Feedback Review

Analytical Framework

Stakeholder Interviews

- Board
- Councillors
- Mgmt Team
- Principals
- Downtown BIA
- Community
- Staff
- Partners

Benchmarking & Peer Reviews

- Guelph
- Brantford
- Kingston
- Windsor
- Thunder Bay
- Sudbury

- General Themes and Messages
- Organizational Context
- Anecdotal Evidence
- 'Informed' Perceptions

- Metric Comparison
- Quantifiable Observations
- Information from Peer Interviews

Opportunities for
Enhancing Value

Stakeholder Interviews

Barrie Police Service, Senior Management Team

- Wayne Frechette, Chief
- Steven Rogers, Deputy Chief
- Bruce Carlson, Inspector – Uniform Patrol
- James Farrell, Inspector – Criminal Investigations
- Mark Neelin, Inspector – Operational Support
- Gary Sommers, Inspector – Corporate Support
- Gail Taylor, Manager – Human Resources
- Nancy Halas, Manager – Financial Services
- Susan Lunstead, Manager – Records Branch
- Barb Howse, Manager – Information Systems
- Rev. Tom Lowry, Police Chaplain

Barrie Police Service Board

- David Blenkarn, Chair
- Stan Choptiany, Vice-Chair
- Barbara Sinton, Member
- Mark Scharf, Former Member
- Rob Warman, Former Member

City Councillors

- Robert Hamilton, Mayor
- Adam Smith, Councillor - Ward 1
- Alison Eadie, Councillor - Ward 3
- Barry Ward, Councillor - Ward 4
- Michael Prowse, Councillor - Ward 6
- Jerry Moore, Councillor - Ward 8

Community Partners

- Phil Duffield, Police Services Advisor, Ministry of Community Safety and Correctional Services
- Ed Whinnery, Staff Sergeant, OPP – Barrie Detachment
- Ken Smith, Regional Commander, OPP – Central Region
- Susan Boyles, Canadian Mental Health Association
- Mary Ballantyne, Children's Aid Society of the County of Simcoe
- Sylvia Padfield, Women & Children's Crisis Centre
- Brian Tamblyn, President, Georgian College of Applied Arts & Technology
- Bob Burch, Community Emergency Response Volunteers (CERV)
- Roy Randell, Executive Director, Salvation Army
- Dr. Colin Lee, Associate Medical Officer of Health, Simcoe Muskoka District Health Unit
- Lori Holdsworth, David Busby Street Centre
- Bob Bourne, Manager of Purchasing, City of Barrie
- Patrick Brown, M.P., Government of Canada
- Joseph Tascona, M.P.P., Government of Ontario

Citizens of Barrie

Barrie Police Service, Staff (Survey & Planning Retreat)

Barrie Police Association

School Board, Superintendents/Principals/Vice-Principals

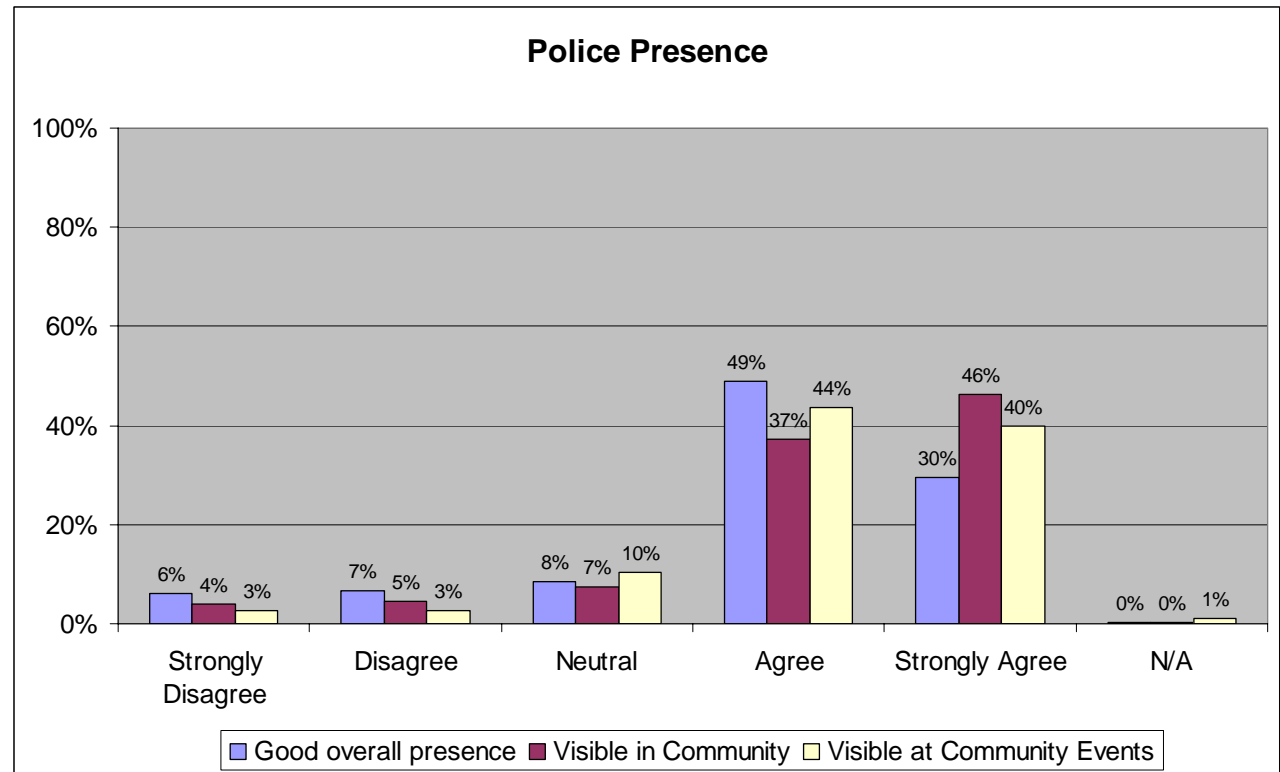
Downtown Barrie BIA

Community Survey*: Police Presence

* There were 389 survey responses

In response to:

- There is a good police presence in Barrie
- The Barrie Police are visible in the community
- The Barrie Police have a good presence at community events



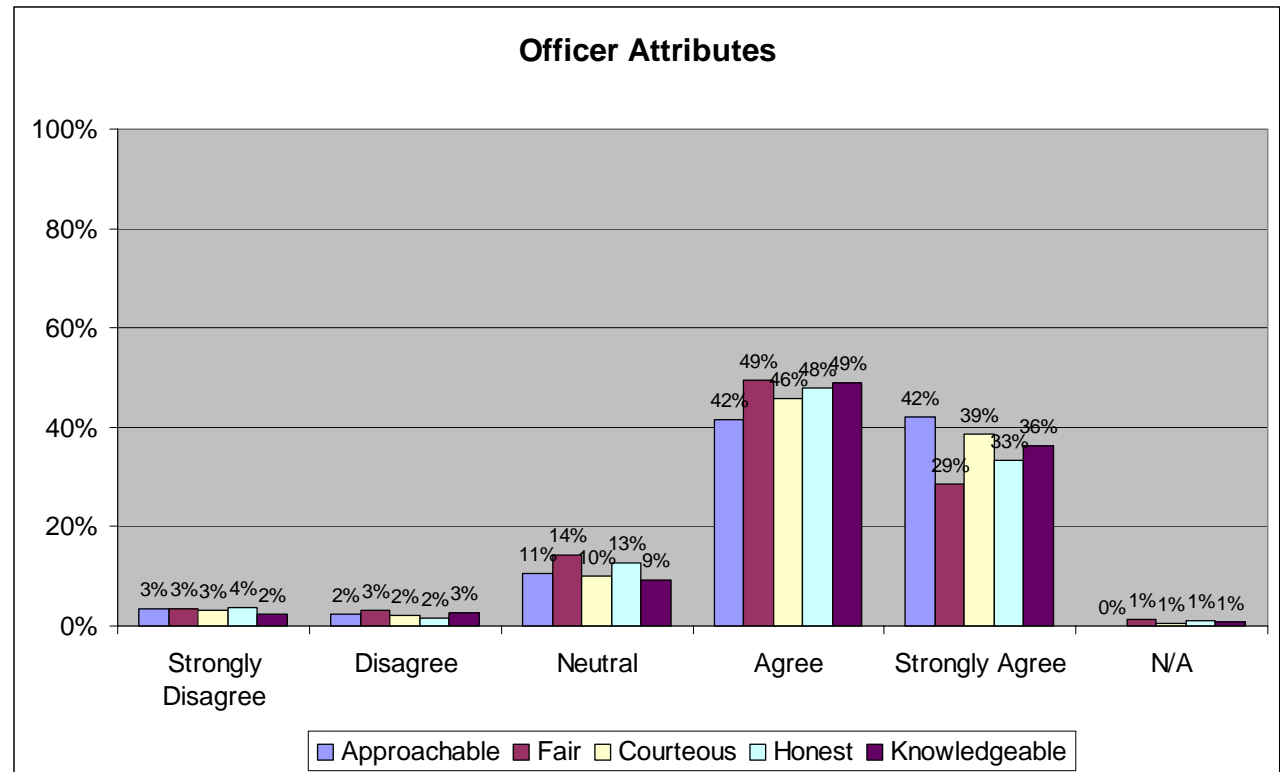
Interpretation:

- Citizens feel there is a good police presence within the community and at local events
- Citizens feel strongly that the Police are visible

Community Survey: Officer Attributes

In response to:

- The officers are approachable
- The officers are fair
- The officers are courteous
- The officers are honest
- The officers are knowledgeable



Interpretation:

- Citizens feel strongly the officers are approachable
- Citizens feel officers are fair, courteous, honest and knowledgeable

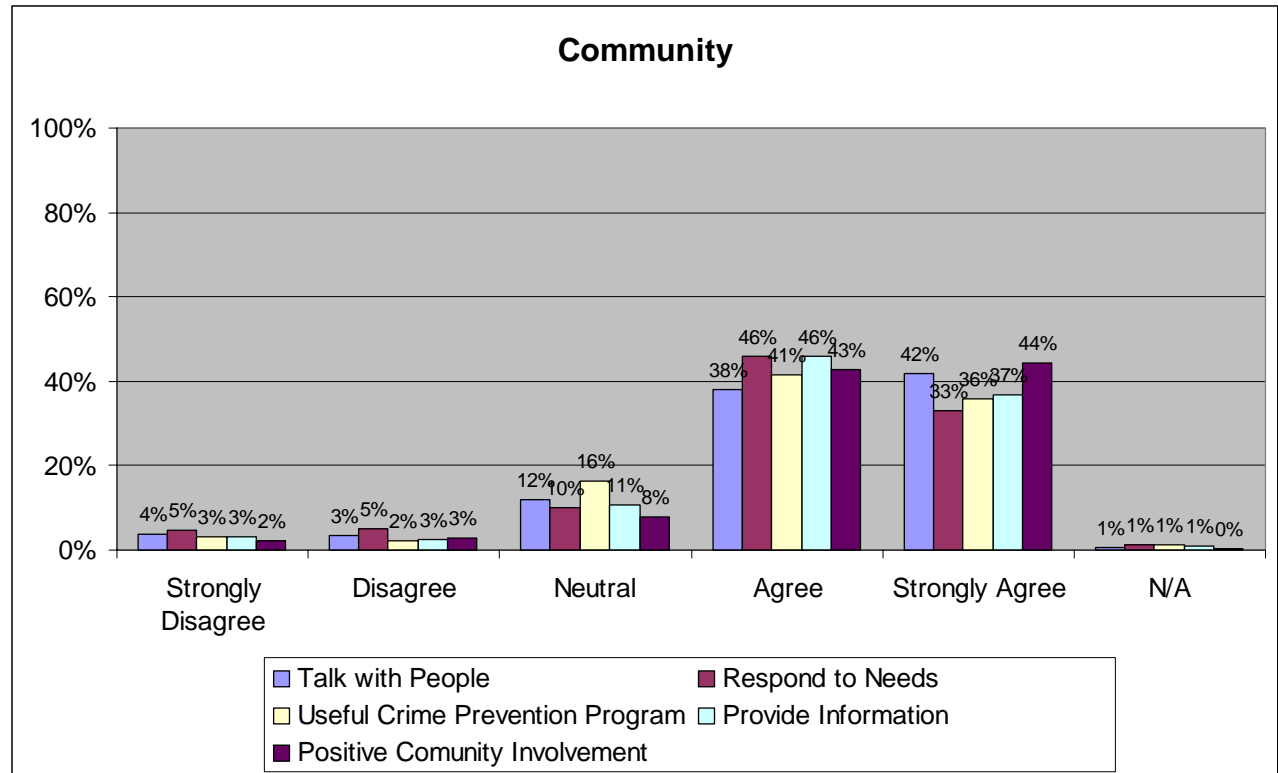
Community Survey: Community

In response to:

- The officers spend time talking with people
- The Barrie Police respond to community needs
- The Barrie Police offer useful crime prevention programs
- The Barrie Police provide the public with information
- The Barrie Police are involved in the community in a positive way

Interpretation:

- Citizens feel strongly that officers take time to talk to people and are involved positively in the community
- Citizens feel the BPS responds well to community needs and provides the public with information and useful crime prevention programs



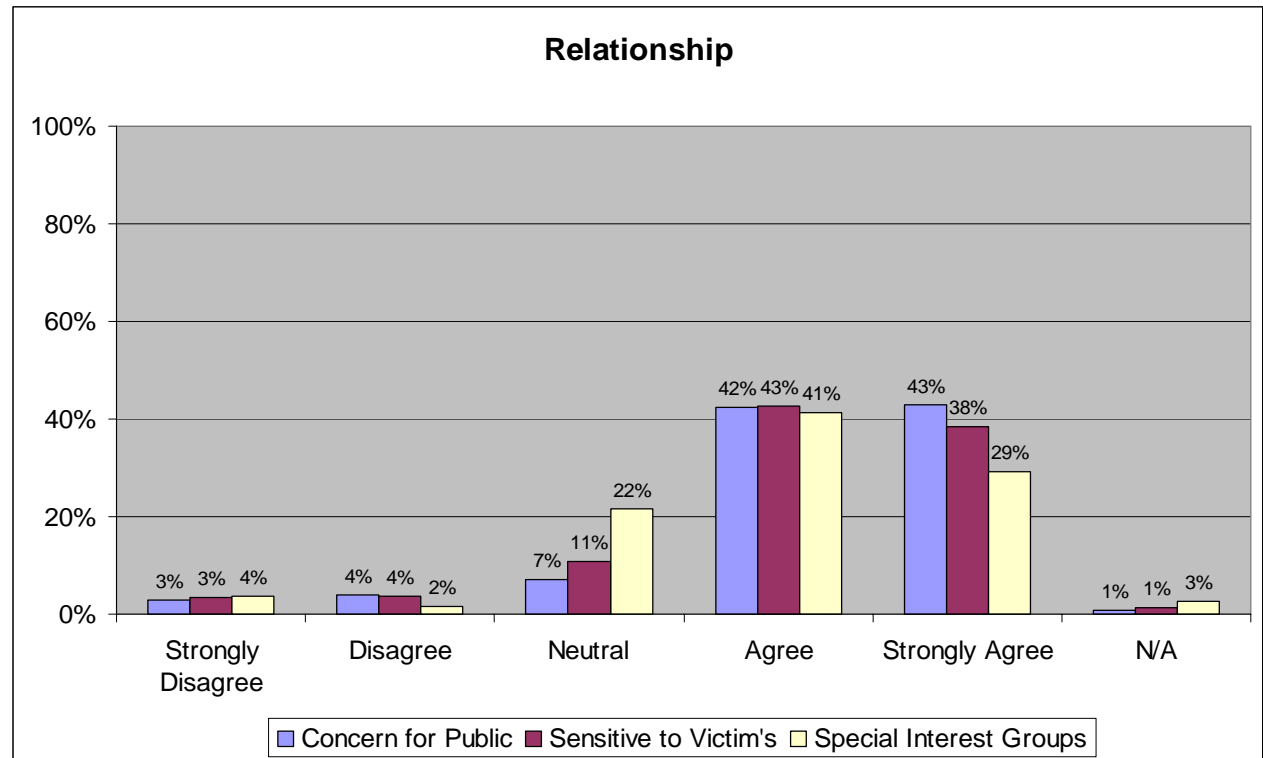
Community Survey: Relationship

In response to:

- The officers show a concern for the public
- The officers are sensitive to victims' needs
- The Barrie Police respond in an appropriate manner to issues involving minority and special interest groups

Interpretation:

- Citizens feel strongly the officers show concern for the public
- Citizens feel officers are sensitive to victims needs and respond appropriately to minority groups
- Appears to be room for improvement in responding to issues involving minority and special interest groups



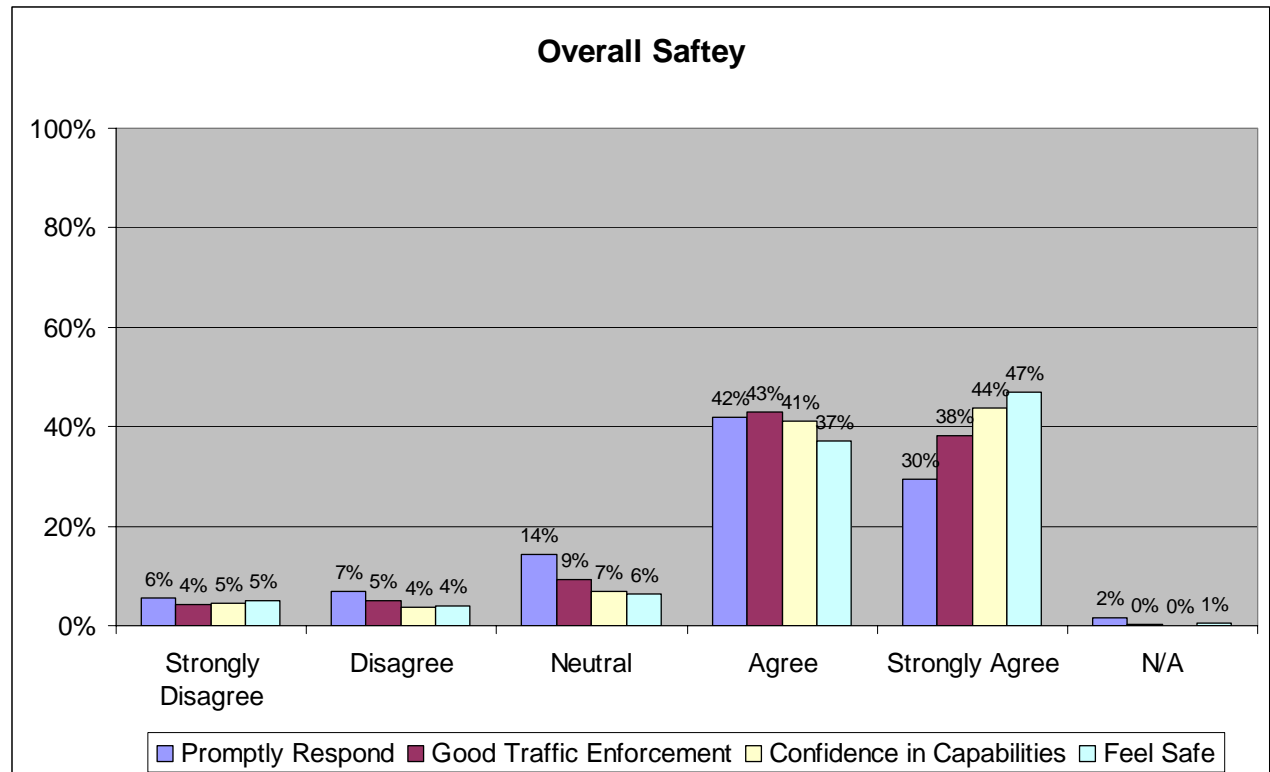
Community Survey: Overall Safety

In response to:

- The Barrie Police respond promptly to calls for service
- The Barrie Police provide effective traffic enforcement
- I have confidence in the law enforcement capabilities of the Barrie Police
- I feel safe in Barrie

Interpretation:

- *Citizens feel the BPS responds promptly to calls for service and provides effective traffic enforcement*
- *Citizens responded strongly they have confidence in the capabilities of the BPS and feel safe in Barrie*

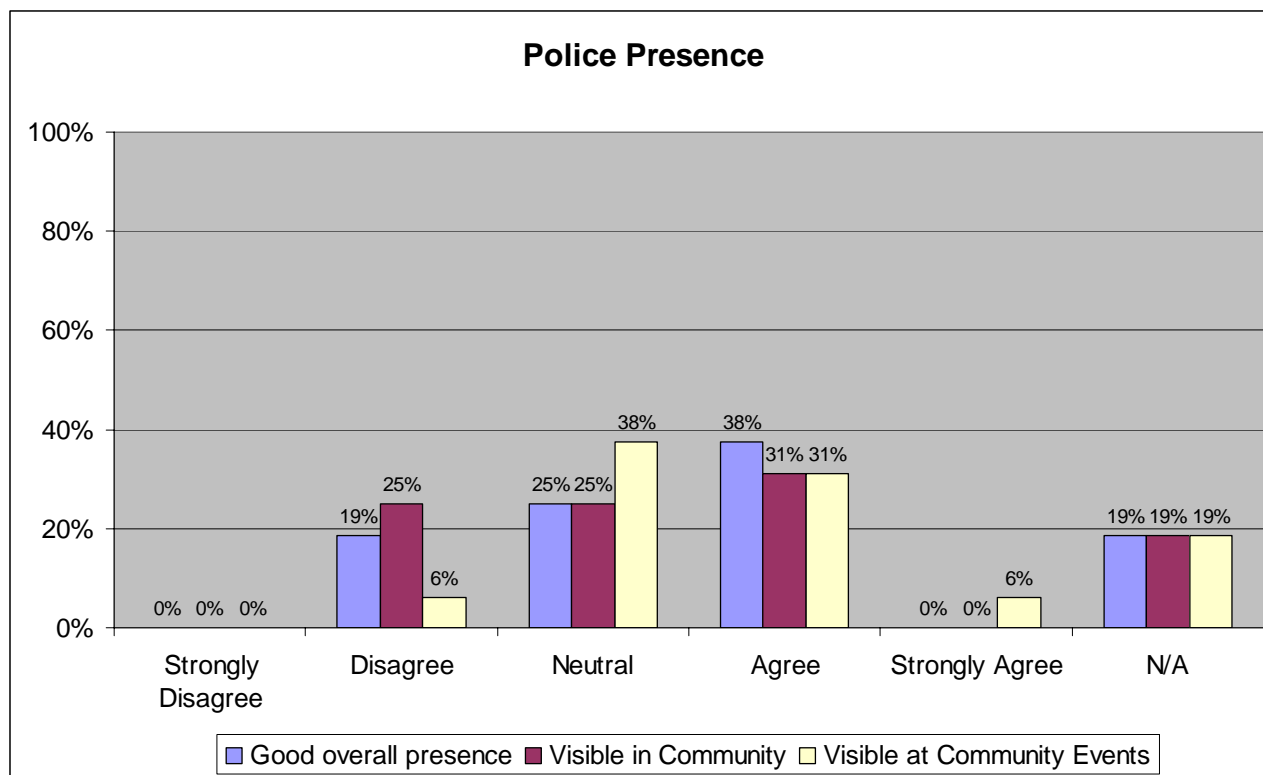


Downtown BIA Survey*: Police Presence

* There were 16 survey responses

In response to:

- There is a good police presence in Barrie
- The Barrie Police are visible in the community
- The Barrie Police have a good presence at community events



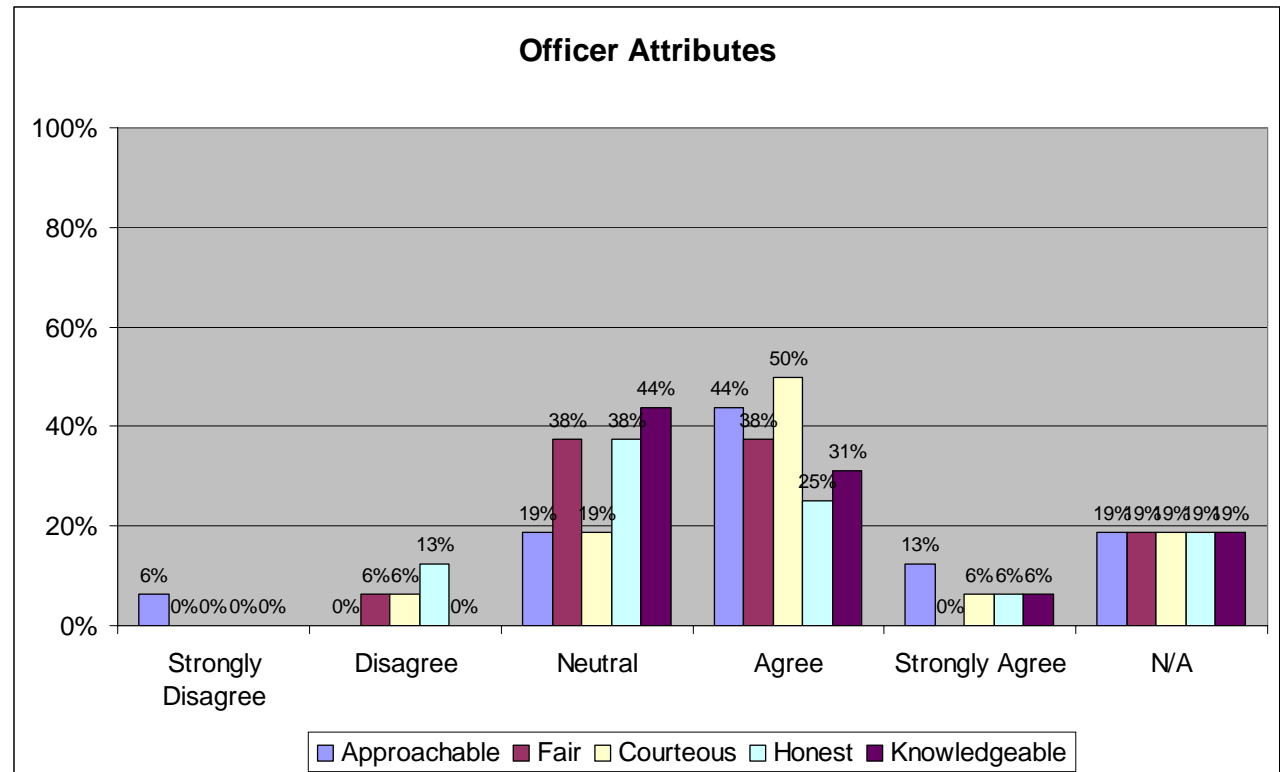
Interpretation:

- BIA members are neutral/slightly agree that the police are visible and there is a good police presence within the community and at local events

Downtown BIA Survey: Officer Attributes

In response to:

- The officers are approachable
- The officers are fair
- The officers are courteous
- The officers are honest
- The officers are knowledgeable



Interpretation:

- BIA members feel officers are approachable and courteous
- BIA members are neutral/agree officers are fair, honest and knowledgeable

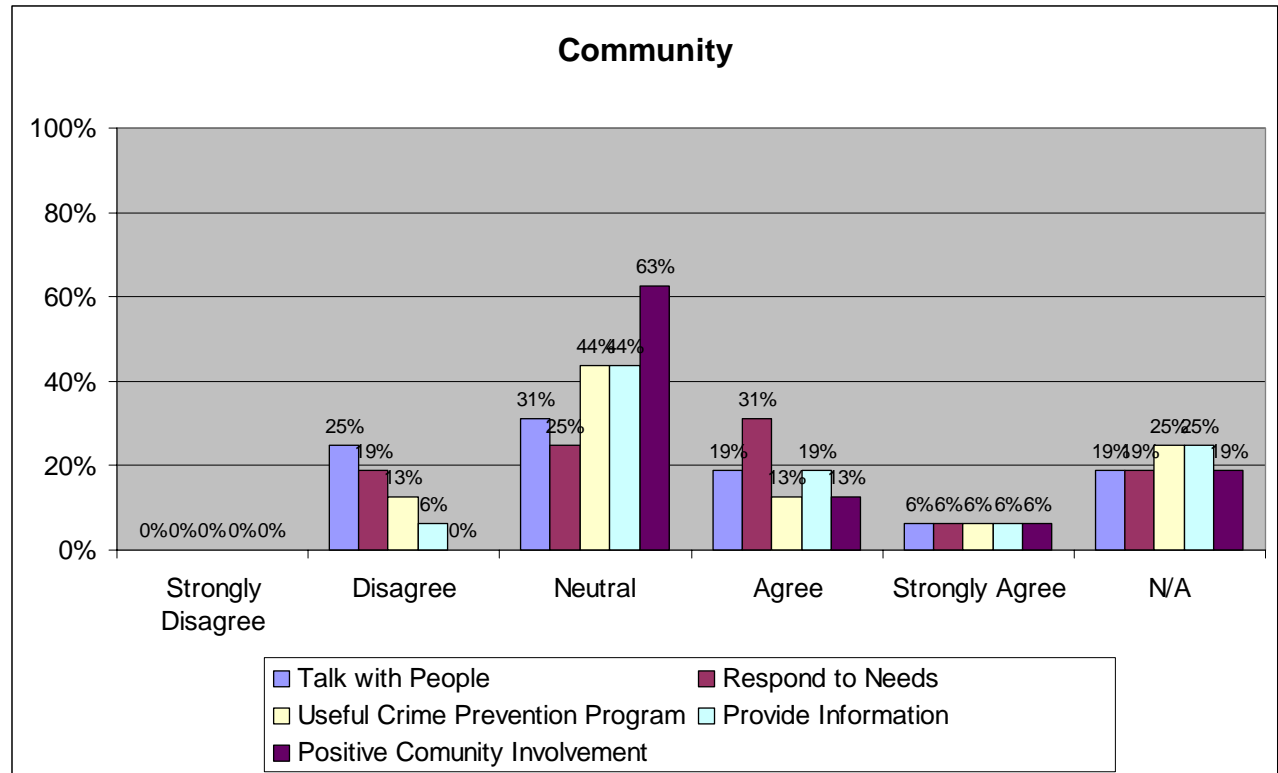
Downtown BIA Survey: Community

In response to:

- The officers spend time talking with people
- The Barrie Police respond to community needs
- The Barrie Police offer useful crime prevention programs
- The Barrie Police provide the public with information
- The Barrie Police are involved in the community in a positive way

Interpretation:

- *BIA members are neutral in opinion of whether officers spend time talking to people, respond to community needs, offer useful prevention programs, provide information to the public and are involved in the community in a positive way*



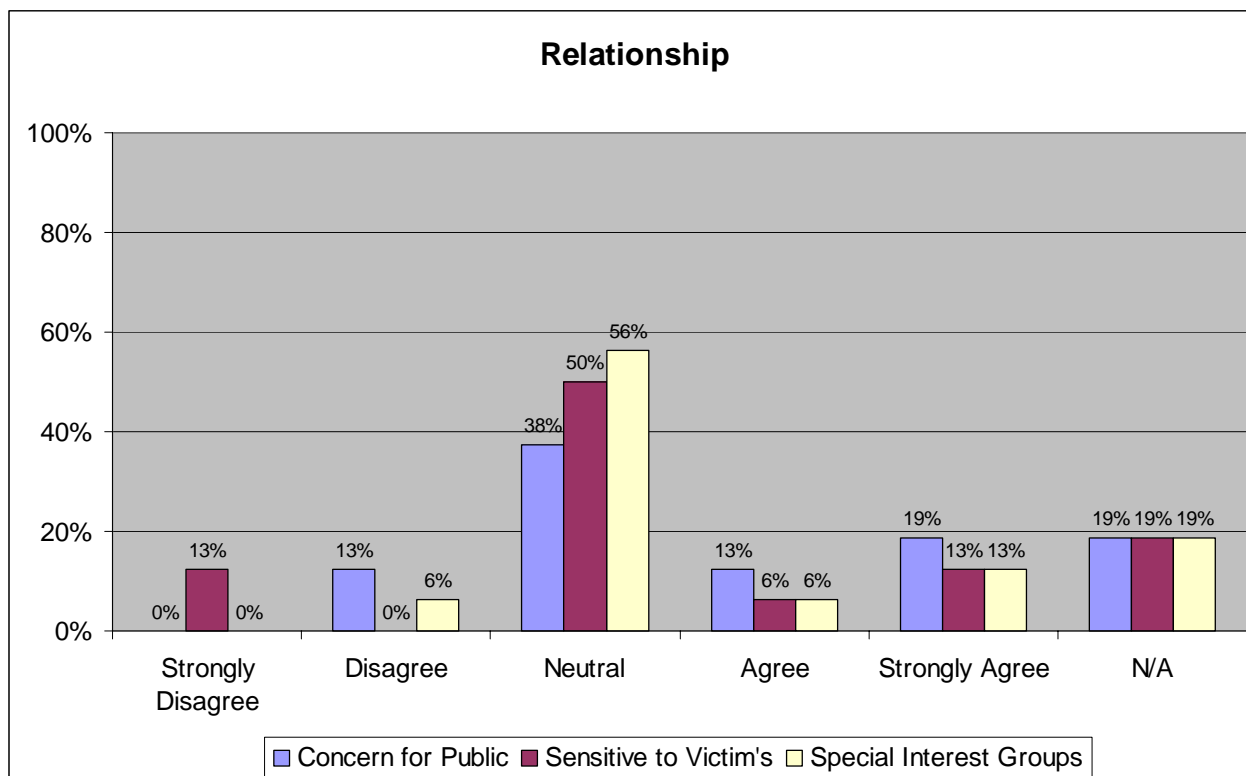
Downtown BIA Survey: Relationship

In response to:

- The officers show a concern for the public
- The officers are sensitive to victims' needs
- The Barrie Police respond in an appropriate manner to issues involving minority and special interest groups

Interpretation:

- *BIA members are neutral in opinion to whether the officers show a concern for the public and are sensitive to victims needs, as well as whether the BPS responds in an appropriate manner to issues involving minority or special interest groups*



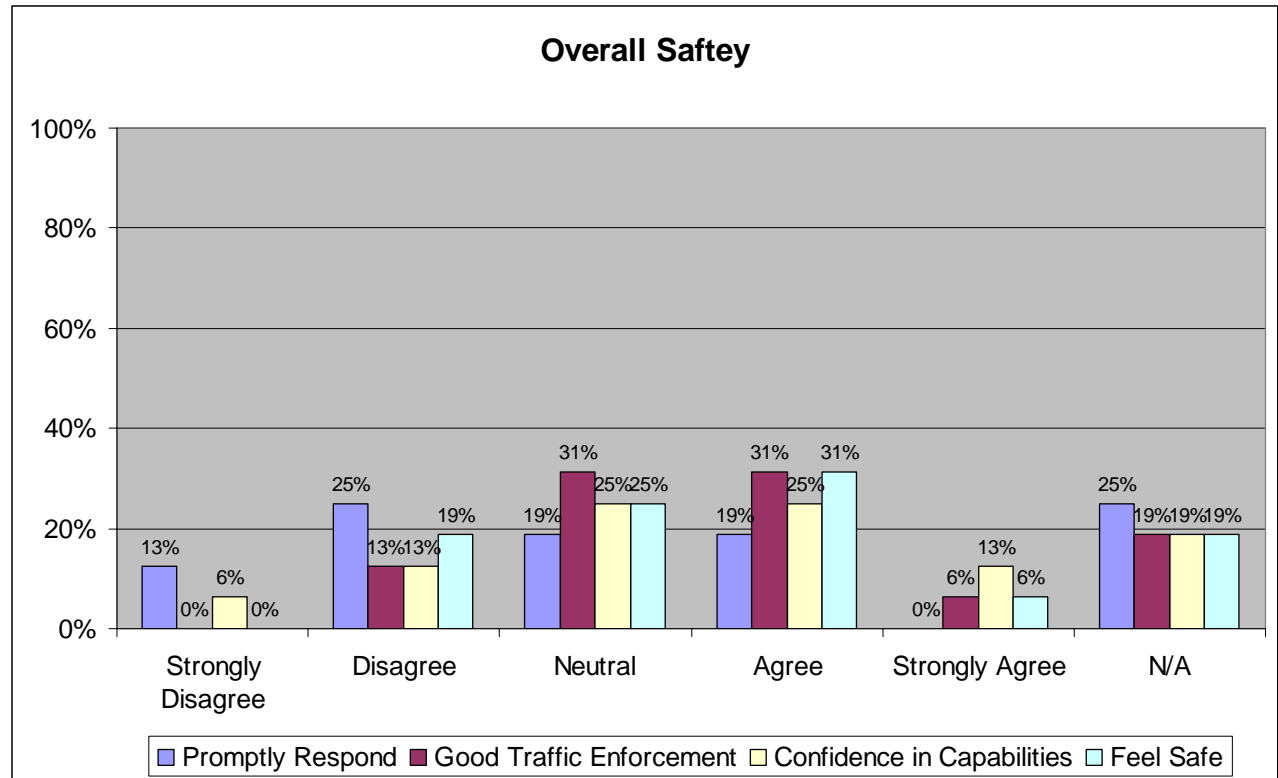
Downtown BIA Survey: Overall Safety

In response to:

- The Barrie Police respond promptly to calls for service
- The Barrie Police provide effective traffic enforcement
- I have confidence in the law enforcement capabilities of the Barrie Police
- I feel safe in Barrie

Interpretation:

- *BIA members are neutral in opinion of whether BPS responds promptly to calls*
- *BIA members are neutral/slightly agree that they have confidence in the capabilities of the BPS, that they feel safe in Barrie and that BPS provides effective traffic enforcement*



BIA Feedback: Qualitative Responses

- Most claim to have a good working relationship with the BPS
- Strengths include:
 - Responding to situations as they happen
 - Visibility on streets and in stores
 - Maintain Relationship/ Information and Update Sessions
- Areas for Improvement include:
 - More relationship building / Direct contact with storeowners
 - More officers during the day and in alleys/laneways at night
 - Professionalism in presence
 - Increased response time
 - Customer service / Quality of interaction
 - More education as issues become relevant / Increase awareness
 - Opportunity to establish contact programs like a 'Neighbourhood Watch' downtown

Community Partner Interviews: General Themes & Messages

Theme 1: Relationship is Good, But Could be Better

Relationship is Good...

- BPS is willing to include partners in their annual training
- BPS responds to requests when called upon
- Officers generally more informed and sensitive to issues than in past

But could be better...

- Would like to see BPS spend more time getting to know what it is the partners do (understand what it is the partners do so that they can work more effectively together and support each other)
- Would like to work more closely together / Have the BPS be more involved
- More opportunity for training & education

Community Partner Interviews: General Themes & Messages

Theme 2: More Involvement on Community Committees

- Revitalizing Safe City Committee with Community Partners to engage community members to work towards making Barrie a safer city
- Creation of Crisis Services Committee, with representative from BPS who is responsible for Assault unit

Theme 3: Partners Want to Be Viewed as Equals

- Both parties educated about each others line of work (knowledgeable about respective protocols)
- Working collaboratively on same level
- All are facing common challenges and threats (i.e. population growth, crime trends, etc.)

Community Partner Interviews: General Themes & Messages

Theme 4: Regularity of Interaction

- Would benefit from scheduled time for interaction – regularity is more important than frequency
- Improves quality of communication
- Results in increased feeling of connectedness

Theme 5: Opportunities for Collaboration

- Joint-Training Opportunities
 - Officers and Crisis Services
 - Georgian College

Community Partner Interviews: General Themes & Messages

Theme 6: More focus on Downtown Core

- Need for more enforcement and/or tougher regulations (for rowdiness, drunkenness and loitering)
- Still a sense of lack of safety downtown

Appendix III

Staff Survey Results

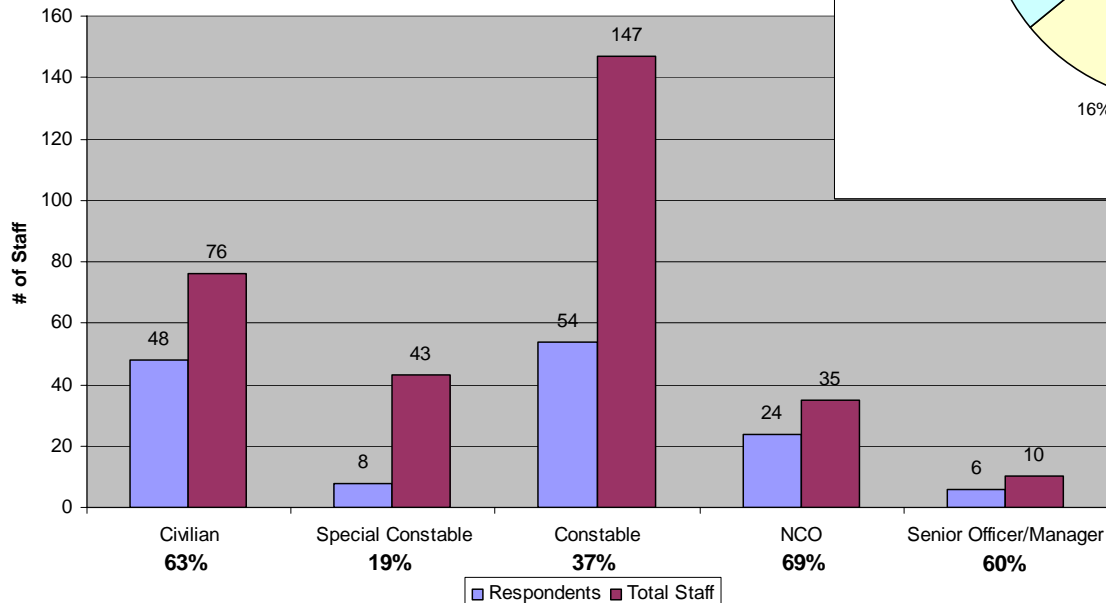
Appendix III

Barrie Police Service Staff Survey Results

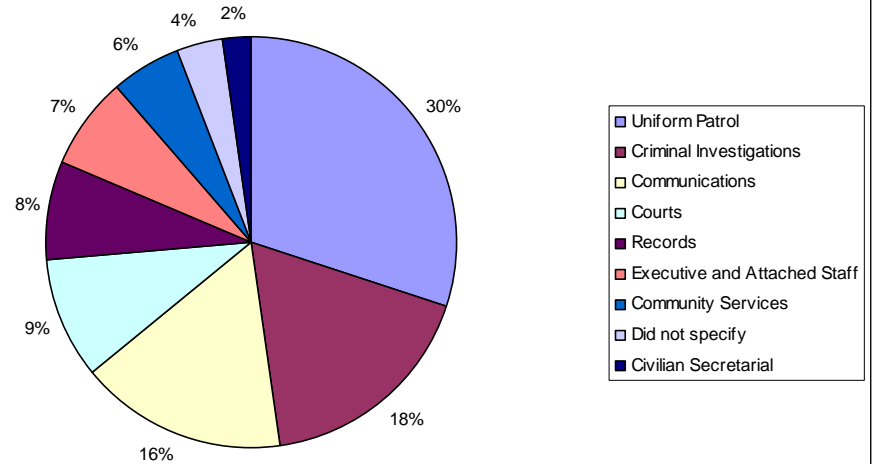
Staff Survey Review

Respondent Profile

Response Rate by Designation



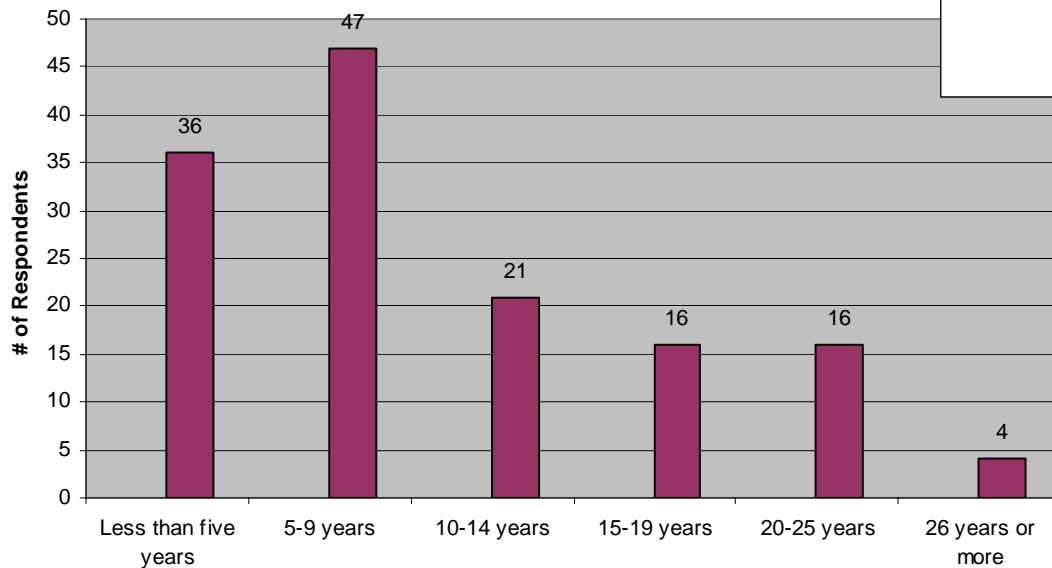
Respondent Profile by Area



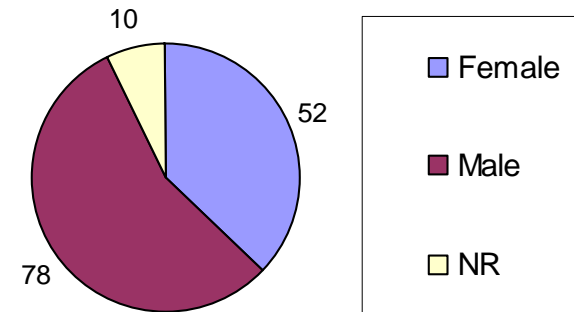
Total Responses = 140

Respondent Profile

Respondents by Years of Service with BPS

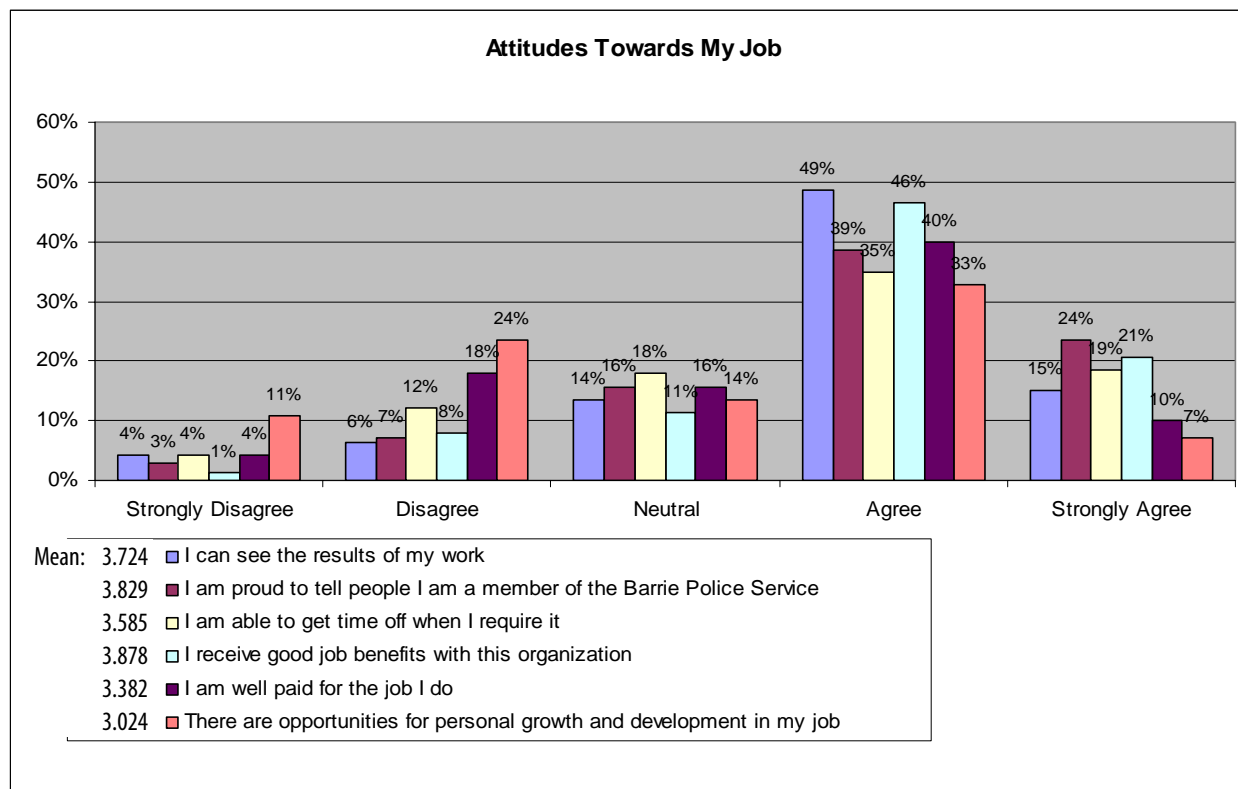


Respondents by Gender



Response Rate	Potential:	Percentage Response:	
Female	52	113	46%
Male	78	198	39%
Total	140	311	45%

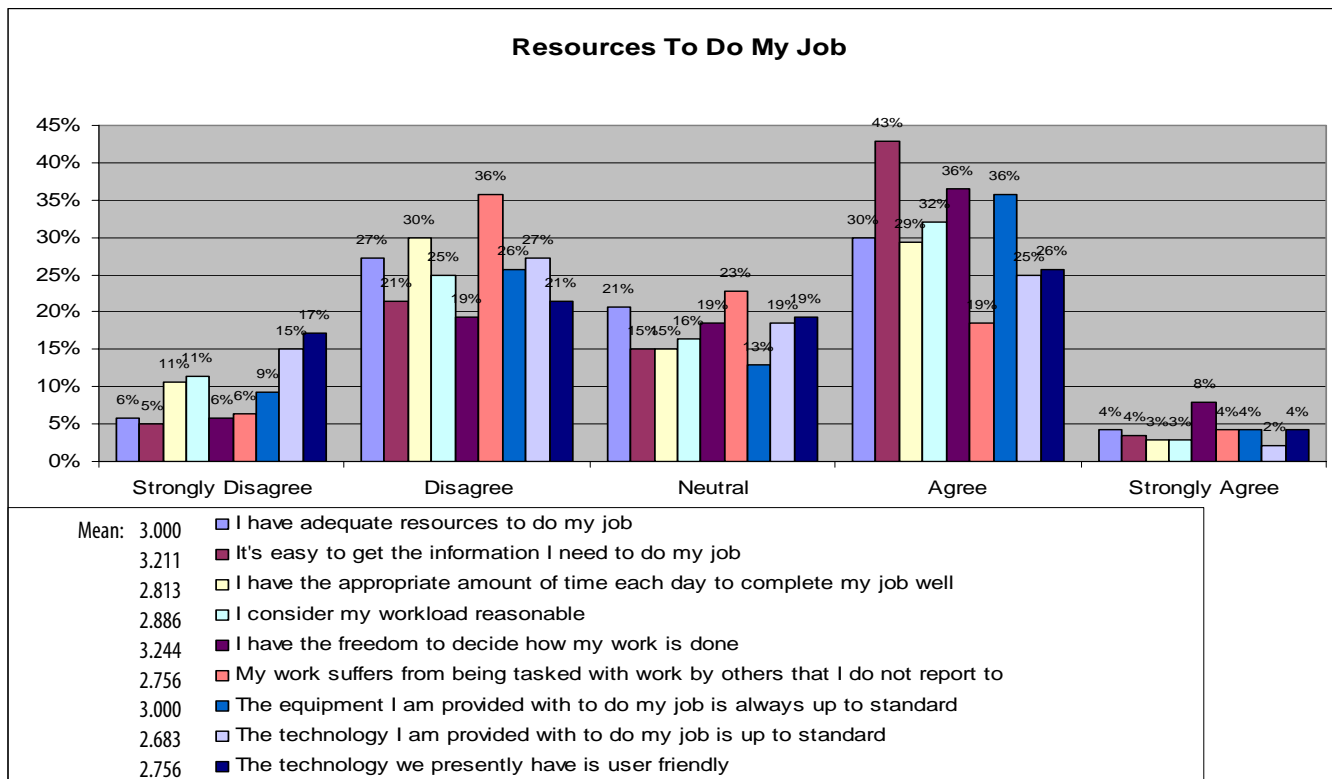
Staff Survey: Attitudes Towards My Job



Interpretation:

- Overall, good attitudes toward working on the BPS
- Room for improvement around opportunities for personal growth and development

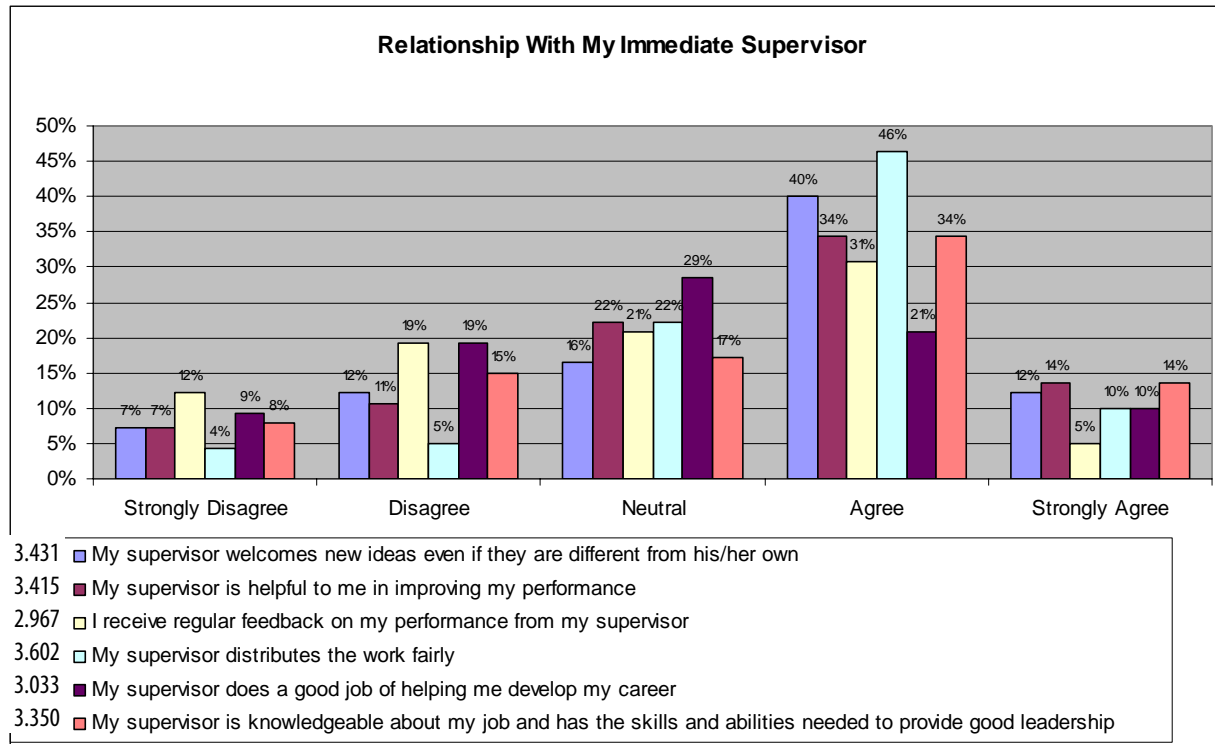
Staff Survey: Resources To Do My Job



Interpretation:

- Staff feel there is room for improvement with technology, equipment and other resources provided
- Staff are feeling pressure from time constraints, a high level of workload and being tasked with work from those who are not their direct supervisor
- Access to information and the freedom to decide how to do one's own work is positive

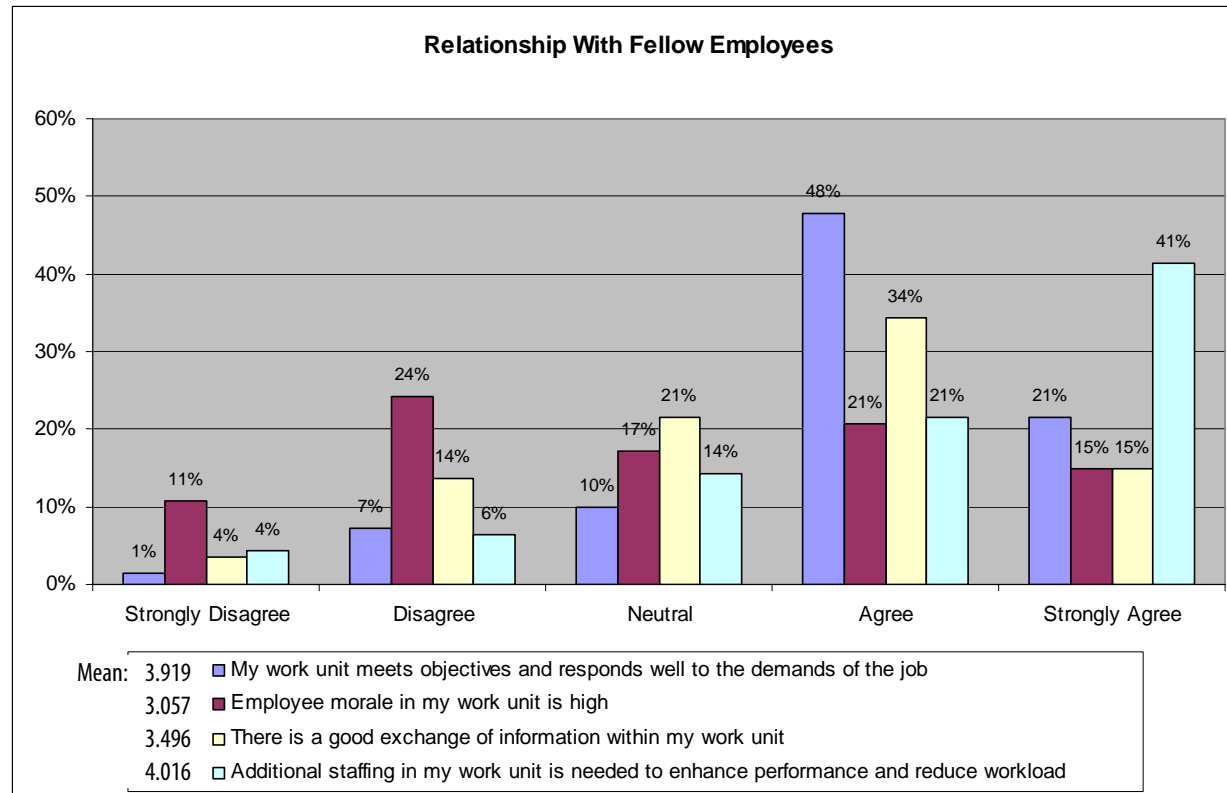
Staff Survey: Relationship With My Immediate Supervisor



Interpretation:

- Overall, staff feel they have a good relationship with their supervisor; they feel their supervisor is open to new ideas, is helpful in assisting individuals in improving performance, distributes work fairly, is knowledgeable about the job and has the skills and abilities to provide good leadership
- Room for improvement with respect to performance evaluation and career development

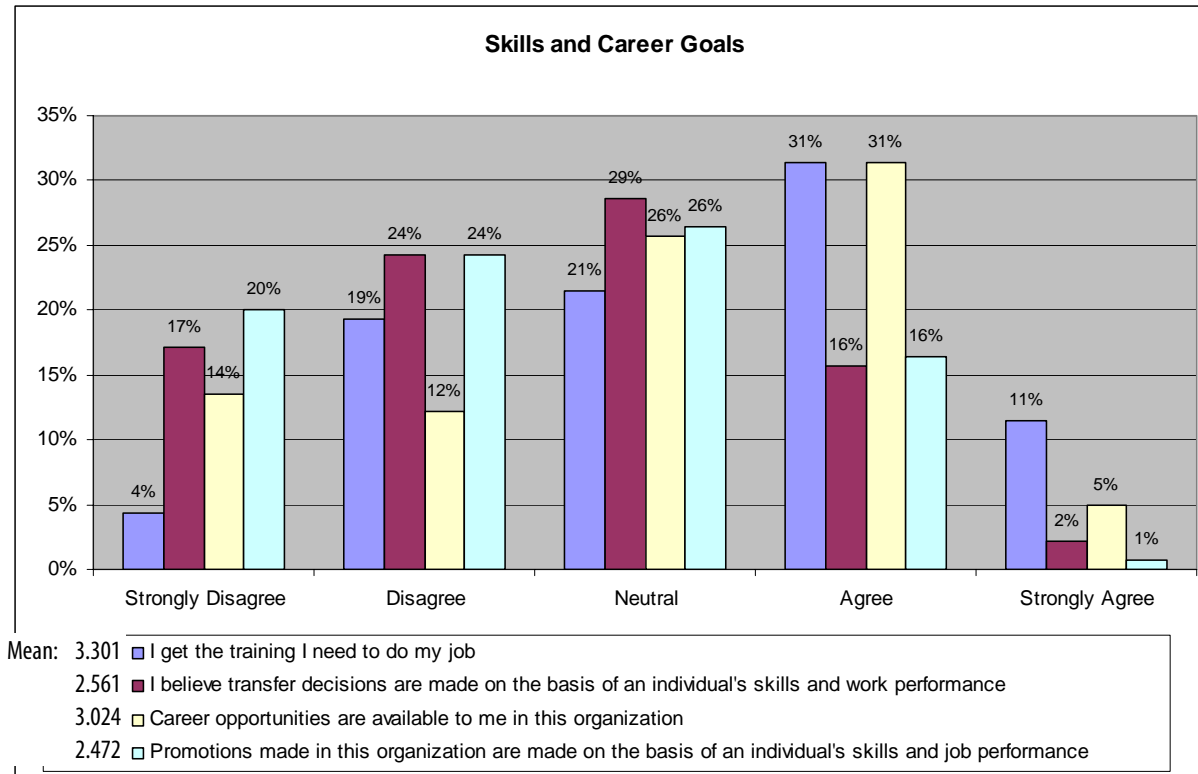
Staff Survey: Relationship With Fellow Employees



Interpretation:

- Employees agree their work unit meets objectives and responds well to job demands; also agree there is a good exchange of information within their work unit
- Staff feel morale could be higher and strongly feel that additional staffing is needed in their unit

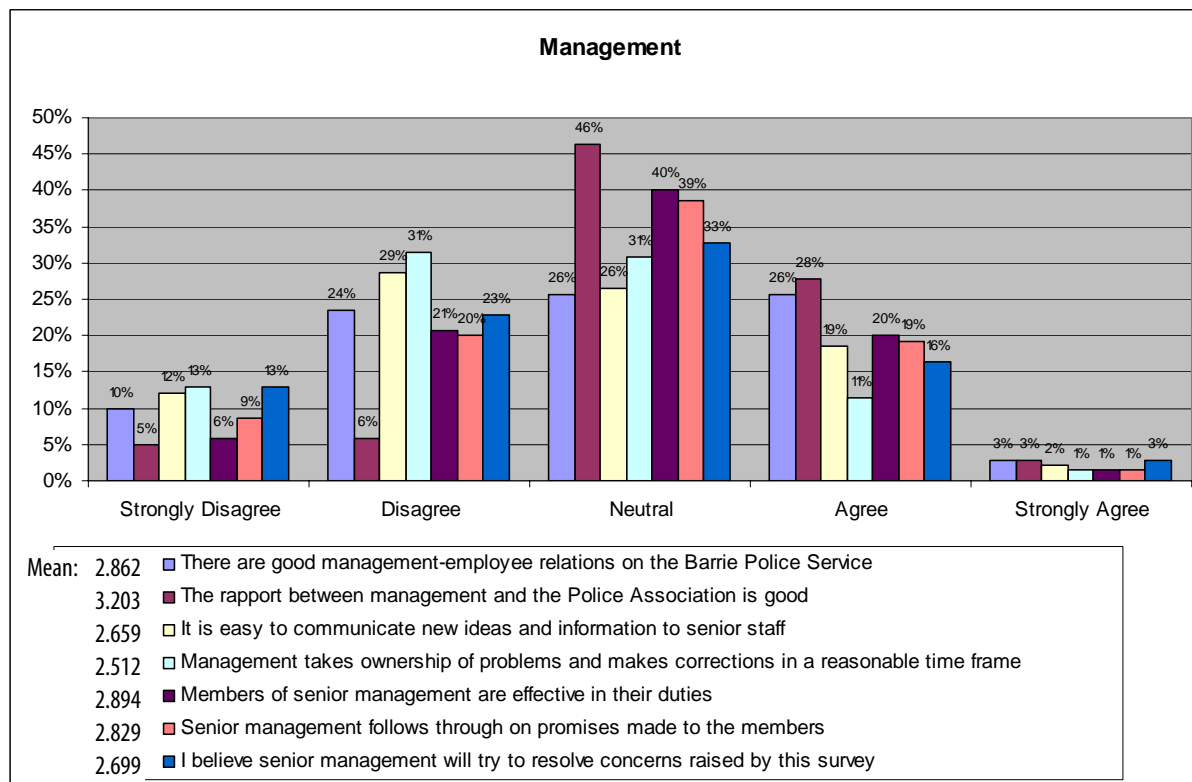
Staff Survey: Skills and Career Goals



Interpretation:

- Staff agree they get the training needed to do their job
- Suggest there is some room for improvement around the availability of career opportunities
- Suggest there is much room for improvement with linking promotions and transfers to job performance

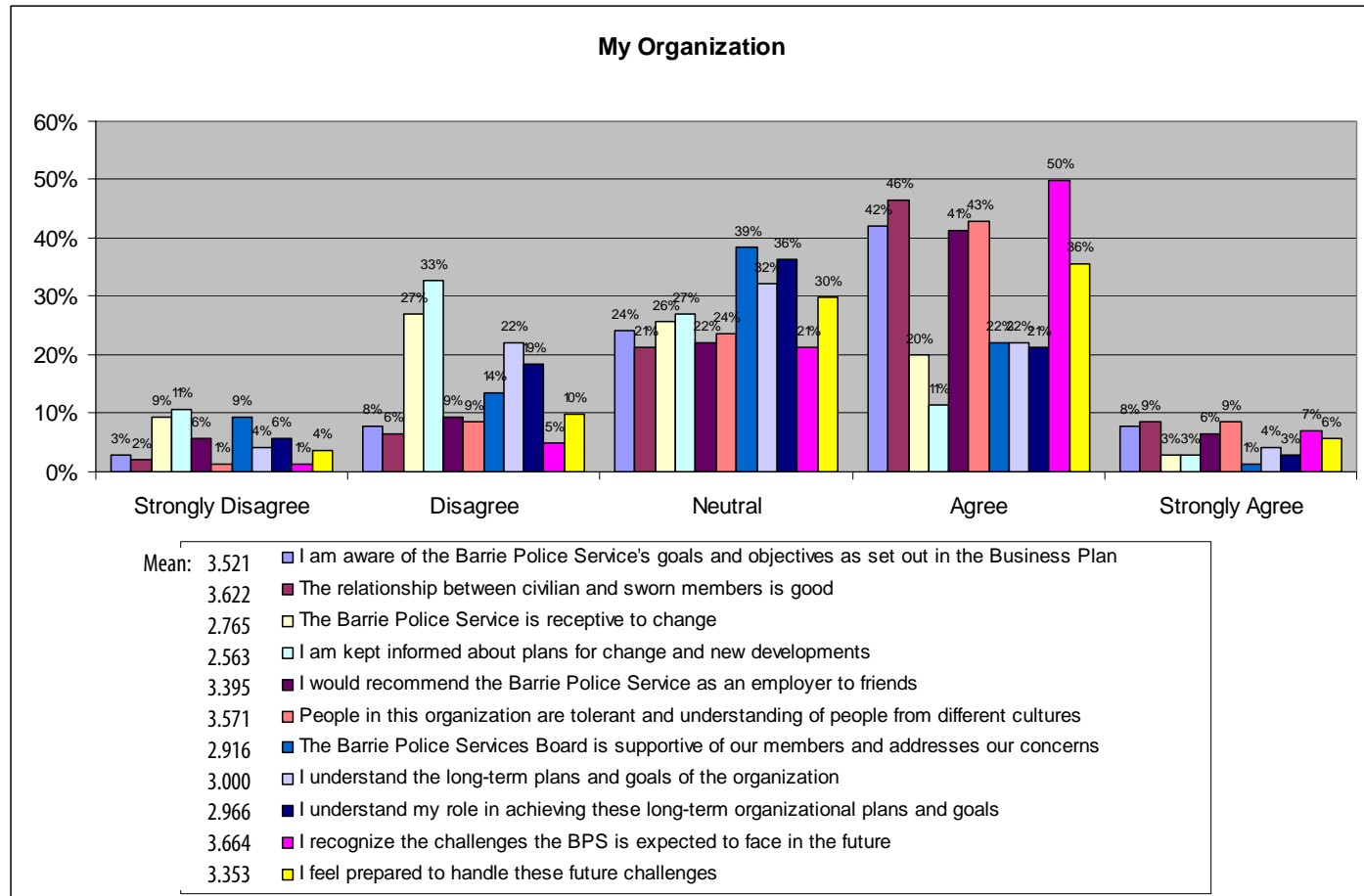
Staff Survey: Management



Interpretation:

- Staff believe there is a good rapport between management and the Police Association
- Room for improvement around management-employee relations, opportunities for staff to communicate with senior staff, taking ownership of problems and resolving them and the follow through of promises made

Staff Survey: My Organization

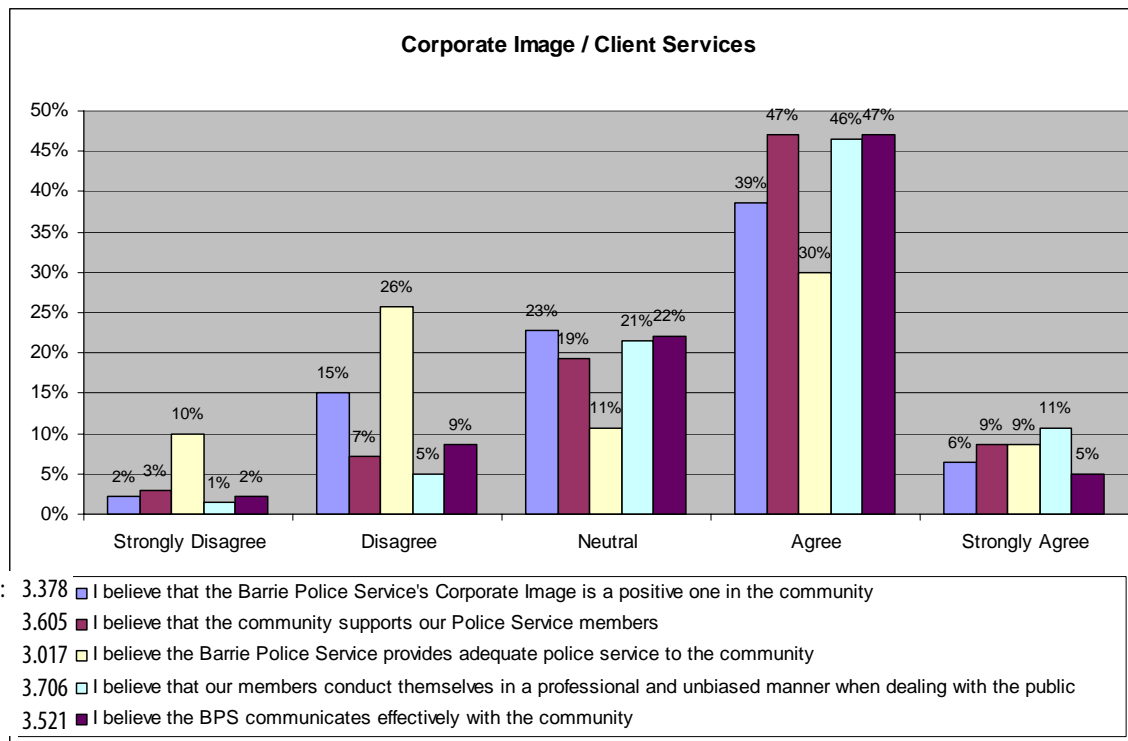


Staff Survey: My Organization, continued...

Interpretation:

- *Staff feel aware of the goal's and objectives as set out in the business plan; they also recognize the challenges BPS will face in the future and feel prepared to handles those future challenges*
- *Employees attest to a good relationship between civilian and sworn members and believe staff are tolerant and understanding of people from different cultures*
- *Staff would recommend the BPS as an employer to friends*
- *Employees are neutral as to whether they feel supported by the BPS Board and whether the Board addresses their concerns*
- *Respondents feel the BPS could be more receptive to change and better at communicating plans for change and new developments to employees (change management)*
- *There is also some room for improvement around the communication of long-term organizational goals/plans and how each member can help contribute to the achievement of these long-term goals/plans*

Staff Survey: Corporate Image / Client Services



Interpretation:

- Staff believe the BPS image is positive in the community and that the community supports the members
- Staff believe members conduct themselves professionally and the BPS communicates effectively with the community
- Employees feel neutral as to whether the BPS provides adequate police service to the community

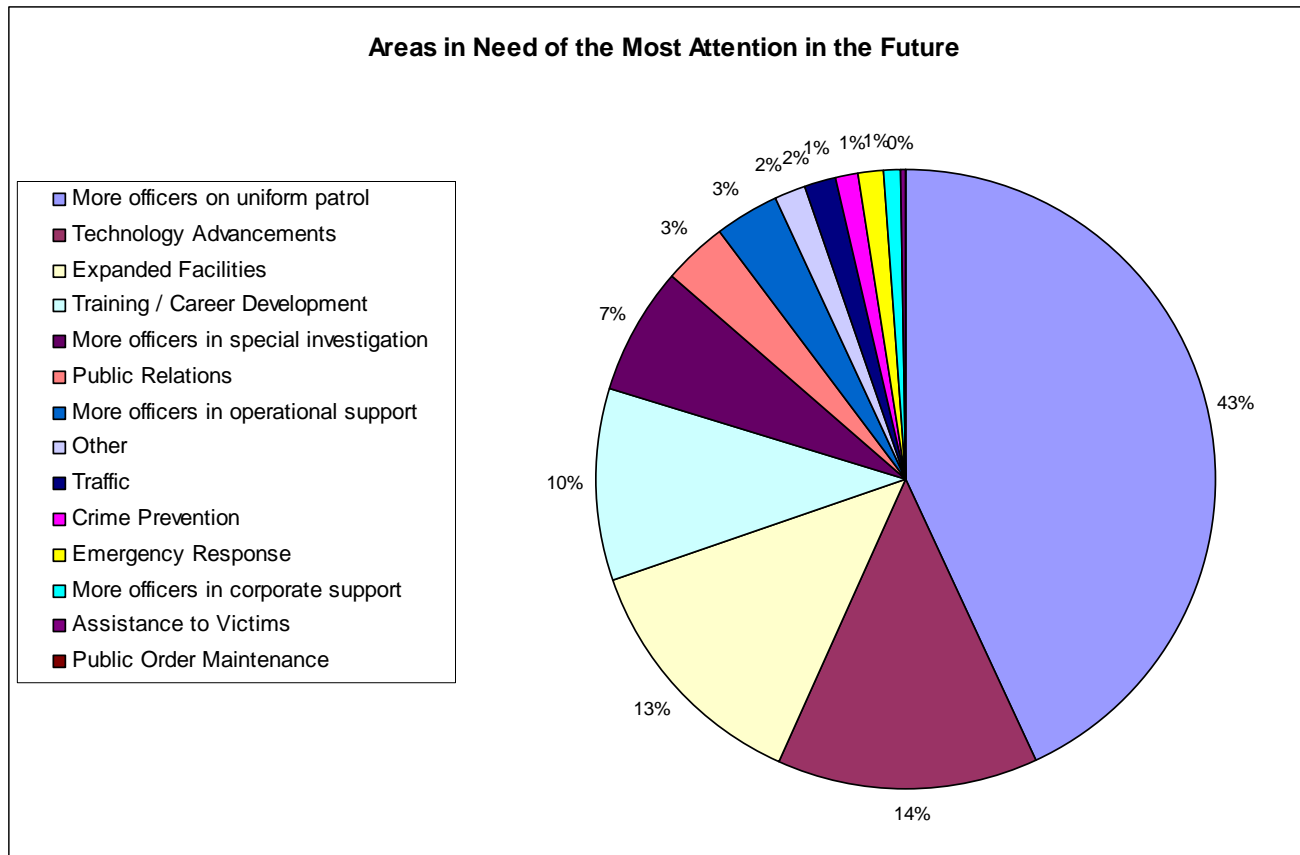
Top Ten Positive Responses by Mean Value

Statements by Mean Value	
4.016	Additional staffing in my work unit is needed to enhance performance and reduce workload
3.919	My work unit meets objectives and responds well to the demands of the job
3.878	I receive good job benefits with this organization
3.829	I am proud to tell people I am a member of the Barrie Police Service
3.724	I can see the results of my work
3.706	I believe that our members conduct themselves in a professional and unbiased manner when dealing with the public
3.664	I recognize the challenges the BPS is expected to face in the future
3.622	The relationship between civilian and sworn members is good
3.605	I believe that the community supports our Police Service members
3.602	My supervisor distributes the work fairly

Top Ten Negative Responses by Mean Value

Statements by Mean Value	
2.472	Promotions made in this organization are made on the basis of an individual's skills and job performance
2.512	Management takes ownership of problems and makes corrections in a reasonable time frame
2.561	I believe transfer decisions are made on the basis of an individual's skills and work performance
2.563	I am kept informed about plans for change and new developments
2.659	It is easy to communicate new ideas and information to senior staff
2.683	The technology I am provided with to do my job is up to standard
2.699	I believe senior management will try to resolve concerns raised by this survey
2.756	My work suffers from being tasked with work by others that I do not report to
2.756	The technology we presently have is user friendly
2.765	The Barrie Police Service is receptive to change

Areas Identified by Ranking as in Need of the Most Attention in the Future



BPS is BEST at...

Making Best Use of Limited Resources

Media Relations/Public Image

Serving the Public

Staff Dedication / Hardworking

Investigation

Responding to Calls

Good Equipment

Friendly Work Environment / Teamwork

Multi-tasking

Response Time

Community Services/Events & School Programs

Up-to-date Training

Customer Service

Emergency Response

Uniform Support

Solving Crimes

Responding to Community Requests

Relationships with other Organizations

BPS could IMPROVE upon...

Increased Staffing / Officer to Population Ratio

Training / Course Opportunities

Up-to-date Technology & Equipment

Crime Prevention / Proactive Policing

Employee Morale

Management Support / Listening to Ideas & Input of Staff

Long-term/Strategic Planning

Employee Relations

Deployment of Officers

Communication Between Staff/Units

Facilities

Eliminate Nepotism

Consistency in Treatment of Employees

Drug Enforcement

Better Use of Technology / Organizing Data

Quality of New Personnel

Information Sharing with Officers

Alternative Response Options

Wasting Time/Resources on Non-Police Matters

Promotion Policy/Supervisor Selection

Encourage Employees to Accept More Responsibility / Solve Problems

Staff Survey

At the end of the day, what is it that indicates to you whether or not the community received the best service for their tax dollar?

- "Timely response to calls for service"
- "Well trained officers that are able to provide the best advice to citizens"
- "Providing fast, quality service within the established budget"
- "Comments made to me (friends and acquaintances who know where I work) on the attitude of the police"
- "Metrics: # of calls attended to by front line officers, average waiting times, # of calls still outstanding"
- "Commitment to the community and by making do with what we have we get the job done"
- "That you rarely see front-line officers within the building during shifts unless they are conducting paperwork. Most officers even take their lunches out on the road so they can go to a call if needed."
- "The number of calls for service attended to"
- "Frontline officers are young, hardworking and diligent"
- "Involvement with community partners and stakeholders in various settings provides feedback as to whether we are meeting the diverse needs of our community. While there is always room for improvement, general feedback has remained positive and the police service is continually requested to be a partner in all aspects of our community."
- "Feedback from community"
- "Ability to provide strong educational programs in our schools"
- "Having a strong proactive policing presence in our community"
- "Number of complaints/comments received"
- "Whether or not my services were used or dispatched appropriately"
- "If my desk is clear"
- "All concerns have been dealt with appropriately"
- "The community feels safe and their quality of life is enhanced through the efforts of the Barrie Police"
- "The level of complaints by uniformed officers that they are overworked or complaints that morale is bad and we are too short staffed in the Uniform section"
- "While I work, I am not concerned with the community getting the best for their tax dollar. At the end of the day, I try to reflect on how I helped someone on this day, or have I protected someone. There is no cost that can be attached to this feeling."
- "Whether the community feels that the police will be there for them if called"
- "The public hasn't requested the OPP step in and take over"
- "A general sense of people within the community believing they are safe because of the Police, even in the face of inevitable occurrences of violent crime"
- "The community receives the appropriate level of police response for the situation"
- "The number of non-police matters investigated and time spent 'investigating' these calls for service"
- "Efficient and appropriate response to calls for service and follow up investigations"
- "Positive feedback - you may not meet the goals you set to achieve but if the customer/victim/complainant is satisfied that we did the best we could with the resources available, this is a true measure whether the community partner thinks they obtained the best service"
- "When we receive recognition for Professional and Competent work"
- "Seeing the police crack down on the crack heads, drug trafficking, B & E's, home invasions, homicides and the influx of guns and violent crime rather than minor incidents (i.e. dog barking call)"

- "Appropriate and thorough follow-up to calls for service. To me the person reporting these events believes that the police are actively working on these incidents when this is not the case."
- "Officers and civilians alike proudly take on whatever task is generated, in an effort to fulfil the customer service standards that the community requires and deserves. Everyone, from records to uniform patrol officers, faces the public each day, ready to assist with whatever questions, problems, or issues are brought before us."
- "Strong emergency response capabilities"
- "Hours of police presence and visibility patrolling in our community, compared to the amount of time spent doing paper work and not being out in the community"
- "The city is still standing"
- "The opportunity to do effective proactive work"
- "Not wasting time with trivial calls that other organizations in the service can handle or organizations in the City can handle"
- "Seeing the exhaustion and the stress on the members' faces at the end of their day. The officers give this Service their all each and every day. That is dedication to the job and pride in what they do."
- "The quality of work by the Service in all aspects of its responsibilities"
- "Amount of crime in the city"
- "Number of convictions"
- "The way the community at large treats me"
- "Our continued public support and trust in the community coupled with our outstanding reputation in the policing community"
- "Citywide coverage at prime times. Officers are spread too thin when potential demand tends to be highest."
- "The lack of a sufficient alternate response unit to deal with non-emergency calls"
- "The ability of a police officer to proactively complete his/her duties versus simple reactive policing"
- "Effective deployment and allocation of resources"
- "Personal satisfaction and pride in my own work"
- "The amount of times officers initiated investigations and readily volunteered to assist other members and the public during their shift"
- "The appropriate balance of supervisory staff to uniform and criminal investigation staff"
- "Allowing citizens to see an officer at their convenience when they call and ask for one"
- "Dedication and service of officers"
- "Whether or not those people who called for service were satisfied with the service that was provided to them"
- "Number of investigations solved and or persons convicted for the crime"
- "The volume of calls responded to by the uniform branch"
- "When I know I have done everything I can for that person and they are satisfied with the job that has been done for them"
- "Feedback from our community partners"
- "Comparisons to other, similar services"
- "Rate of violent crime and serious property crime"
- "If the officer has had the time to thoroughly conduct a proper investigation and come to a conclusion based on that investigation, regardless of what kind of incident it is, then we have done our job. The community as a whole has been best served regardless of the outcome - charges or no charges."
- "The amount of work accomplished at the end of the day"
- "The amount of money saved by implementing strategic changes to the organization"

Appendix IV

Overtime Review

Appendix IV

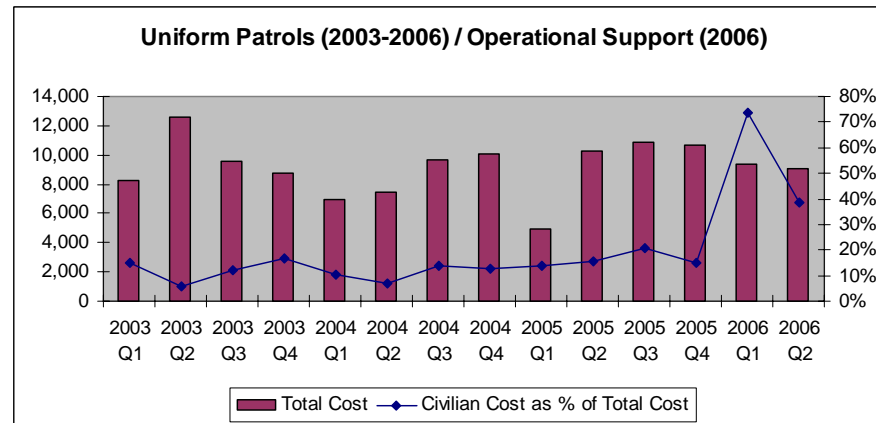
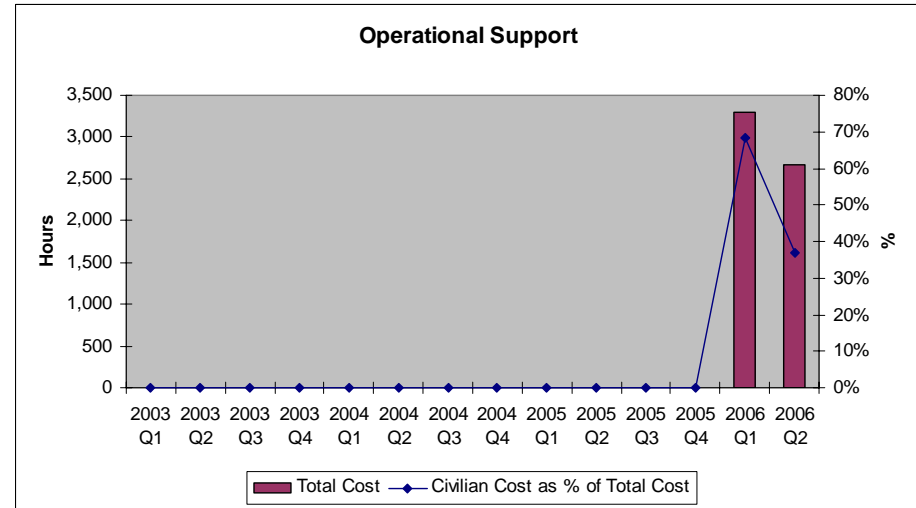
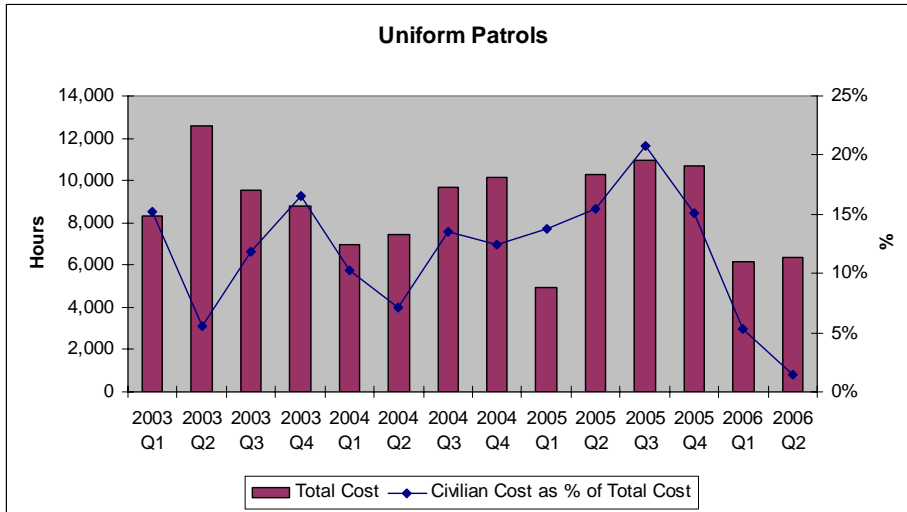
Barrie Police Service Overtime Review



November 28, 2006

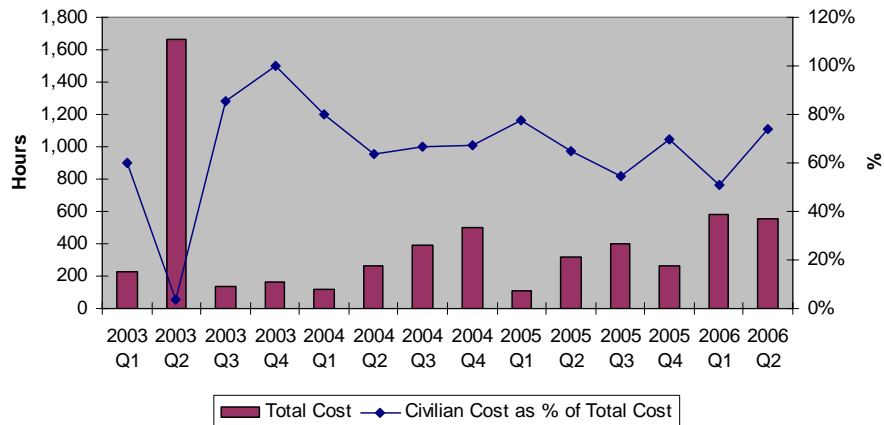
Overtime Analysis

Lunch Book Time

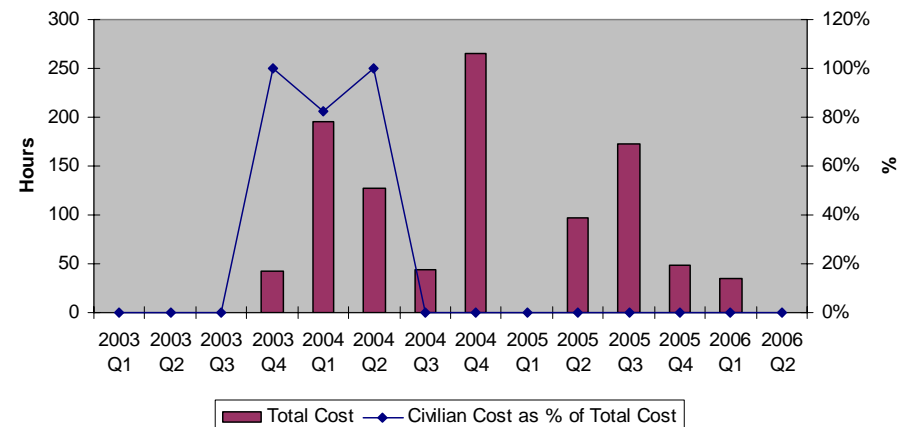


Lunch Book Time

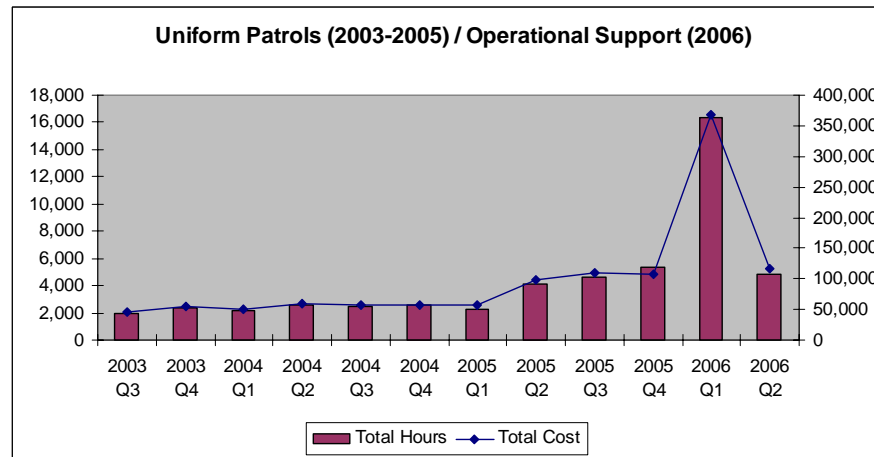
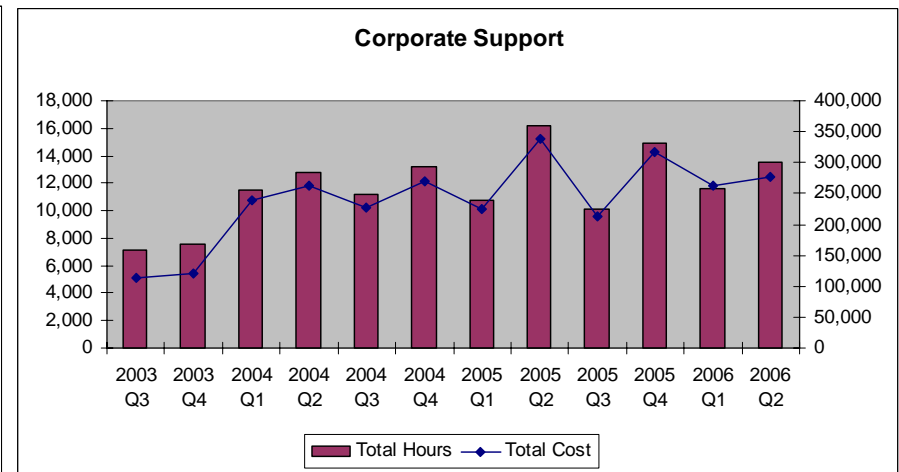
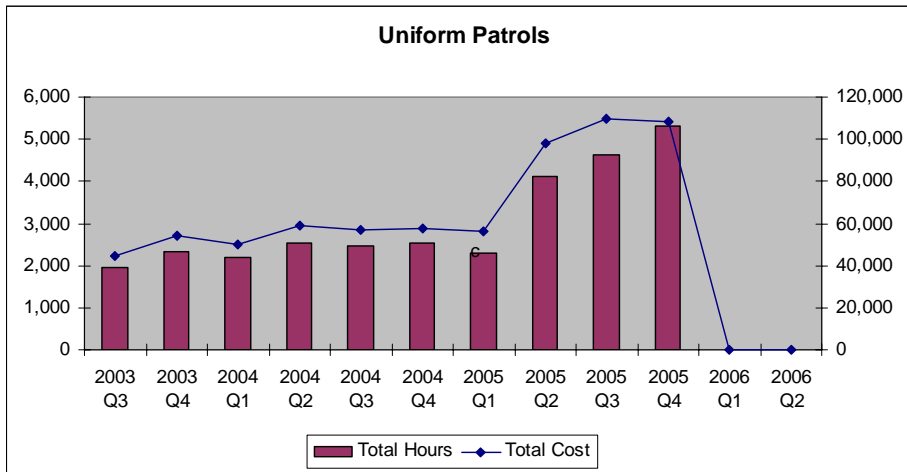
Corporate Support



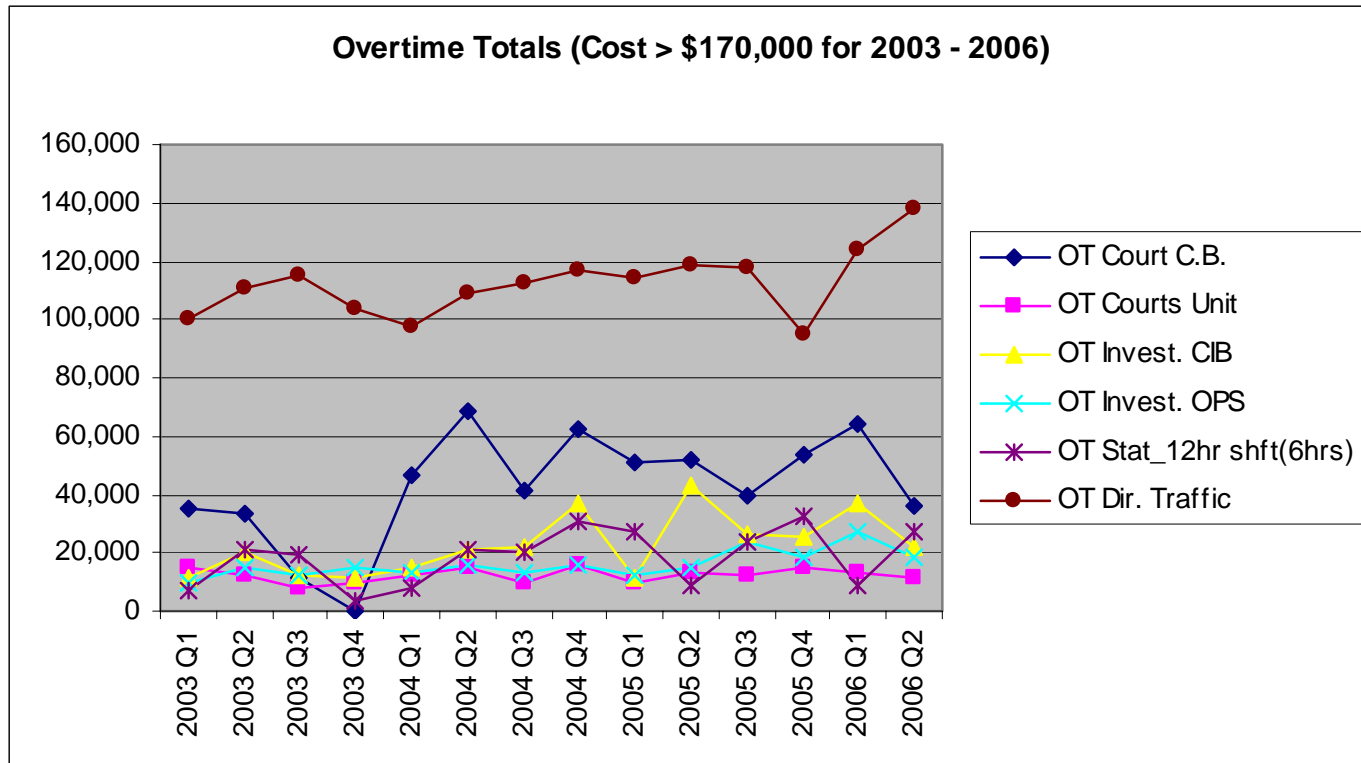
Investigations



Part Time

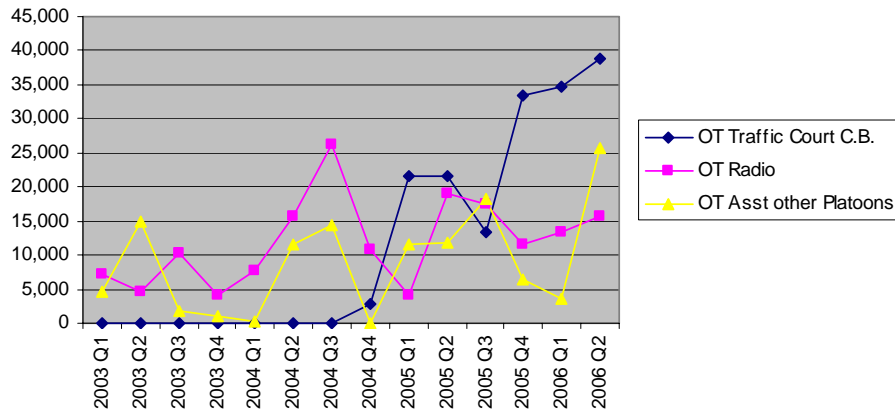


Overtime Totals (2003 – 2006)

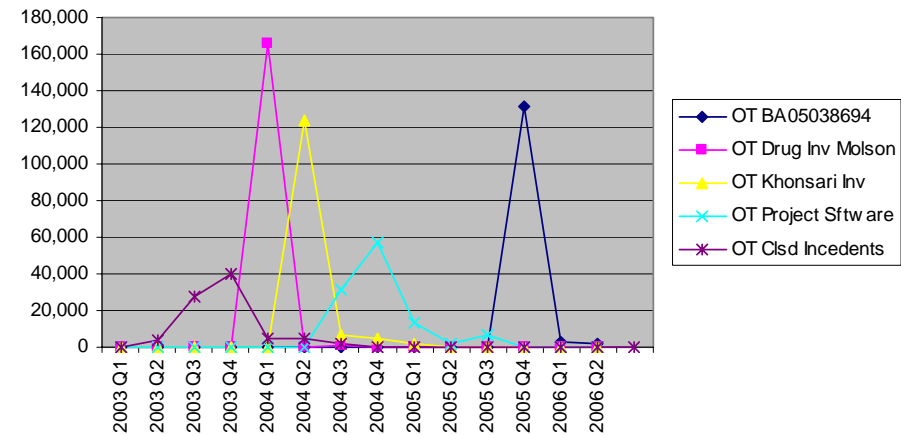


Overtime Totals (2003 – 2006)

Overtime Totals (\$100,000 < Sum < \$170,000 Continuous)

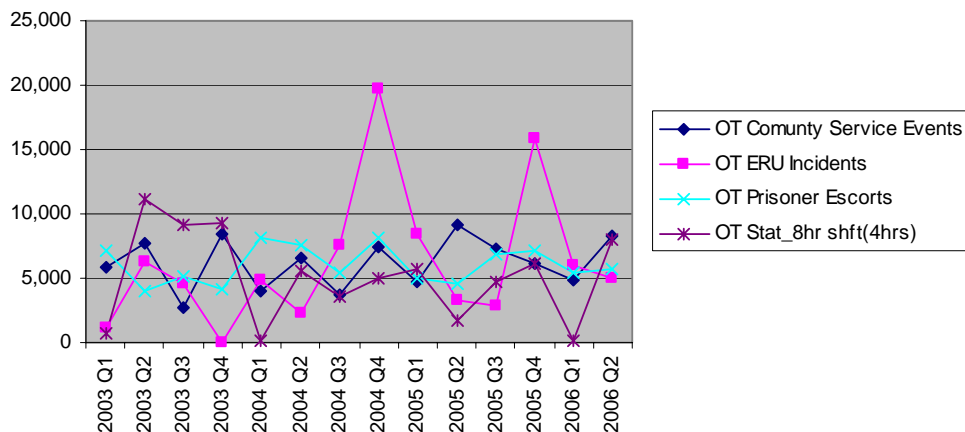


Overtime Totals (\$80,000 < Sum < \$170,000 One-off)

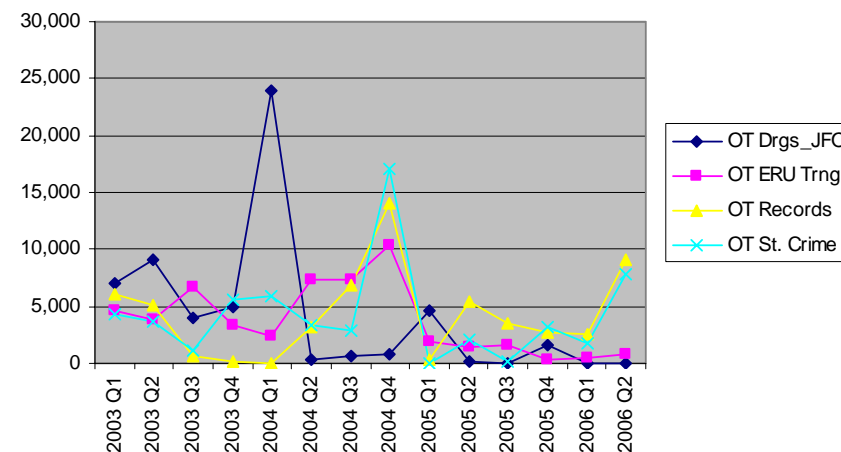


Overtime Totals (2003 – 2006)

Overtime Hours (\$70,000 < Sum < \$100,000)



Overtime Totals (\$50,000 < Sum < \$60,000)



Appendix V

Benchmarking Results Review

Appendix V

Barrie Police Service

Benchmark Results Review



November 28, 2006

Analytical Framework

Stakeholder Interviews

- Board
- Councillors
- Mgmt Team
- Principals
- Downtown BIA
- Community
 - Staff
- Partners

- General Themes and Messages
- Organizational Context
- Anecdotal Evidence
- 'Informed' Perceptions

Benchmarking & Peer Reviews

- Guelph
- Brantford
- Kingston
- Windsor
- Thunder Bay
- Sudbury

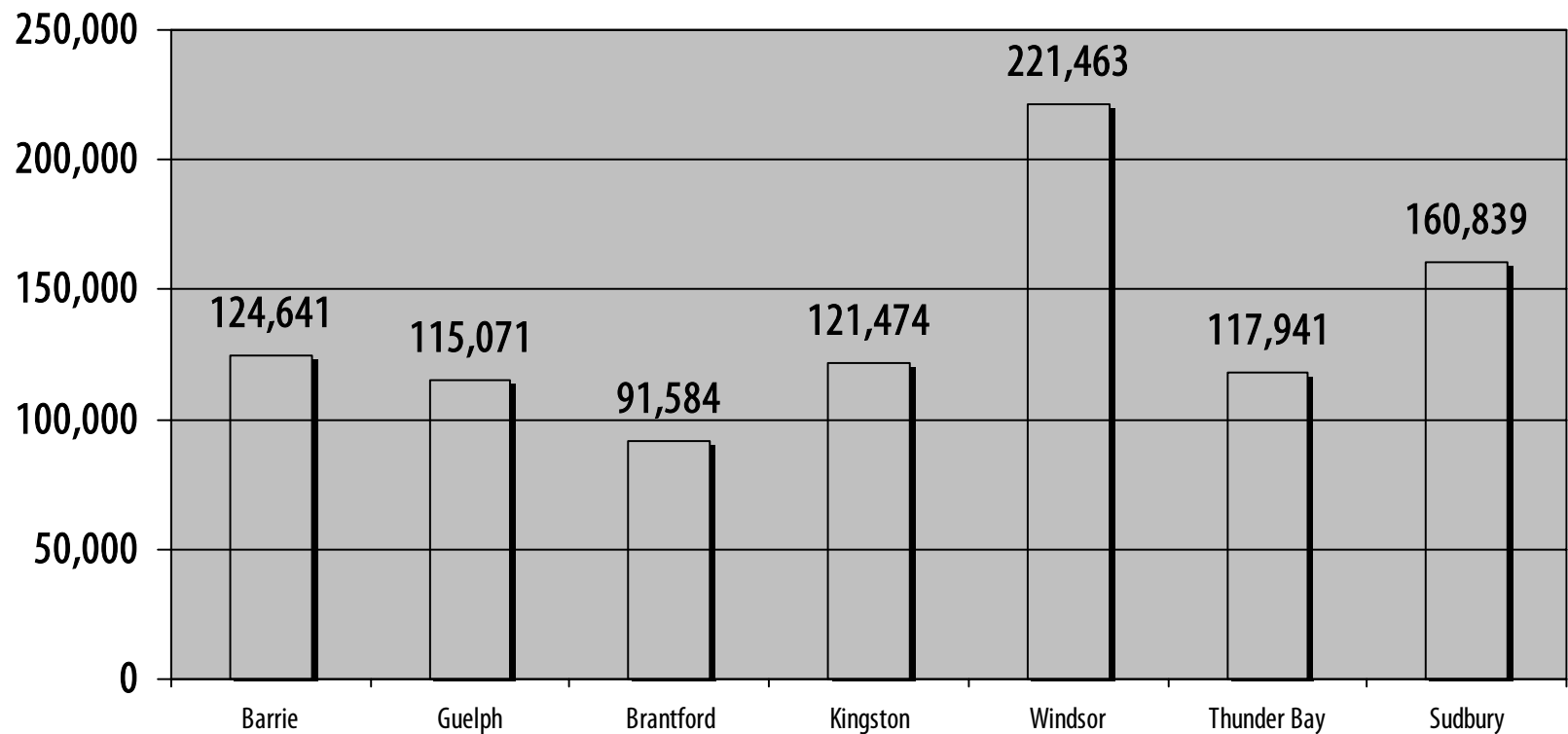
- Metric Comparison
- Quantifiable Observations
- Information from Peer Interviews

Opportunities for
Enhancing Value

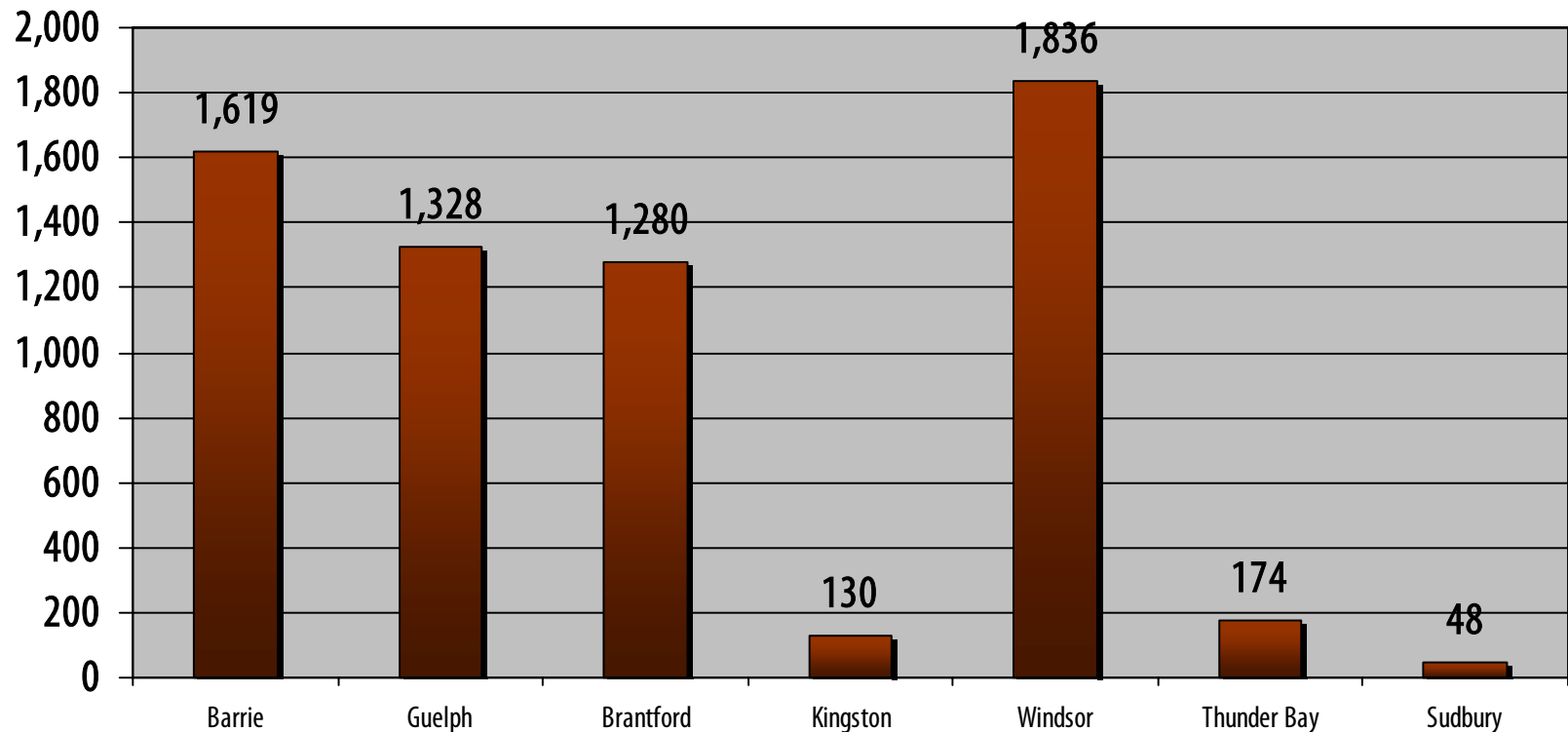
Metrics

- Population per Police Officer
- Police Officer per 100,000 population
- Total Number of Police Officers
- Other Personnel
- Staff Complement by Designation
- Total Operating Expenditures
- Per Capita Costs
- Included in Operational Budget:
 - Costs: Vehicle Purchasing
 - Costs: Vehicle Leasing
 - Costs: Computer Services
 - Costs: Accommodations
 - Costs: Emergency 911 Service
- Crime Rate per 100,000 population
- Percent Change in Criminal Code (CC) Rates (%)
- Clearance Rate (%)
- Criminal Code Incidences per Police Officer
- Crimes Against Property
 - Rate per 100,000 population
 - Clearance Rates
- Crimes of Violence
 - Rate per 100,000 population
 - Clearance Rates
- Other Criminal Code
 - Clearance Rates
- Drug Occurrences
 - Rate per 100,000 population
- Youth Crime: Total Charges
- Auxiliary Police Unit: Deployment Hours
- Overtime Accrued
- Overtime Accrued per Staff Member
- Overtime Paid
- Overtime Paid as % of Overtime Accrued
- HR/Staff Ratio

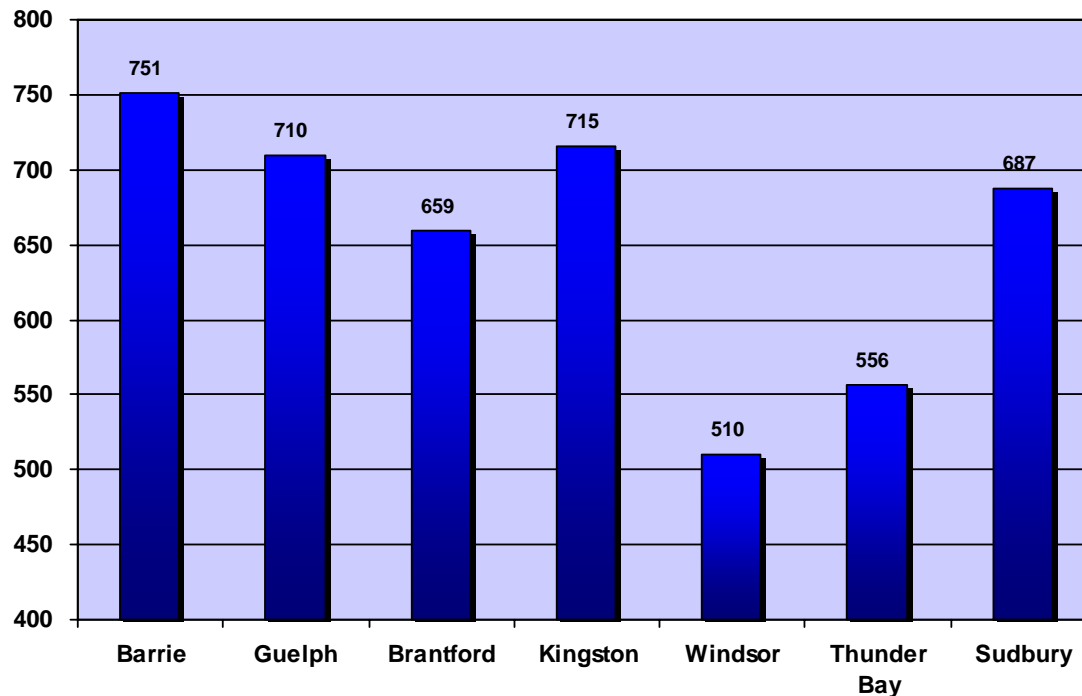
Comparators: Population (2004)



Comparators: Population Density (Persons/km²) (2004)



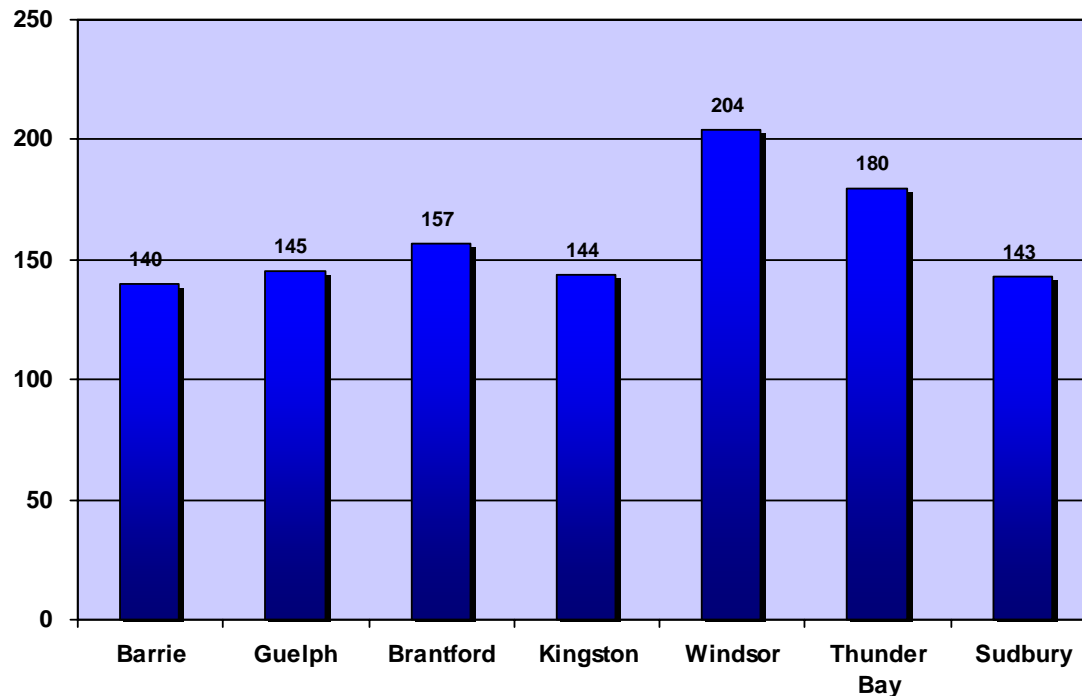
Population per Police Officer (2004)



Interpretation/Root Cause Analysis

- Barrie has more population per police officer than any of its comparators
- This places greater demand on BPS resources than that of its comparators

Police Officer per 100,000 Population (2005)

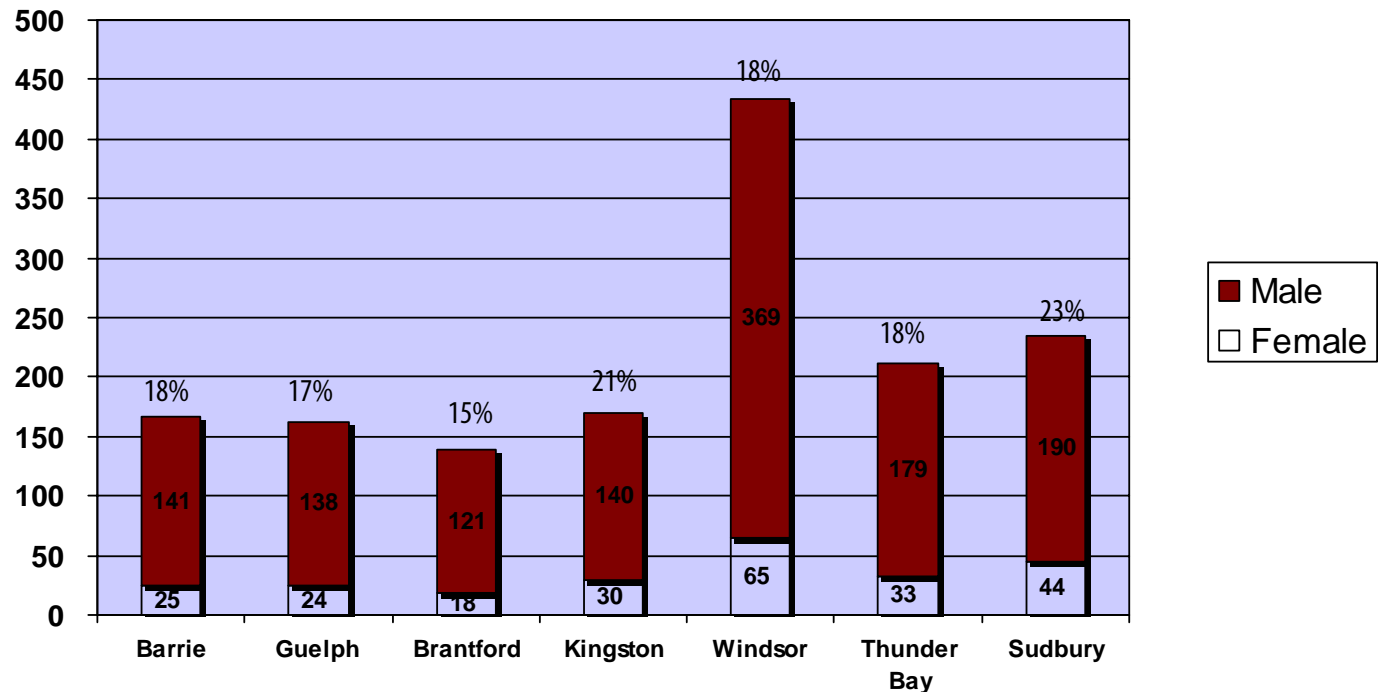


Interpretation/Root Cause Analysis

- Barrie has the lowest Police Officer per 100,000 population ratio in relation to its comparators
- This places greater demand on BPS resources than that of its comparators

Total Number of Police Officers (2004)

*Percentage of Female Officers per Total Officers

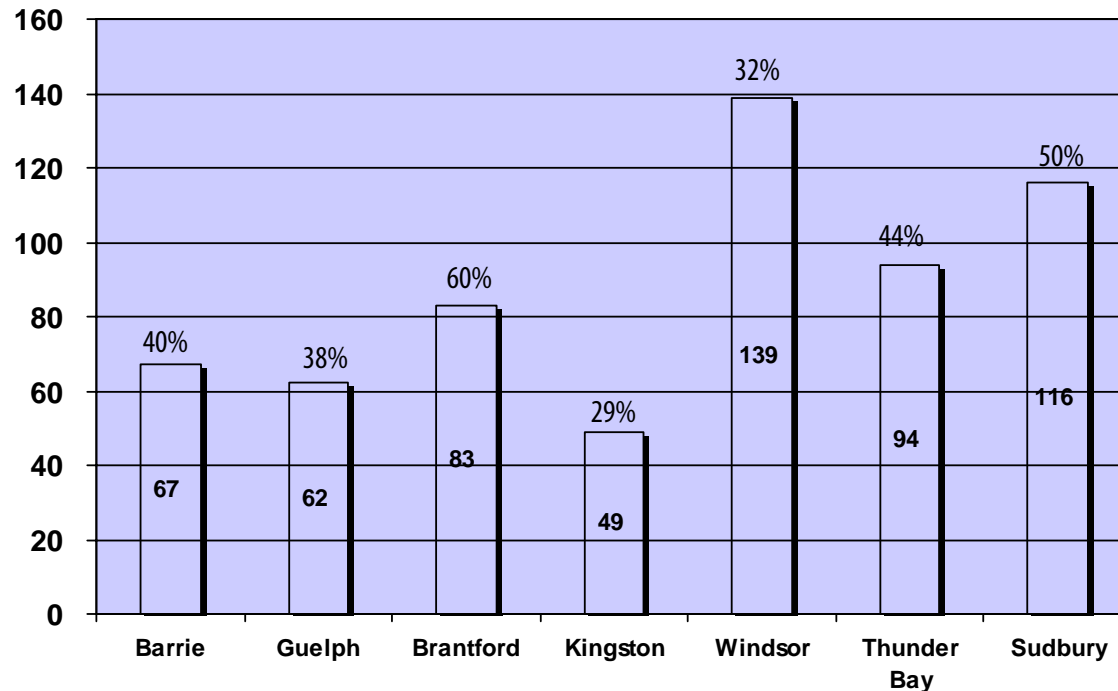


Interpretation/Root Cause Analysis

- Barrie has an average ratio of male/female officers in relation to its comparators

Other Personnel (2004)

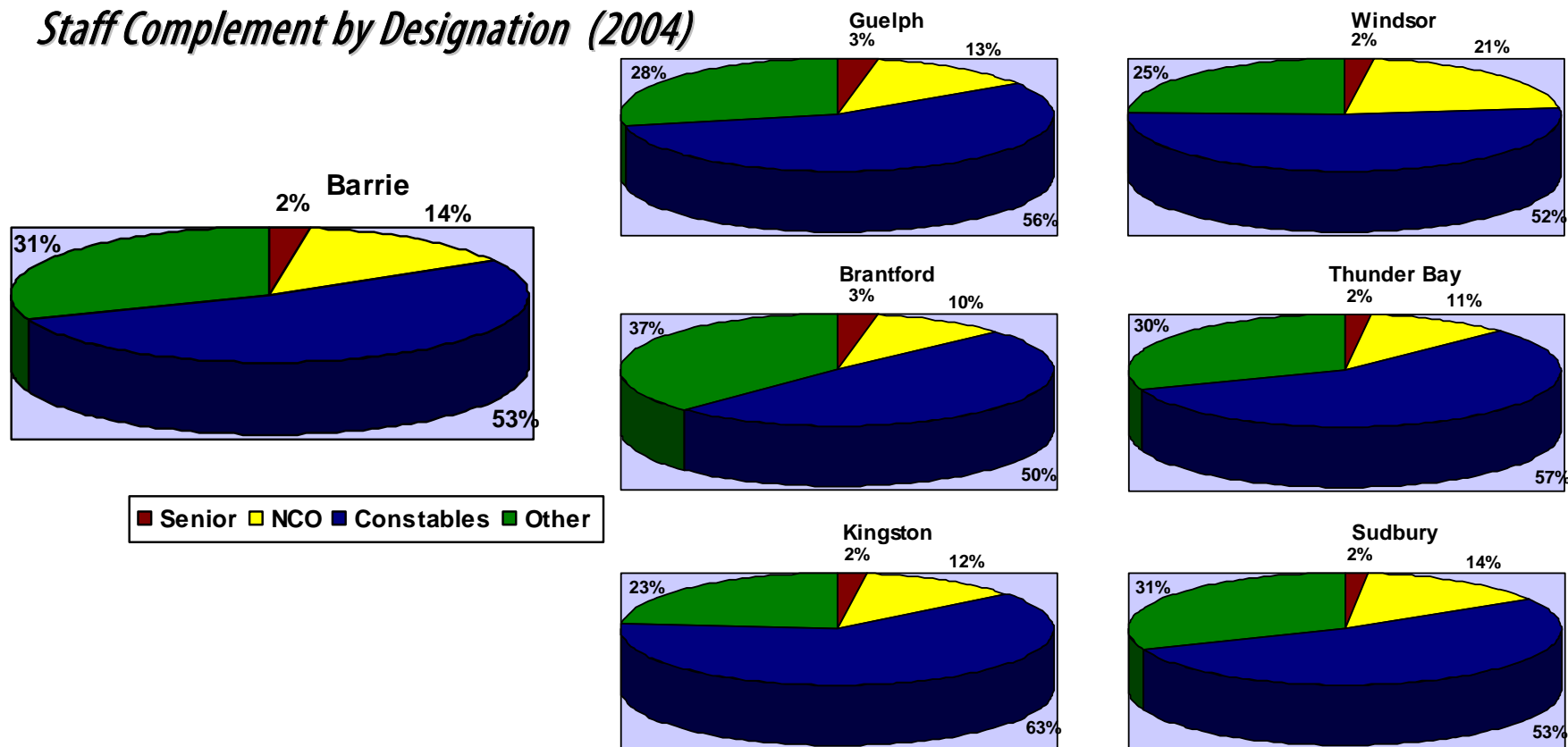
*Percentage of Other Personnel per Total Officers



Interpretation/Root Cause Analysis

- Barrie has an average ratio of Other Personnel in relation to its comparators

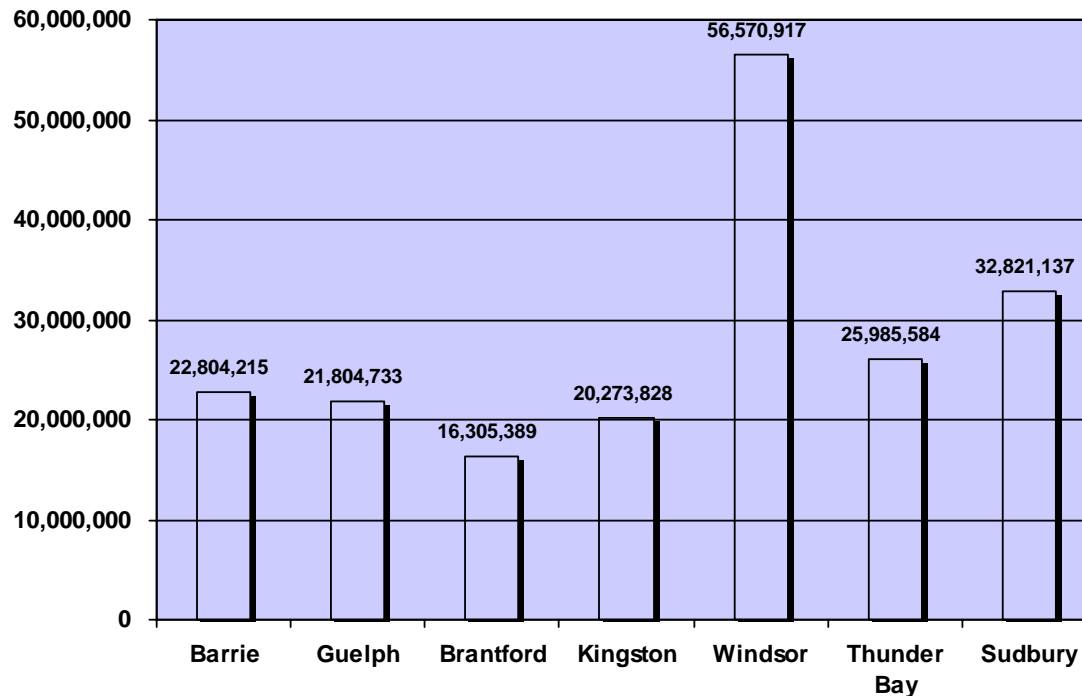
Staff Complement by Designation (2004)



Interpretation/Root Cause Analysis

- Barrie has an average/low percentage of constables per total personnel

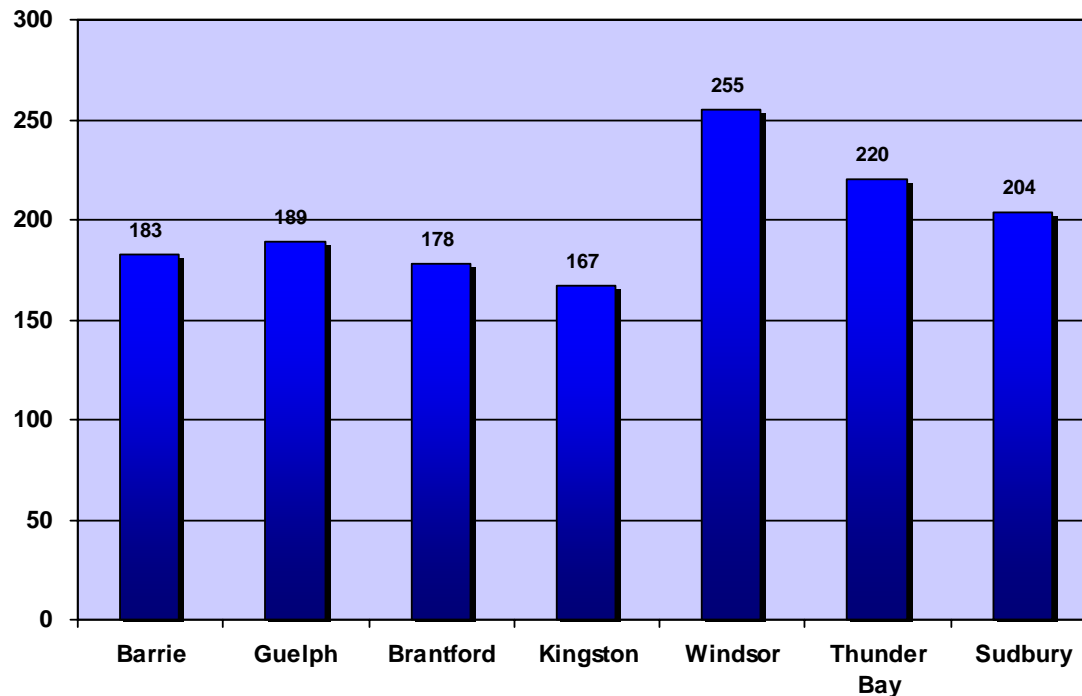
Total Operating Expenditures (2004)



Interpretation/Root Cause Analysis

- Operating Expenditures may vary considerably between police services for many reasons, and thus comparisons must be made with caution
- Barrie has average operating expenditures in relation to its comparators






























Per Capita Costs (2004)



Interpretation/Root Cause Analysis

- Barrie has average/low per capita costs in relation to its comparators

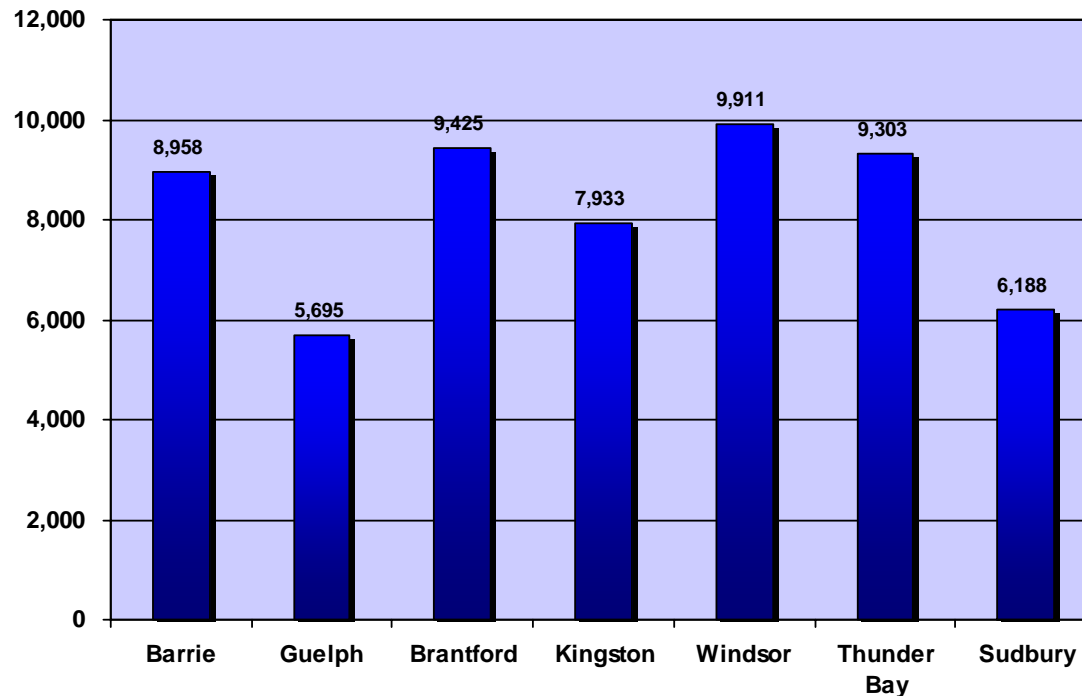
Included in Police Service Operational Budget (2004)

Police Service	Vehicle Purchases	Vehicle Leasing	Computer Services	Accommodations	Emergency 911 Service
Barrie					
Guelph					
Brantford					
Kingston					
Windsor					
Thunder Bay					
Sudbury					

Interpretation/Root Cause Analysis

- Almost every other service has some costs that are not included in the operational budget
- This may cause Barrie's operating expenditure values to be inflated in relation to many of its comparators

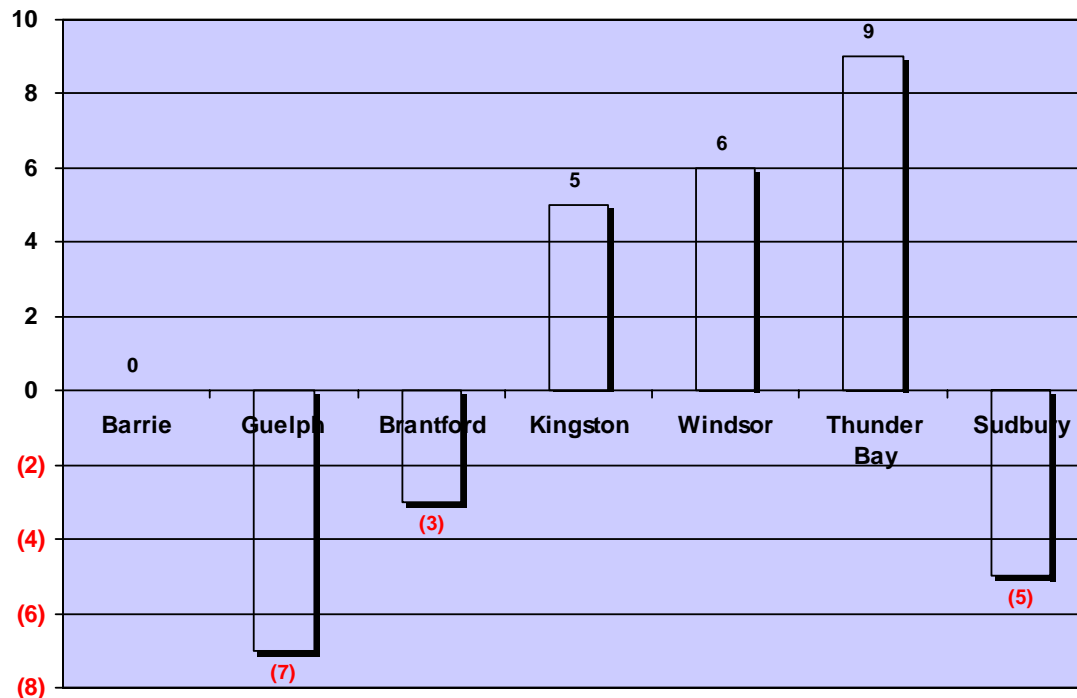
Crime Rate per 100,000 Population (2004)



Interpretation/Root Cause Analysis

- Barrie has an average crime rate in relation to its comparators

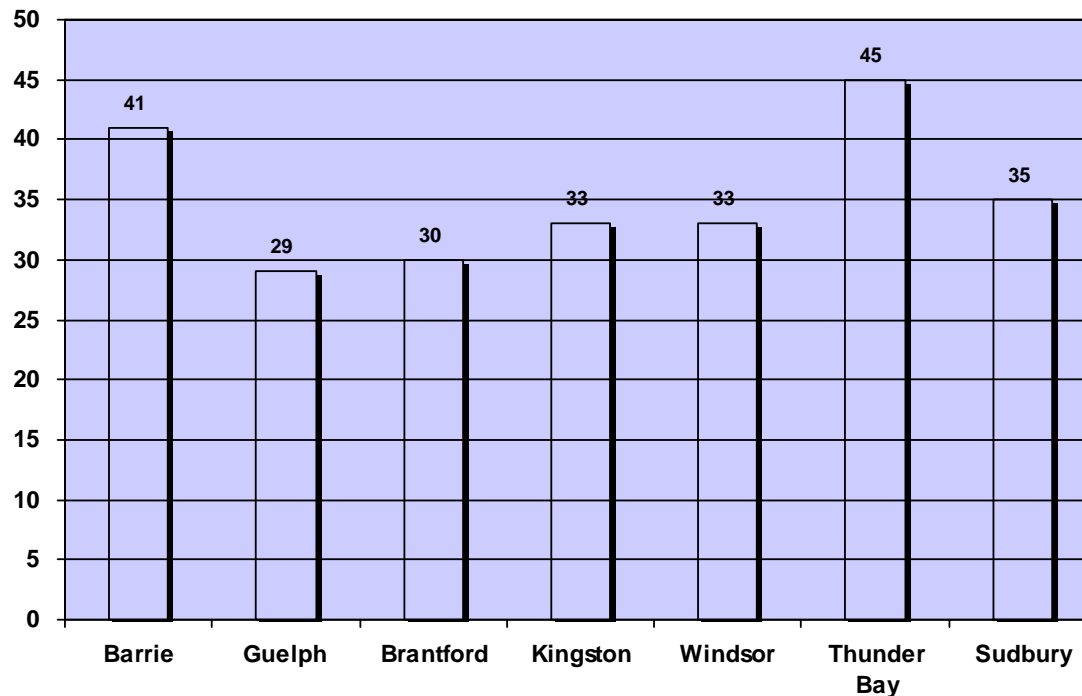
Percentage Change in Criminal Code Rate (2003-2004)



Interpretation/Root Cause Analysis

- Barrie has an average percentage change in criminal code (CC) rate in relation to its comparators

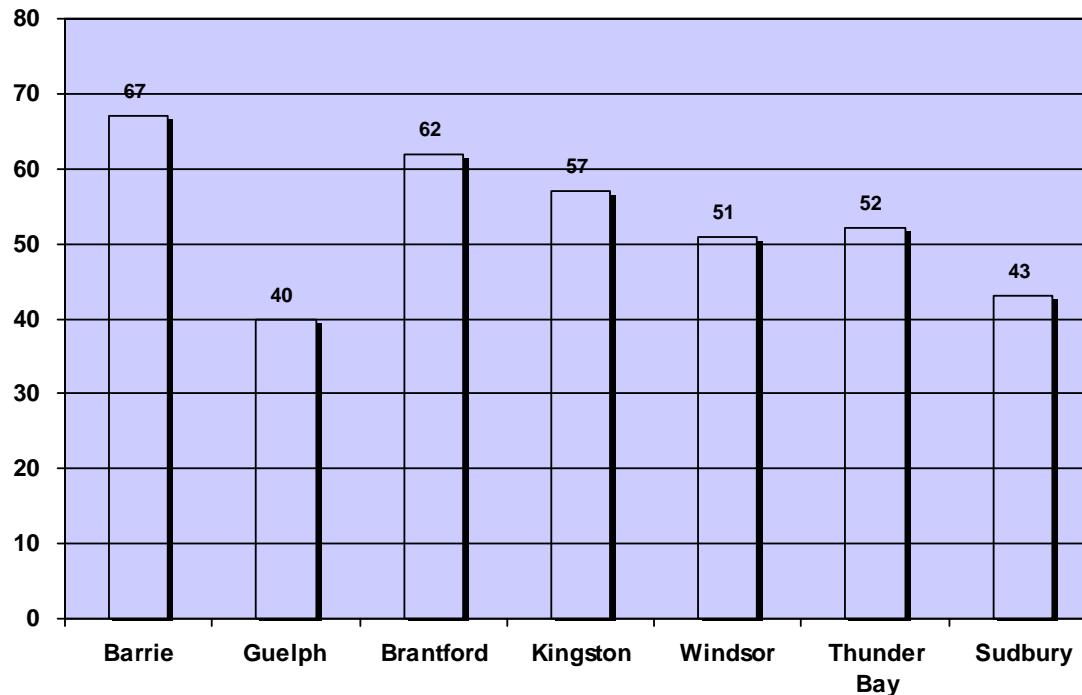
Clearance Rate (%) (2004)



Interpretation/Root Cause Analysis

- Clearance Rate data must be compared with caution
- Barrie has a higher clearance rate in relation to the majority of its comparators
- May indicate that Barrie has effective investigative skills

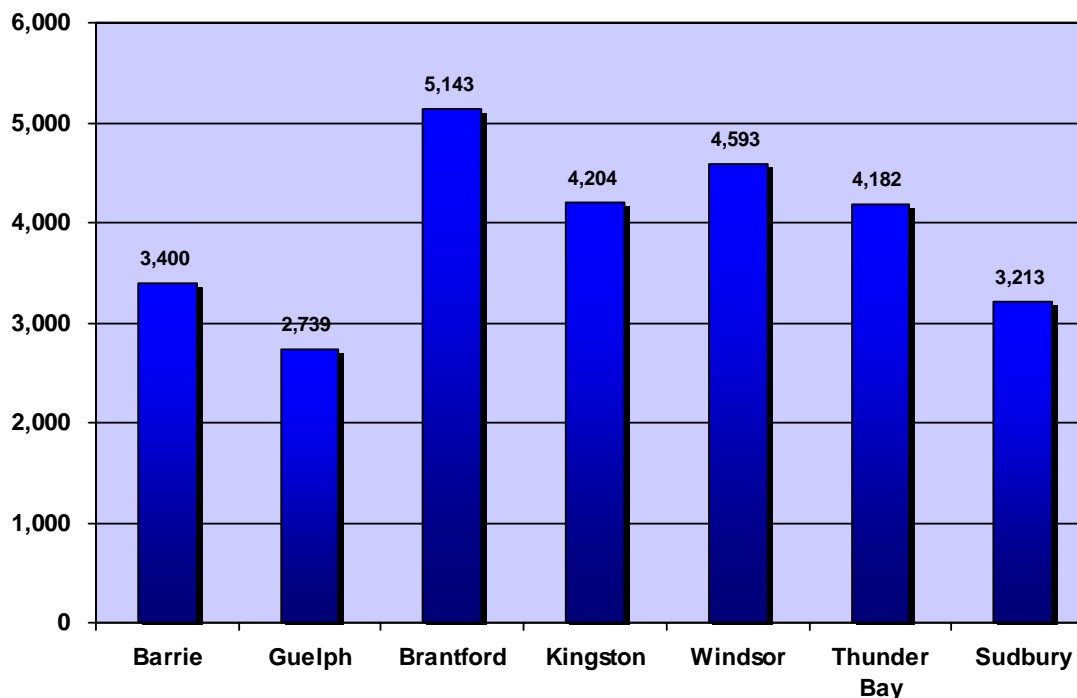
Criminal Code Incidences per Police Officer (2004)



Interpretation/Root Cause Analysis

- Barrie has the highest rate of Criminal Code Incidences per Police Officer
- This supports the feedback that officer resources are stretched too thin

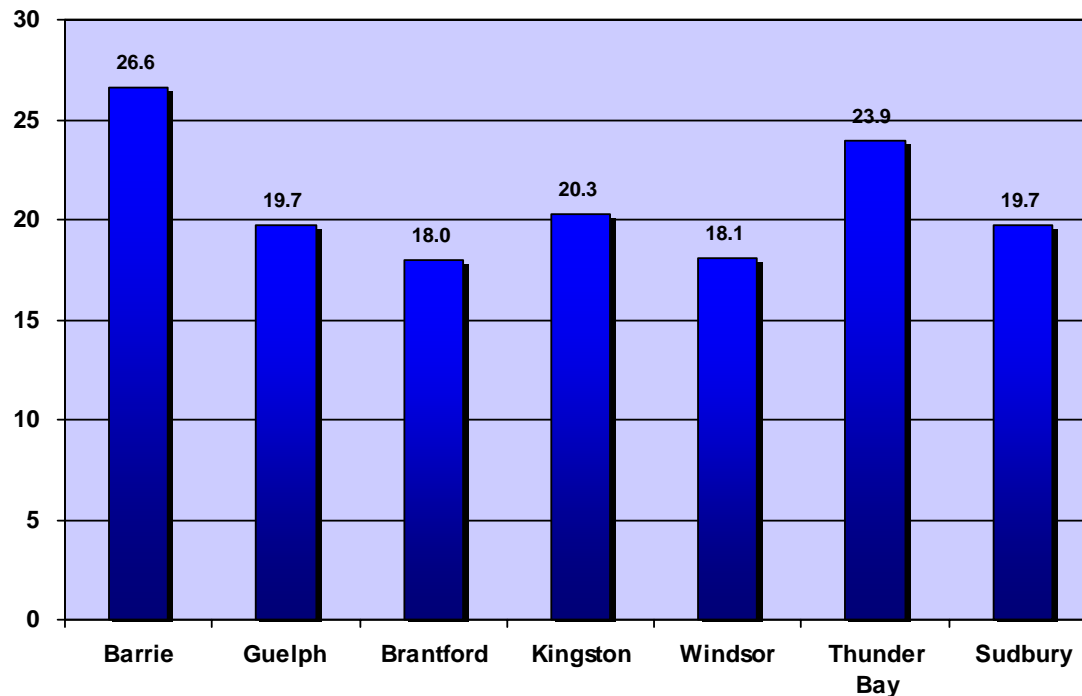
Crimes Against Property – Rate per 100,000 (2005)



Interpretation/Root Cause Analysis

- Barrie has an average/low incidence of crimes against property relative to its comparators

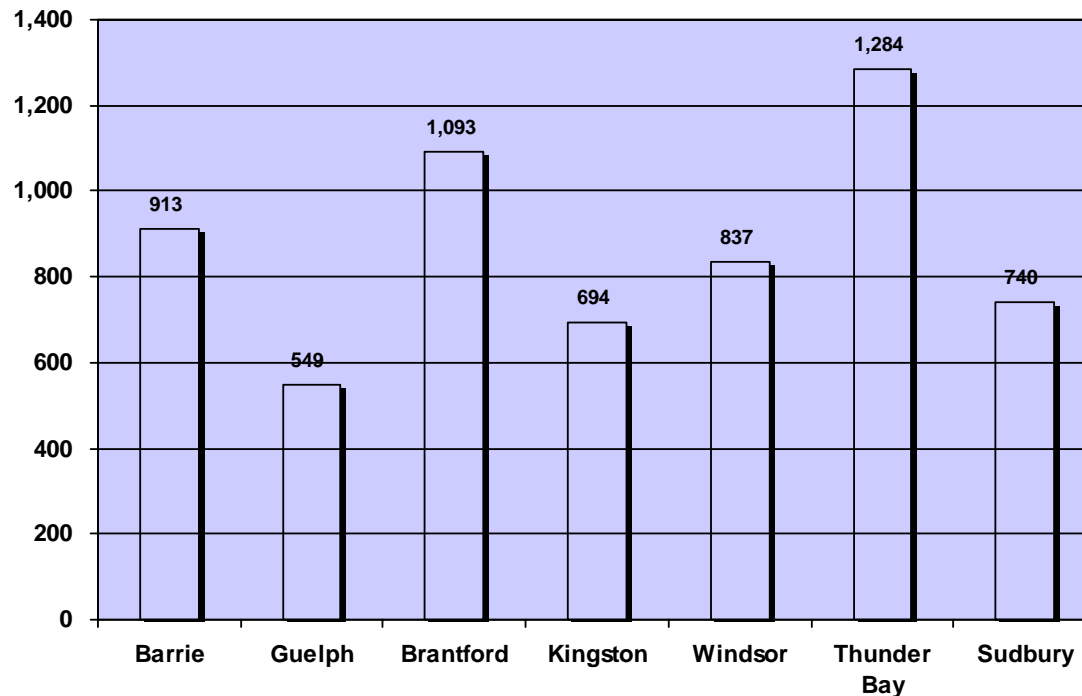
Crimes Against Property – Clearance Rates (%) (2005)



Interpretation/Root Cause Analysis

- Barrie has a high clearance rate for crimes against property relative to its comparators
- This may indicate that Barrie has strong investigative skills

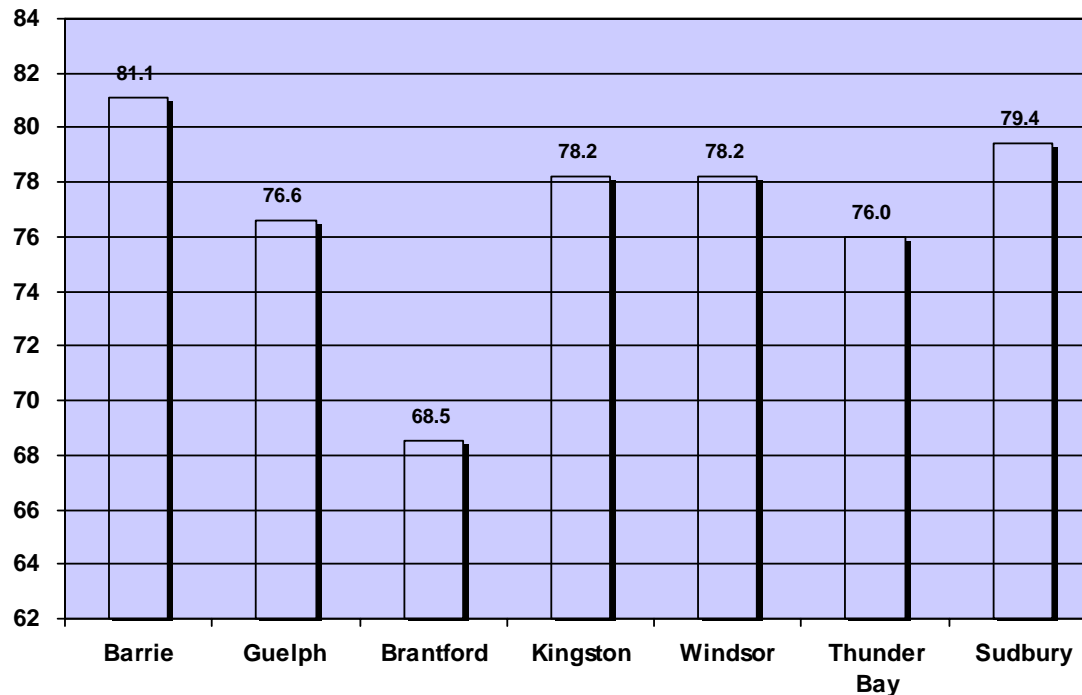
Crimes of Violence – Rate per 100,000 (2005)



Interpretation/Root Cause Analysis

- Barrie has an average/high incidence of crimes of violence relative to its comparators

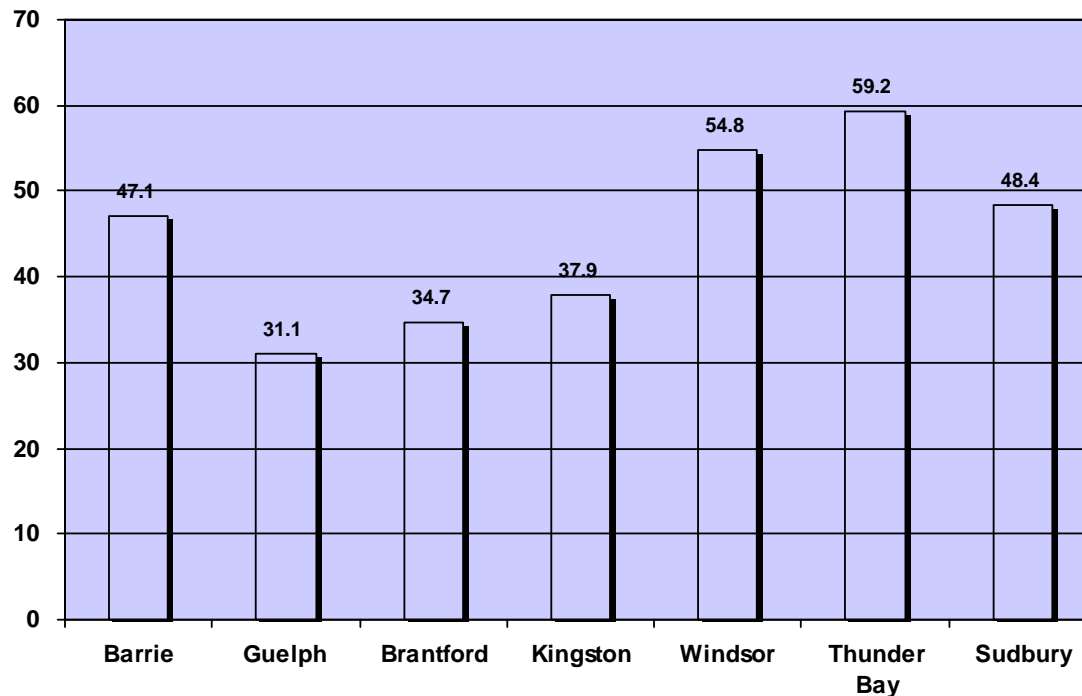
Crimes of Violence – Clearance Rates (%) (2005)



Interpretation/Root Cause Analysis

- Barrie has a high clearance rate for crimes of violence relative to its comparators
- This may indicate that Barrie has strong investigative skills

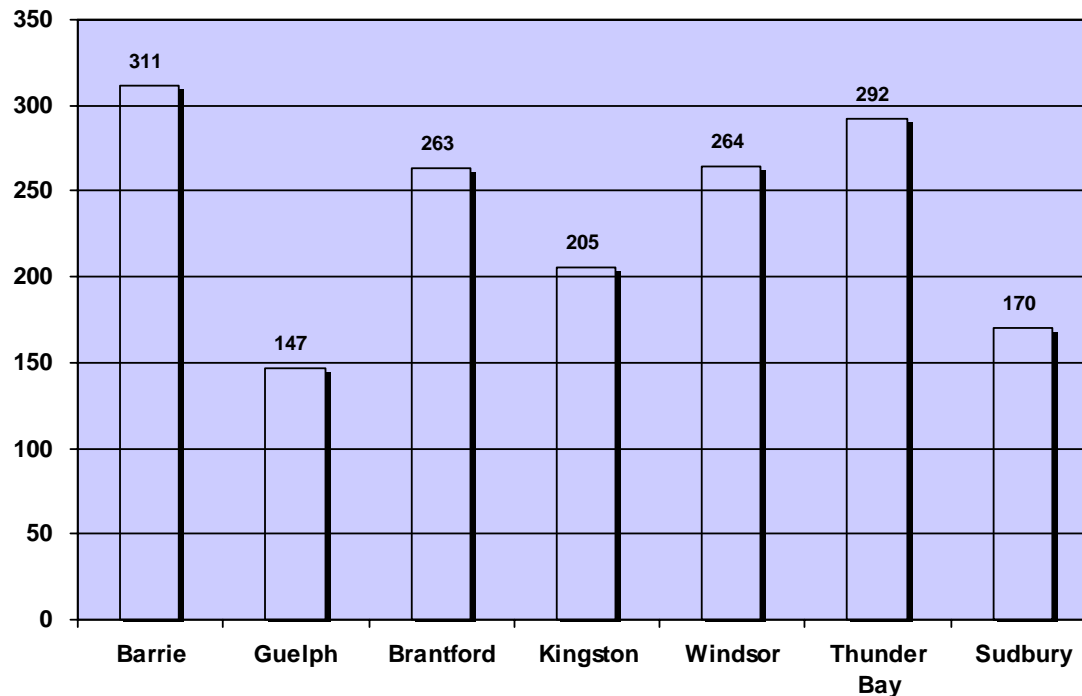
Other Criminal Code – Clearance Rates (%) (2005)



Interpretation/Root Cause Analysis

- Barrie has an average clearance rate for other criminal code violations relative to its comparators

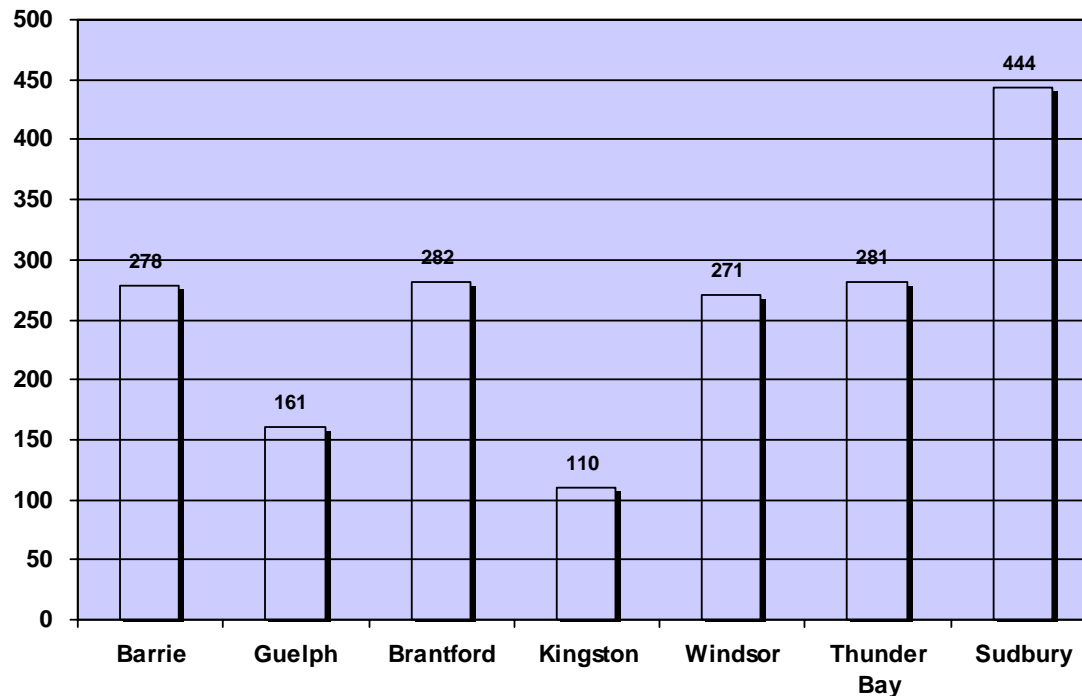
Drug Occurrences – Rate per 100,000 (2005)



Interpretation/Root Cause Analysis

- Barrie has a high rate of drug occurrences relative to its comparators

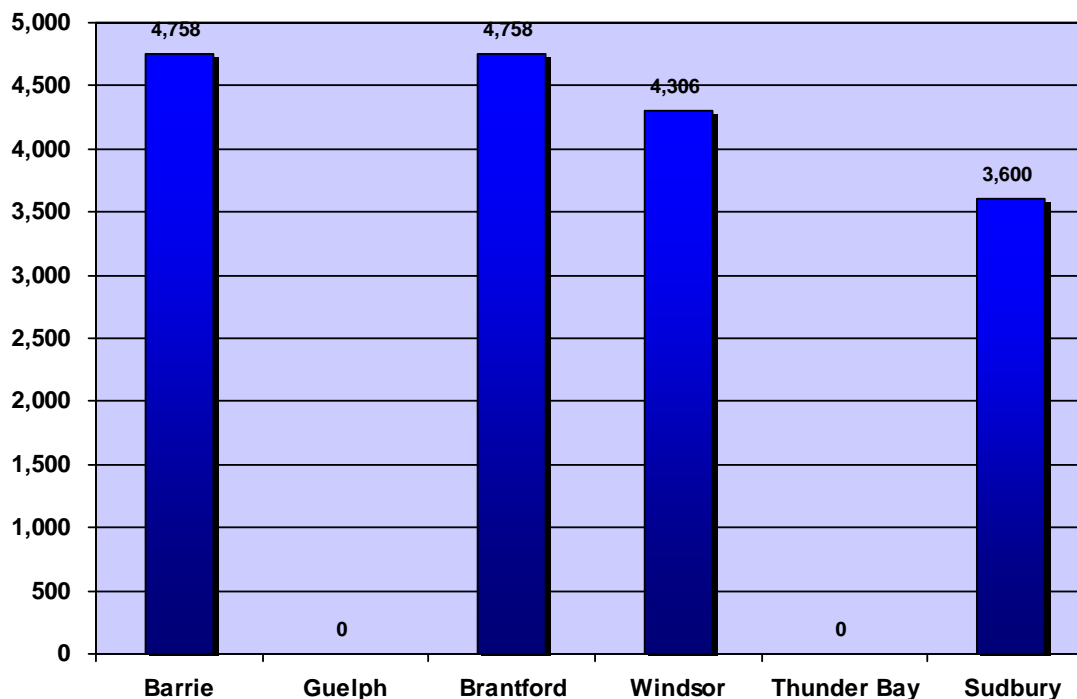
Youth Crime (Totals for Crimes of Violence, Property Crimes and Drug Incidents) (2004)



Interpretation/Root Cause Analysis

- Caution - measurements are not standardized for youth population size
- Barrie has an average rate of youth crime in relation to its comparators

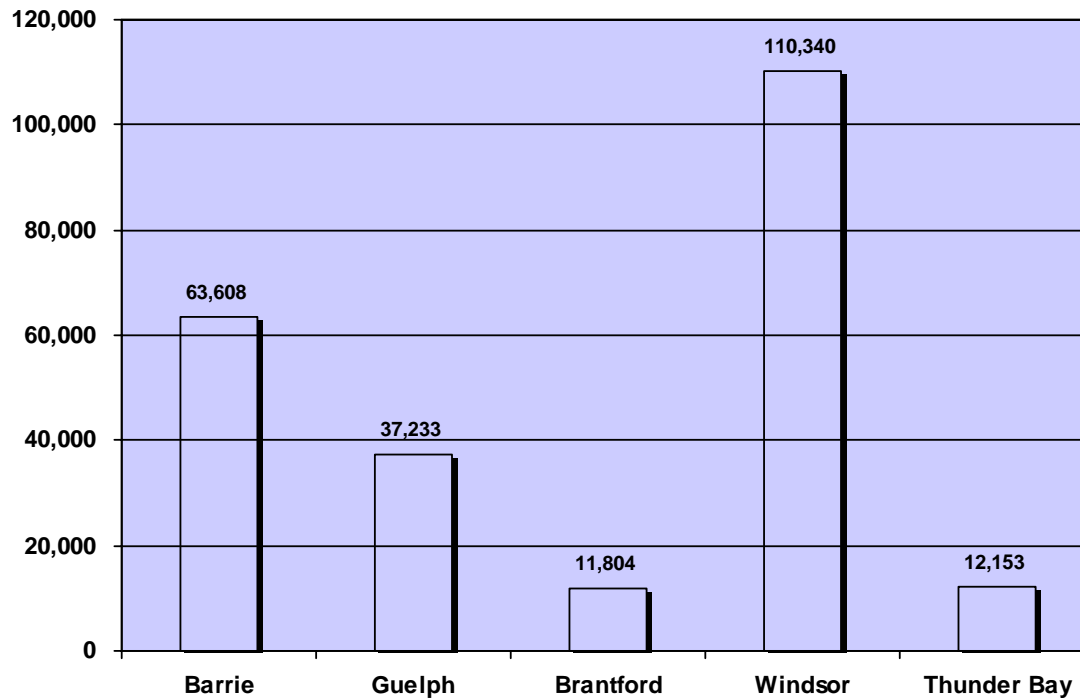
Auxiliary Deployment Hours (2005)



Interpretation/Root Cause Analysis

- Guelph and Thunder Bay have no Auxiliary units
- Windsor also has a Park Patrol unit that is unique to their force (although Park Patrol volunteers receive some compensation) – hours worked by this unit has not been included in these figures

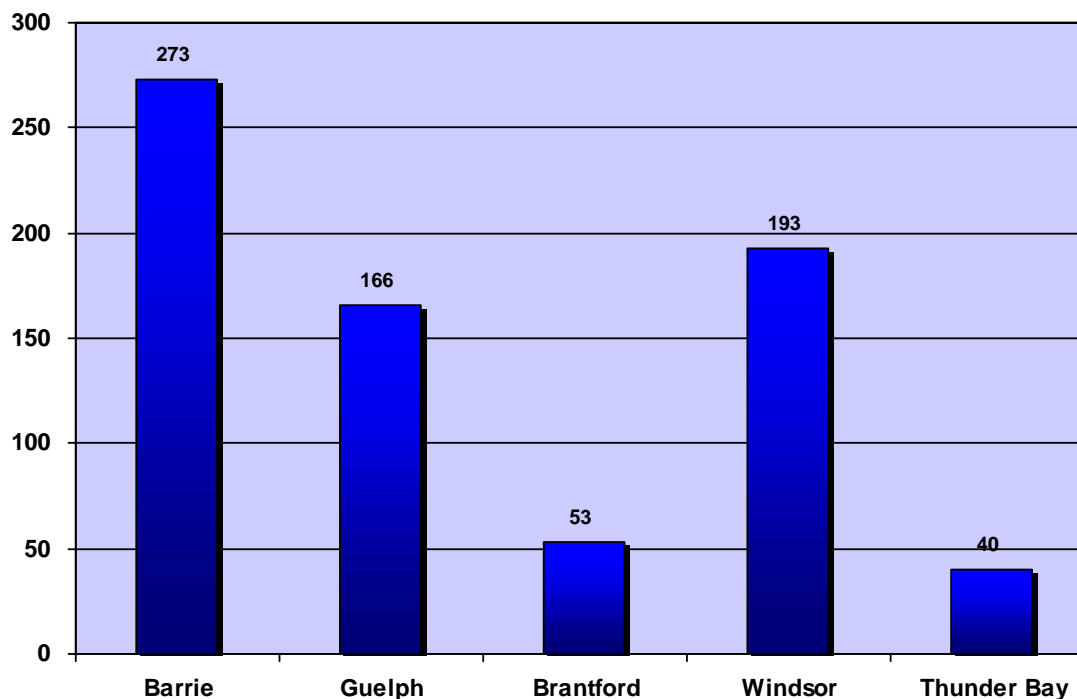
Overtime Accrued (hrs) (2004)



Interpretation/Root Cause Analysis

- Barrie has a high occurrence of overtime
- Sudbury was unable to provide this data

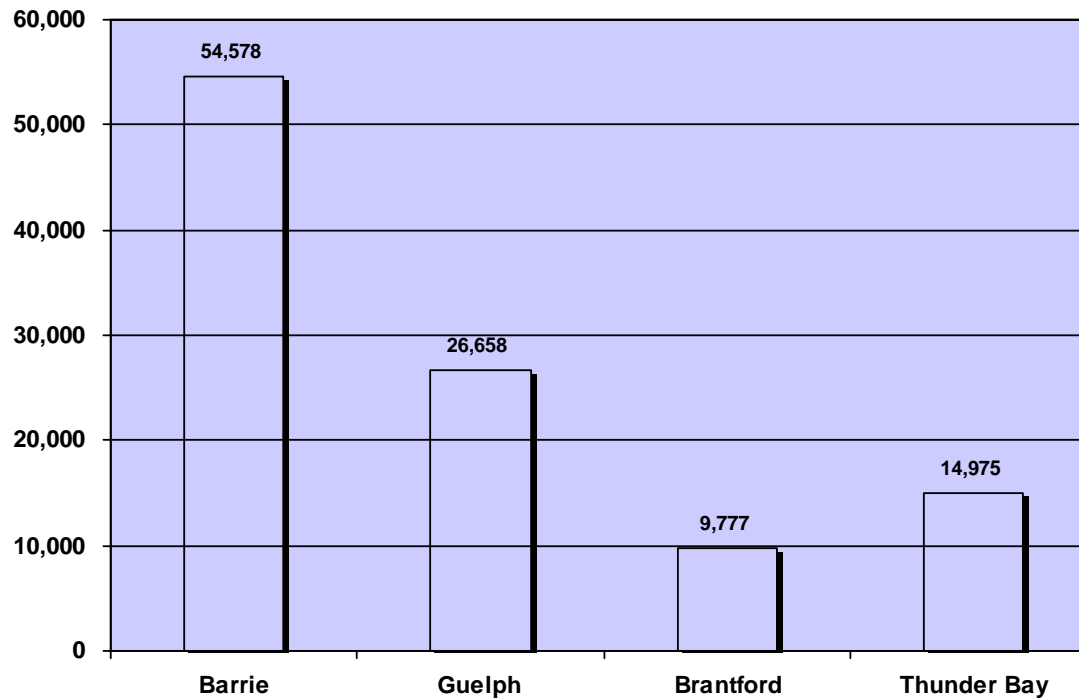
Overtime Accrued per Staff Member (hrs) (2004)



Interpretation/Root Cause Analysis

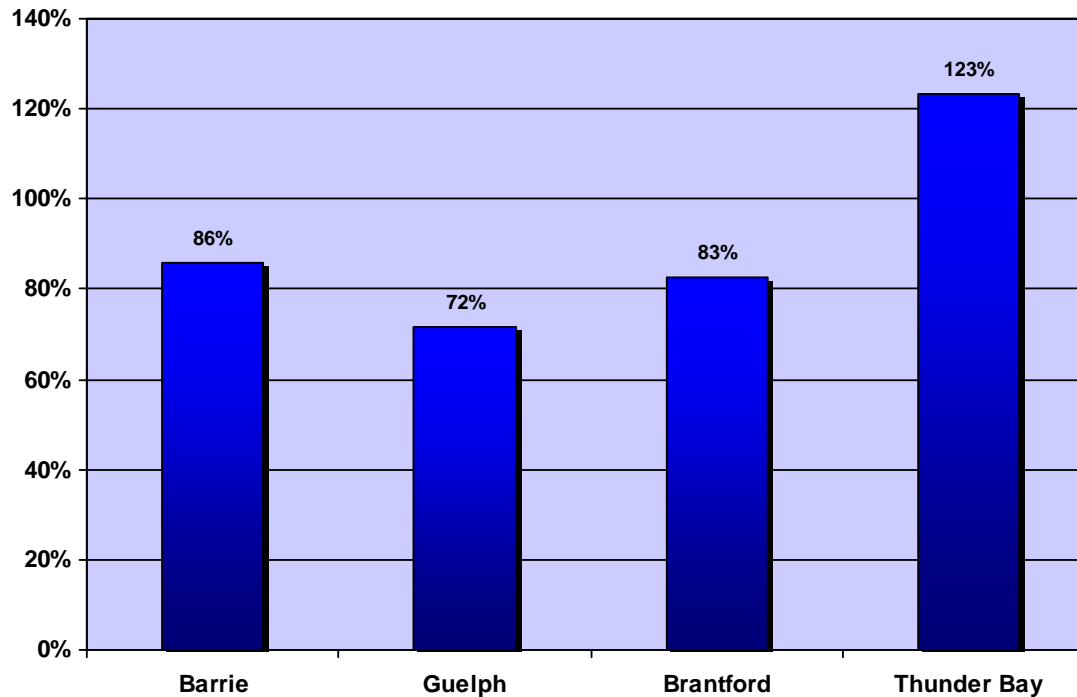
- Barrie has the highest level of overtime accrued per staff member – this is in line with the high level of CCs per officer and is indicative of significant cost to the Service
- Sudbury was unable to provide this data

Overtime Paid (hrs) (2004)



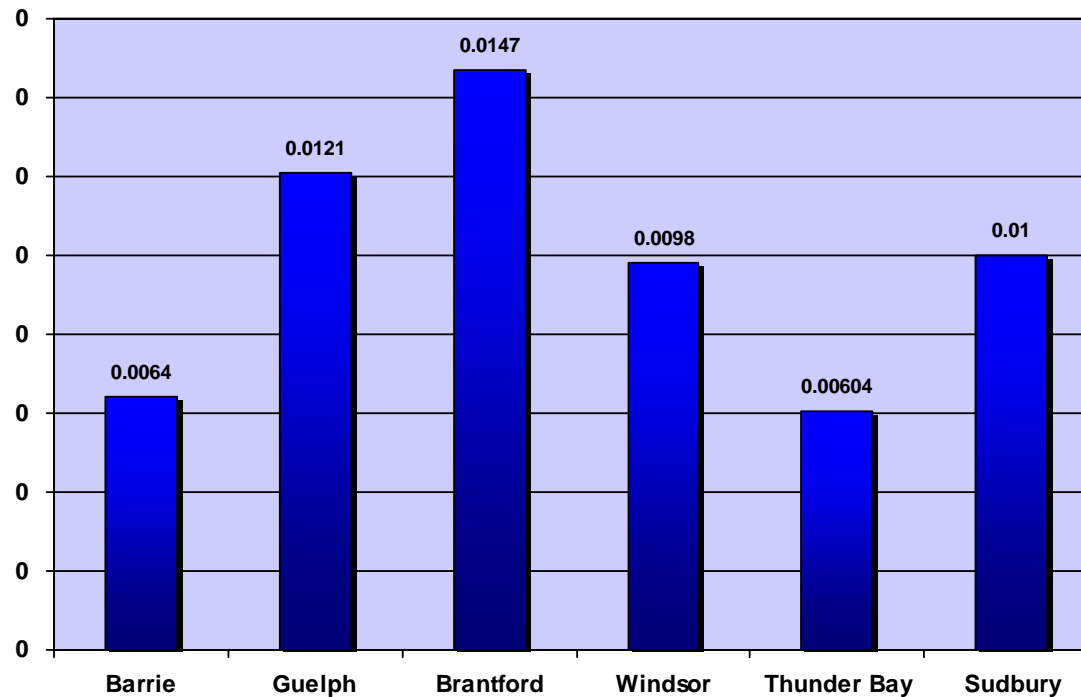
Interpretation/Root Cause Analysis

- Windsor and Sudbury were unable to provide this information
- Barrie has a large overtime cost

Overtime Paid as % of Overtime Accrued (%) (2004)Interpretation/Root Cause Analysis

- Windsor and Sudbury were unable to provide this information
- BPS payout rate is average

HR to Staff Ratio (2006)



Interpretation/Root Cause Analysis

- Barrie has a low ratio of HR staff to total staff
- Could represent a need for more HR resources

Appendix VI

School Administration Focus Group Feedback

**Barrie Police Service
Driving for Excellence
Focus Group Questions
School Administration**

Friday, October 6, 2006 8am-12pm

Barrie Police Station, Bell Farm Road Location

Attendees

Phyllis Hili	Superintendent of Education, Area 4	phili@scdsb.on.ca
Vince Cardarelli	Vice-Principal, St. Joseph's H.S.	vcardarelli@smcdsb.on.ca
Jeannette Schieck	Superintendent of Education, Innisdale	jschieck@scdsb.on.ca
Chris Samis	Principal, Barrie North Collegiate Institute	csamis@scdsb.on.ca
Daryl Halliday	Principal, Character Education / Safe Schools	dhalliday@scdsb.on.ca
Kathi Wallace	Superintendent of Education, Area 6	kwallace@scdsb.on.ca
Adrian Zulian	Vice-Principal, St. Joan of Arc H.S.	azulian@smcdsb.on.ca
Russell Atkinson	Principal, Barrie Central Collegiate Institute	ratkinson@scdsb.on.ca
John De Faveri	Superintendent of Schools, Simcoe Muskoka Catholic District School Board	jdefaveri@smcdsb.on.ca
Marnie Ridout-Craig	Vice-Principal, Bear Creek S.S.	mrident-craig@scdsb.on.ca

General Questions

1. What is the nature of your interaction with BPS?
 - Come into schools as guest speakers (law, careers, civics, etc.) / theme presentations (internet safety, drug awareness, etc.)
 - Come by schools if students want to lay charges for incidents that occur in the schools
 - Last year BPS was generally unavailable due to resource limitations, but this year is better
 - Three roles: 1) Public Relations (assemblies, classes), 2) Enforcement (difference between calling police officer off the road and calling one that you have a relationship with; determines the conversation an officer can have with the student), 3) Prevention (presence leading to decreased possibility of crime)
2. How often do you interact with BPS?
 - No established schedule/plan for interaction to date
 - Would be nice to have a planned meeting on a regular basis (15 min, once a week)



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3. Are you drawing on the same officer?
 - This year, yes; last year, no. Last year mostly just got crisis support; this year able to bring them in for more proactive work (interactions are now much more planned); very little proactive planning last year.
4. How would you describe your working relationship with BPS?
 - Excellent, getting better all the time
 - The more often an officer is in the building, the more the students trust that person and develop a relationship and give that officer information
5. Is the conduit to the Police Service through Vice-Principals or Principals?
 - Combination of both for proactive issues
 - Tends to be Vice-Principals for reactive issues
 - In elementary schools, BPS usually deals with Principal
6. How do you determine the appropriateness of bringing in the police?
 - Advice in past is that in times where charges may be laid, it may be more appropriate to call dispatch (reason is they don't want the school police officers to be tied up in court)
 - Having police officer interaction helps to understand what's happening in the community (i.e. see someone loitering at one school in the morning, and again at another school in the afternoon and realize person is engaging in drug trafficking)
 - Consistency with what they are doing helps with the relationship with the parents; Discussions with Principals so that reactions are consistent (Police and Principals on same page with respect to punishments to students (expulsions) so that they are supporting each other and no one is the "bad guy")

Current State

1. What is it that BPS is BEST at doing with your school?
 - Media portion whether in proactive or reactive situation; Sgt. Goodbrand works closely with school media relation person to ensure consistency and coordination of messages; Joint conversation, equal contribution
 - Participate in wide-variety of classrooms; Terrific content (cross-curricular - science classes, law, etc.)
 - Even if not available, they are accessible; Always get a response even if they may tell you they're not available
 - Dealing with parent group and community; Helps to support schools in proactive work; Police voice is often listened to



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- Mutual respect; Good at taking charge when asked, also good at stepping back when not invited to take charge
 - Feel supported by police officers
 - Opportunity for school to learn from Police in terms of handling a situation (development opportunities)
 - Talk well to kids, very kid-connected; have wonderful way of speaking to kids
 - Level of policing this year much better than last
 - Important for youth to feel comfortable around police officers and have that interaction with them; a lot of interest because of media and television
2. What is it that BPS is NOT THE BEST at doing with your organization? What would you suggest as an improvement?
- More planned proactive sessions at elementary level around safety and good citizenship (get influence started early)
 - More use of canine dogs in school; deterrent (drugs) and community relations
 - Good presence in school, but lack of presence around the nearby area (i.e. strip-mall); Lack of visibility outside school; Could benefit from neighbourhood supervision around lunch
 - Presence in the south end (more presence would shorten time to get to an event)
 - Look into having officers patrol both elementary and secondary schools within a given area so that children in same families are dealt with similarly; by dealing with a family of community schools, may allow for the benefit of seeing connections
 - Only one officer, so if officer is on vacation there is no one in replacement
 - Disengagement between youth and police officers; not a factor of the BPS, but a reality of the demographic
3. Have you experienced any changes in perceptions with kids concerning the Police?
- Large group of kids have respect, but there is another group who have had a lot of experience with the system (becoming more involved with system at younger age) and are aggressive (understand it, have played with it, and have gotten away with things without consequence)
 - There is a swing - where used to be no question about what was going to happen if punishment is laid, there is now a group of people (students & their parents) who are very quick to challenge and bring the lawyers in; increase in legal costs as a result of this
 - Don't get enough positive press for group of kids that are outstanding, but smaller group who are aggressive and have disrespect, they get the attention in the media

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- Students may posture to not liking police officer because not “cool”, but actually do like the consistency and interaction
4. As a partner of BPS, how do you ultimately measure the success of your interactions with BPS?
- Two ways: 1) Relationship/Partnership piece and 2) Consistent, ongoing communication
 - Visibility, relationships with kids; have they worked together to turn some of the at risk kids around?
 - Community perception of reputation as a school and police force – are they affecting their kids?
 - Listening to parents and voices of students to hear what they’re saying – has it made an impact on the harder to serve kids? Are they recognizing the consistency of the message from police and school and parents?
 - Positive outlook of having police act within school building; changing public perception of having a police officer in the school to be seen as a positive rather than a negative thing
 - Having police build relationships with the kids so that kids feel they are not “ratting out” when they provide information
 - Actual time in school (because once there, it is time well spent)

Future

1. What would you consider to be the most important crime-related or policing-related issue facing the youth community and the BPS over the next five years?
- Gang activity; denial that it’s arriving (schools and administration); gangs offer sense of connectiveness; need to provide other opportunities for kids - youth need to be busy or else will get into trouble
 - Administrators need more education from police so they know what is current (i.e. what colours gangs are wearing, how to identify subtle hints, knowing tags on graffiti, etc.); then they can get out there and educate others – education for the educators (kids know more than they do)
 - Increased multiculturalism in schools, reflection of demographic in staff and officers
 - Population growth and keeping up with recreational facilities and other things that keep our youth occupied (especially teenage group, especially in south end); keeping up with needs of youth – lost group of kids right now
2. What are some of the short, medium and long term opportunities that BPS must take advantage of with regards to your school and the youth community?
- Coalition of Community Services that BPS is not currently sitting on (“the coalition”) – pulling together of all of various agencies and education

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3. What opportunities can the School Administration offer to the BPS in terms of education?

- Development of lesson plans
- Cognitive and emotional development of kids; nothing formal currently
- Invite police to be participants or to present (i.e. internet safety, anti-bullying presentation); some of those, but not many for large groups of police
- Development of safe schools protocol and consequence policies
- Communicating with kids who have severe needs (i.e. autism, etc.); have communicated this to officers who come by
- Joint planning with education and police officers
- Would be powerful if officers spoke same language as they do as school administration with the kids (character education), kids need to see that significant adults in their lives are using consistent vocabulary and understanding of how they deal with situations
- Be proactive in working with police and other partners (through the coalition)
- “Alternative measures” program not working – disconnect on who’s running it and how it’s done; problem because sending a mixed message
- Sometimes police have data (i.e. incident reports) that could help them identify problem areas and separate out those that seem like issues, but maybe are not, from those that really are issues