



Business Plan 2011 - 2013



committed to our community



Business Plan 2011 - 2013

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MESSAGE FROM THE POLICE SERVICES BOARD



Douglas Jure
Chair, Barrie Police Services Board

As Chair of the Barrie Police Services Board, it is my privilege to serve the citizens of Barrie, and along with my fellow Board members, to ensure that the Barrie Police Service delivers effective policing services to our community. We are confident that the citizens of Barrie are well served and will continue to be well served by the Barrie Police Service and its members.

Like other Police Services Boards, we are responsible for preparing a Business Plan every three years in accordance with Provincial Adequacy Standards. This is a plan for the future policing of our community taking into account our City's tremendous growth and the increasing demands for police response to ever more complex investigations.

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

MESSAGE FROM THE CHIEF OF POLICE



Mark Neelin
Chief of Police

It is my pleasure to present the Barrie Police Business Plan for 2011 – 2013.

The Business Plan sets out the overall direction which the Police Services Board and Police Service intend to progress during the next three-year business cycle.

We have solicited input from various constituent groups, agencies, individuals and other partners to ensure the collective greater vision of all stakeholders is reflected in the plan.

Throughout the plan we seek to ensure that we continue to provide cost effective service to the citizens of Barrie.

We will continue to meet our challenges as they arise and ensure a community that is a safe place to live, work and play.

I thank everyone who has provided input into this business plan and look forward to its implementation over the next three years.

Together we are “committed to our community”.



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OUR VISION, MISSION & VALUES

Vision

- **To serve our community with integrity, diversity and quality.**
- **To provide proactive interaction with the community to enhance the feeling of safety and security in Barrie.**

Mission

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

Values

- **To adhere to the principles of the Canadian Charter of Rights and Freedoms.**
- **To provide fair, unbiased and professional service to our community.**
- **To treat all victims of crime with compassion and understanding.**
- **To follow the Community Policing principles by resolving policing concerns in partnership with community members.**
- **To be approachable, courteous and open to all citizens.**



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BARRIE POLICE ADMINISTRATION 2011

Barrie Police Services Board Members

Chair	Douglas Jure
Vice Chair	James Dickie
Member	Mayor Jeff Lehman
Member	Councillor Bonnie Ainsworth
Member	Don MacNeil
Secretary	Sherry Taylor

Barrie Police Senior Administration

Sworn	
Chief of Police	Mark Neelin
Deputy Chief	Bruce Carlson
Inspector — Corporate Management	Paul McGarry
Inspector — Criminal Investigations	Dave Hossack
Inspector — Uniform Patrol	Mark Sheffer
Inspector — Operational Support	Jim Farrell
Civilian	
Manager — Human Resources	Gail Taylor
Manager — Financial Services	Nancy Halas
Manager — Records	Susan Lunstead
Manager — Information Systems	Barb Howse



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EXECUTIVE SUMMARY

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

- Community-based crime prevention initiatives
- Community patrol and criminal investigation services
- Community satisfaction
- Emergency calls for service
- Violent, property and youth crime
- Clearance rates for violent and property crime
- Police assistance to victims of crime
- Road safety
- Information technology
- Police facilities
- Resource planning.

The process of Business Planning begins with the creation of an Environmental Scan which touches upon community demographics, our Service, crime trends and other statistical information to assist in setting priorities. External surveys are conducted to assist with determining what priorities our community deems necessary. A strategic planning session with senior management, followed by internal staff focus groups is then commenced.

Strategic directions are determined through a consultation process with the Barrie Police Services Board, Service Members, Barrie City Council, and the general public. Strategic directions are expressed through specific goals and objectives that are designed to help us achieve our vision and mission.

The policing environment is forever evolving and changing in Canada. This can be challenging for all police services including the Barrie Police Service. Some of these challenges include:

- Proliferation of criminal opportunities with the advances in technology.^[1]
- Increased demand for specialized training of our officers and on-going education.^[1]
- Continued maintenance of the relationship between the police and the public.^[1]
- Maintenance of police information which includes the storage, retrieval and analysis of this information.^[1]
- Being able to properly handle the changing evolution of the new police recruit.^[1]
- Efficient resource deployment during times of continual budget constraints.^[1]

As this report will reflect, the Barrie Police Service is aware of and has embraced these challenges. Our future strategic direction will incorporate these challenges. Chief Mark Neelin has a vision to ensure that we continue to provide cost effective service to the citizens of Barrie. This will be achieved while fulfilling our vision of continued service to our community, our mission of continued crime prevention and protection and our values which include being approachable, courteous and open to all citizens.

^[1] Toronto Police Service Update to the Environmental Scan 2009



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ENVIRONMENTAL SCAN

An Environmental Scan is an analysis and evaluation of internal conditions, external data and factors that affect the organization. This analysis is often used to establish a framework for planning. It is a way for the Barrie Police Service to take a complete look at the City as well as the Police Service itself. This scan will provide information on the current environment and most importantly will allow us to take a look at long term trends and changes. The Scan will provide information to the Barrie Police Senior Administration and to the Barrie Police Services Board to assist in decision making and business planning.

Information for the scan is gathered using many different methods. This may include:

- Government Statistics
- Barrie Police Service Statistics
- Information from the City of Barrie
- Information from contacts within the community
- Information from social service agencies
- Information from other law enforcement agencies, and
- Surveys.

1. Demographics

Information based on demographic and social trends provides a basis for good planning and identifies areas where changes are likely to occur. The task is then to relate the population and social changes to possible service needs. There will be implications for current and future decisions regarding:

- Delivery of police service.^[1]
- Provisions of programs,^[1] and
- Allocation of resources.^[1]

According to the Canada 2006 Census, the population of Barrie was 128,430. At the time of this census, Barrie was considered one of Canada's fastest growing cities and the fastest growing city in the Province of Ontario.^[2] Barrie continues to grow with an estimated population for 2009 of 134,530 and the number of households being 50,123.^[3] Until the next census, the City of Barrie has provided the following estimates for population:

City of Barrie Population Estimates

2006	128,430
2007	130,853
2008	132,699
2009	134,530
2010	134,790
2011	135,400

^[1] Toronto Police Service Update to the Environmental Scan 2009

^[2] Statistics Canada Community Profiles 2006

^[3] City of Barrie



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ENVIRONMENTAL SCAN CONT'D

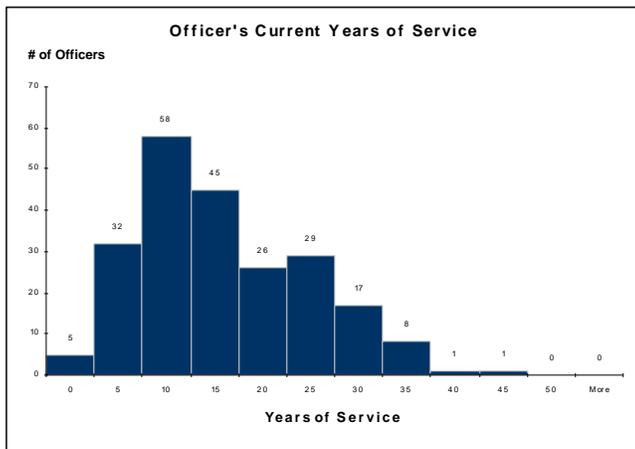
Demographics Cont'd

From 1996 to 2001, Barrie saw phenomenal growth. According to Statistics Canada, the City grew by 31%, the fastest growing city in the province of Ontario. This is due to both the young population profile, and a growing number of Canadians moving into the city for economic and technological opportunities. The City grew by an average 4.8% per year from 2001 to 2006.^[4] Although we may not be experiencing this high rate of growth at this point in time, Barrie continues to attract people from all over Ontario, Canada and internationally. According to 2006 census data from Statistics Canada, 5.8% of residents were visible minorities. As Barrie continues to attract and grow, it is becoming a more culturally diverse community. While more people move to Barrie, the rate of poverty, and homelessness continues to increase. Service Canada reports that between 1996 and 2006, about 30% of households in Barrie were living below standards.^[6] The number of citizens with mental health issues has also increased. This is based on our internal statistics which have revealed that our officers are responding to more calls for service where mental health issues are presented. These issues will ultimately affect policing. While Barrie continues to grow by population, it has also grown geographically. 2009 saw a land acquisition of 2,293 hectares annexed from Innisfil. The total new area city limits is approximately 10,071 hectares.^[2] All of this will impact the Barrie Police Services current and future decisions regarding it's delivery of service to all citizens.

2. Policing

The City of Barrie has continued to grow and so has the Barrie Police Service. Since 2005, the number of sworn officers has increased by 40. Civilian staff has increased by 17. The total strength has increased by 57 members, a 22% increase over the last five years. We hope to continue to enhance our Service to meet the needs of our community. The graph below, is a current snapshot of how the Barrie Police Service is staffed. Looking at the graph assists the Service in determining when we will have a higher exit of employees due to retirement. Another consideration for future recruitment and hiring is that broader social trends suggest that workers are increasingly less likely to remain in one organization, and more than likely to pursue multiple careers.^[5]

Barrie Police Service Strength



Graph depicts the number of officers by years of service.

	2005	2006	2007	2008	2009
Chief	1	1	1	1	1
Deputy	1	1	1	1	1
Inspectors	4	4	4	4	4
Staff Sergeants	9	10	10	10	12
Sergeants	27	25	27	28	25
Constables	136	146	156	163	175
TOTAL SWORN	178	187	199	207	218
Civilian (full time)	77	80	81	86	94
TOTAL STRENGTH	255	267	280	293	312

[4] Statistics Canada
 [6] Labour Market and Social Development Program Branch Ontario Region
 [2] City of Barrie
 [5] Toronto Police Service Environmental Scan 2008



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ENVIRONMENTAL SCAN CONT'D

3. Calls For Service

Barrie Police Calls For Service

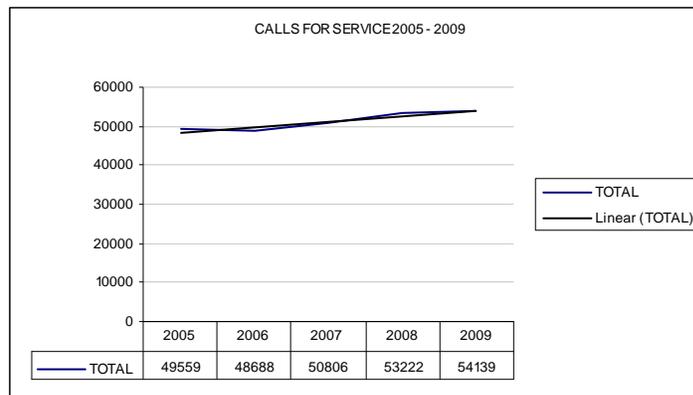
Category	2005	2006	2007	2008	2009
Criminal Incidents	14020	13904	13680	13772	13279
Non-Criminal Incidents	28000	27390	29701	31356	31900
Traffic (incl. CC Traffic)	7539	7394	7425	8094	8960
TOTAL	49559	48688	50806	53222	54139

Data source monthly CAD (Computer Automated Dispatch) stats.

The above chart illustrates the number of calls for service that were generated by the public. This could be via telephone, walk-ins, or any other form of communication. As the graph illustrates below, there has been an overall increase in calls for service. More specifically:

- From 2005 until 2009, there has been a 9.24% overall increase in total calls for service.
- Comparing 2008 to 2009, there has been a 1.72% increase in total calls for service.
- Criminal calls for service have decreased by 3.58% from 2008 to 2009 and an overall 5 year decrease of 5.29%.
- Non-criminal calls for service increased by 1.73% from 2008 to 2009 and an overall 5 year increase of 13.93%.
- Traffic calls for service increased by 10.70% from 2008 to 2009 and an overall 5 year increase of 18.84%.

Barrie Police Service Calls For Service



The solid blue line represents the calls for service. The solid black line represents the upward trend.



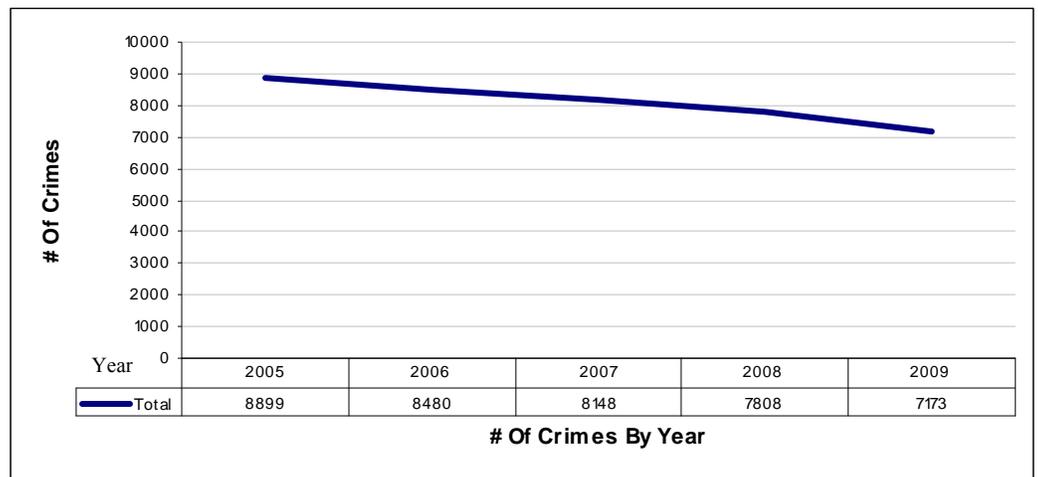
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ENVIRONMENTAL SCAN CONT'D

4. Crime Trends

Overall crime trends are based on actual reported incidents of crime. This could include crimes reported by the public or driven by proactive forms of policing.

City of Barrie Overall Crime Trend 2005 – 2009



Line depicts the steady decrease of crime.

For statistical purposes, these crimes have been categorized as:

- Crimes Against the Person (Violent Crimes)
- Criminal Code Traffic
- Crimes Against Property
- Other Criminal Code, and
- Drug Offences.

Highlights:

- Reported crime has steadily been decreasing in Barrie. There has been a decrease of 19.4% since 2005. Comparing 2008 to 2009, reported incidents of crime decreased by 8%.
- Crimes Against the Person: There has been a moderate decrease of 17.1% over the past 5 years. Comparing 2008 to 2009, there was a marginal increase of 1.5%.
- Criminal Code Traffic: There has been a decrease of 3.08% over the last 5 years. Comparing 2008 to 2009, there was an increase of 24.1%.
- Crimes Against Property: There has been a decrease of 6.24% over the last 5 years. Comparing 2008 to 2009, there was a 5.05% decrease.
- Other Criminal Code: There has been a decrease of 53.1% over the last 5 years. Comparing 2008 and 2009, there was a decrease of 28.6%.
- Drugs Offences: Drug offences are reported as charges laid usually through proactive enforcement initiatives. There has been a decrease of 7.4% over the past 5 years. Comparing 2008 to 2009, there was a decrease of 11.9%. With these statistics, it should be noted that enforcement initiatives and police priorities for different years directly affects the number of drug crimes reported. Therefore, changes in the number of reported drug offences does not necessarily reflect the actual number of users, traffickers, or producers of drugs^[1].

[1] Toronto Police Service Update to the Environmental Scan 2009



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ENVIRONMENTAL SCAN CONT'D

Crime Trends Cont'd

City of Barrie Crimes per 1,000 Population

Offence Grouping	2006	2007	2008	2009
Crimes Against the Person (Violent Crimes)	8	7	7	7
Criminal Code Traffic	2	2	2	2
Drug Offences	3	3	3	3
Other Criminal Code	15	12	11	8
Property Crimes	38	38	36	33
Total	66	62	59	53
Population Estimates	128430	130853	132699	134530

Chart shows by year, how many of each type of crime occurred per 1,000 people.

Crimes per 1,000 Population

Highlights:

- The total crimes per 1,000 population has decreased by 17% from 2006 to 2009.
- Crimes Against the Person per 1,000 population has decreased by 13% from 2006 to 2009.
- Criminal Code Traffic Offences per 1,000 population has remained steady from 2006 to 2009.
- Drugs Offences per 1,000 population has remained steady from 2006 to 2009.
- Other Criminal Code per 1,000 population has decreased by 47% from 2006 to 2009.
- Property Crimes per 1,000 population has decreased by 13% from 2006 to 2009.

In conclusion, over the past five years the Barrie Police Service is responding to more calls for service, however the overall all crime rate has decreased.

Statistics Canada reported the Crime Severity Index (CSI) in 2008. This statistical report weights certain crimes on their severity, ultimately comparing crime within Canadian cities of similar population. The City of Barrie ranked the third least severe in both overall crime and violent crimes. Between 2007 and 2008, Barrie's CSI decreased overall. Statistics Canada also reported that "Crime was least severe in Guelph, followed by Saguenay, Barrie, Quebec and Toronto".^[4]

It should be noted that not only has there been a decrease in crime in Barrie, but nationally as well. Police reported crime in Canada continued to decline in 2008. Both the traditional crime rate and the new CSI fell 5%, meaning that both the volume of police reported crime and its severity decreased.^[4]

^[4] Statistics Canada



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ENVIRONMENTAL SCAN CONT'D

5. Youth Crime

Youth Crime in the City of Barrie

	2005	2006	2007	2008	2009
Charged	523	583	532	550	554
Not Charged	922	962	800	732	574

Chart depicts the number of youth that the Barrie Police processed by year.

Highlights:

- In 2009, youth crime made up 16% of the charges laid in the City of Barrie.
- Youth charged by police in 2009 increased marginally over 2008.
- Youth offences cleared by other means, without a formal charge decreased by 22% from 2008 to 2009.
- In 2009, Canadian police identified nearly 165,000 youth accused of committing a crime. 42% were either charged (or recommended for charging) by police and 58% were dealt with by means other than the formal laying of a charge.^[4]

It should be noted that examples of those “not charged” include youth diverted from the formal criminal justice system through the use of warnings, cautions and referrals to community programs.^[4]

6. Traffic

Traffic safety continued to be an integral part of the Barrie Police Service strategic plan. The commitment to the Road Safety Plan provides the citizens of Barrie with safer roadways, increased police presence and a positive contribution to this community.

Traffic Unit Statistics

	2005	2006	2007	2008	2009
Motor Vehicle Collisions	1681	1630	1400	1678	1403
Fail to Remain Collisions	123	132	220	431	195
Personal Injury Collisions	205	144	212	143	334
Fatal Motor Vehicle Collisions	4	4	8	4	3

Data source the Traffic Unit of the Barrie Police Service.

Highlights:

- Motor vehicle collisions have decreased by 16.5% from 2005 to 2009.
- Fail to remain collisions have increased by 58.6% from 2005 to 2009.
- Personal injury collisions have increased by 63% between 2005 and 2009.
- There was one less fatal collision comparing 2005 to 2009.

^[4] Statistics Canada



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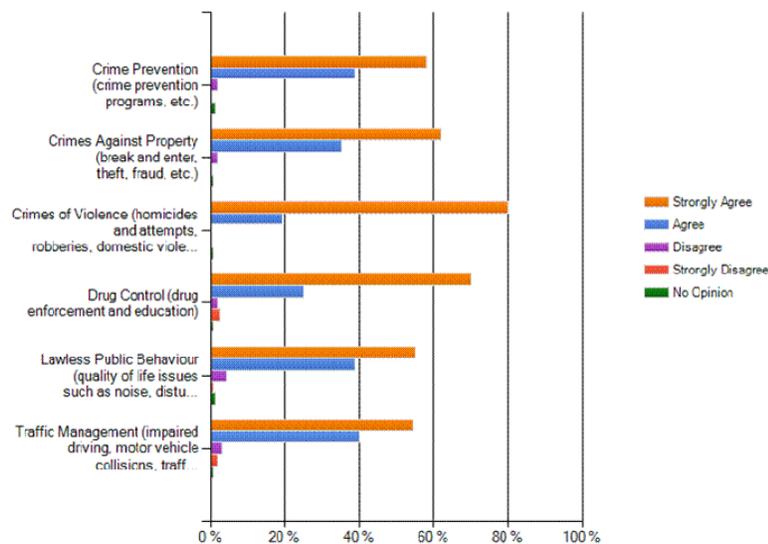
7. Public Perceptions

The police provide a necessary service for the public, and depend on the public for support. The importance of this interdependence is reflected in ongoing efforts to improve police-community relations. Public perceptions of police performance and personal safety are major indicators of the effectiveness of police services and strategies and of the success of the deployment of police service resources. Trends in these indicators can be useful in establishing police service priorities.^[1]

On April 20th 2010, the Barrie Police Service conducted a Citizen Public Needs Survey. An overall summary of the results indicates that most respondents were satisfied with the Service and feel safe in their community. The Service relies on these surveys to assist them in delivering the best service possible to our community. This Service will continue to conduct annual surveys. Some key highlights of this survey were:

- 61.3% of respondents receive their information about police activities, programs and services from the newspaper.
- 78.1% said they have visited the Barrie Police Website.
- 70.1% said they were very satisfied or satisfied with the quality of policing provided by the Barrie Police Service.
- 79.9% said they very frequently or often see police patrols in their neighbourhoods.

2010 Public Survey Result Regarding Policing Priorities



Depicts what issues respondents felt should continue to be policing priorities for the Barrie Police Service.

[1] Toronto Police Service Update to the Environmental Scan 2009

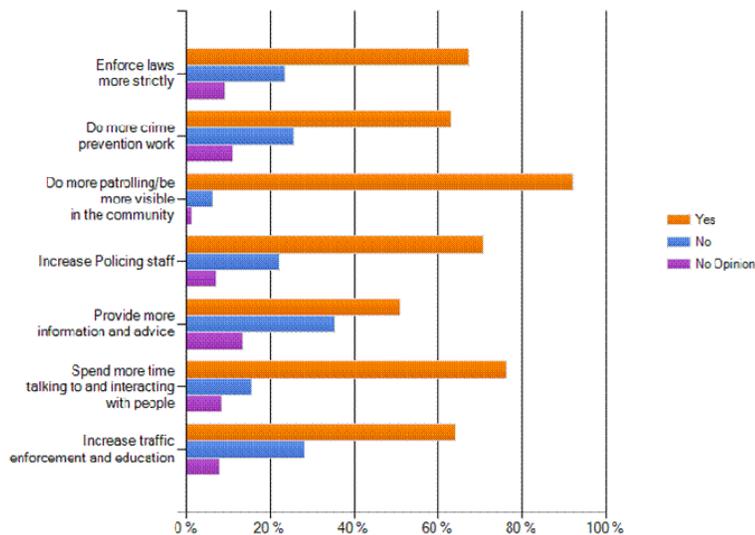


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ENVIRONMENTAL SCAN CONT'D

Public Perceptions Cont'd

2010 Public Survey Result Regarding Problems in Our Community



Depicts how respondents felt the Barrie Police could most improve the way it deals with problems in our community.

In March 2010, Members from the Barrie Police Service participated in an Internal Survey. Participants included Supervisors, Officers and Civilian Members. Most Members felt that we:

- Portray a positive image within our community.
- Provide an adequate service to our community, and
- Conduct ourselves in a professional and unbiased manner when dealing with the public.

Respondents identified areas needing improvement. These included:

- Career development
- Workload
- Employee/Management relations, and
- Technology issues.

Overall, the Barrie Police Service has much to be proud of. The Service is a group of highly trained and professional people, including those that risk their safety for the safety of this community. A committee comprised of Management, Uniform and Civilian Members has been formed to discuss the identified areas needed for improvement. The Service will continue to conduct annual surveys.



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ENVIRONMENTAL SCAN CONT'D

8. Public Complaints

The number of complaints has decreased by 13% since 2005, however there was a rather notable increase in 2007. The number of complaints remained steady between 2008 and 2009. The number of complaints in 2009 is 4 below the 5 year average of 31 complaints per year.

Public Complaints 2005 to 2009

TYPE OF COMPLAINT	2005	2006	2007	2008	2009
Service	3	3	1	0	2
Policy	0	1	0	0	0
Conduct	28	30	39	26	25
TOTAL COMPLAINTS	31	34	40	26	27

Data source the Professional Standards Branch of the Barrie Police Service.

9. Technology and Policing

Technology is an ever changing reality of the world we live in today. The Internet, cell phones and social networking has become an integral part of our lives, especially for our youth.

This being said, the criminal element has also embraced technology. Cyber crimes and cyber bullying have become something police are investigating more and more. Crimes against children and child exploitation are becoming computer based crimes. Identity thefts and internet frauds have become a major concern in our society and are part of daily police investigations. This has caused a drastic shift in the way these crimes are investigated. The reality is that crimes may not be locally derived, and may have a global component. Like other services, the Barrie Police Service has had to provide more training and implement specialized units to investigate these types of crimes.

Technology is not just a way to commit and solve crimes, but also a tool to reach out to our Community. Our website and our place in the social networks Facebook, YouTube and Twitter have allowed us to do this.

As the paperless world becomes a reality, the storage, retrieval and analysis of our information is another challenge. The Service has recognized this and has included upgrading these processes as part of our strategic direction.

10. Urban Trends

Each police service in Canada has a unique urban environment. The urban environment is constantly evolving and changing. A component of our strategic direction is to be aware of and meet the challenge of our changing community. Part of this is listening to the community and empowering them to assist the police in keeping our City safe. The Service has on-going community partnerships to address certain issues and will continue to do so. Some of our partnerships include:

- Safe Parks Ambassadors
- Citizens on Patrol, and
- Neighbourhood Watch.



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ENVIRONMENTAL SCAN CONT'D

Urban Trends Cont'd

The Barrie Police Service recognizes some future challenges as our city grows and changes. Barrie is becoming more diverse both ethnically and culturally. Officers may have to face language barriers and different cultural practices. The reality is that different life styles and values create unique social problems. Our future partnerships will have to include groups of citizens, representative of our changing City. This will assist the Service in meeting the needs of our ever changing Community.

Other challenges for the Service, reflective of a changing urban environment include:

- The need for a new Police Station. Barrie is growing both by population and geographically. The City has recently expanded the Royal Victoria Hospital, Go Train Service, Georgian College and the Fire Department. The Service will require adequate infrastructure as well as our City grows.
- Emergency response needs to change with recent threats of world wide pandemics and weather patterns that threaten our region. The Service has adopted emergency measure procedures and plans with other emergency services to be able to respond to such threats. We will continue to do so in the future.
- North America has encompassed the concept of “Going Green” and being more environmentally conscious in effort to preserve our planet. This urban trend is being seen in all levels of government and in the corporate world. The Service will strive to welcome these concepts as well.

11. Financial

Barrie Police Service Operating Budgets 2005 to 2009

2005	2006	2007	2008	2009
26,856,071	29,612,409	32,102,608	34,592,037	36,771,223

Data source the Finance Department of the Barrie Police Service.

The approved operating budget for 2009 was \$36,771,223 which represented a 6.88% increase over 2008 and a 37% increase over 2005. Efficient resource deployment during times of budget constraints is a challenge for the future of the Barrie Police Service. Our goal is to continue to provide the best service to our citizens, meet our goals and objectives and remain fiscally responsible.



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REVIEW OF THE 2008 - 2010 BUSINESS PLAN

Our 2008 - 2010 Business Plan set out a number of goals and objectives. The Barrie Police Service was successful in reaching many of these. Selected accomplishments include:

- Enhanced recruiting strategy. A Sergeant position was added to the Human Resources Department to deal with recruitment, and completing thorough background investigations of new personnel and interviews.
- A full time Alternate Response Unit was formed.
- A trained Mental Health Liaison Officer has been assigned to each platoon.
- Supervisor positions were established in the Criminal Investigation Division.
- A Staff Sergeant was added to the Identification Unit to ensure adequate hierarchy of supervision.
- A Crime Analyst position has been established to assist the Criminal Investigations Division.
- A second Crime Prevention Officer was added to enhance and continue all community programs.
- Code Red drills extended to Georgian College through our Community Services Unit.
- Development and deployment of S.O.A.P. (Summer Outreach Awareness Program) in each Ward during the summer months.
- A data base containing pertinent school data, allowing immediate access during a crisis situation has been established.
- A graffiti eradication program was developed.
- Our community partnership with Georgian College has been enhanced through liaison work with the faculty.
- Youth Officer assigned to the Community Service Unit to deal with youth crime intervention and enforcement.
- Increased supervision within our Communications Centre to maintain a consistent approach to responding to all calls for service. A Communication Sergeant was added to each platoon. A Staff Sergeant was added to oversee all communications operations.
- The Traffic Unit was increased to adequately provide enforcement. An officer is dedicated to traffic complaints generated by citizens.



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REVIEW OF THE 2008 - 2010 BUSINESS PLAN CONT'D

- The Media Relations Unit was developed to increase optimal relationships with the media and increase flow of information to the public.
- The Barrie Police Service Website has been improved and is constantly being updated to best serve the public. This includes posts on social networks Twitter, You Tube and Facebook.
- The MDT (Mobile Data Terminal) program was completed and operational in all front line cruisers.
- Officer's business cards have been improved to offer citizens and victims of crime useful information and contacts.
- Enhanced service delivery model for Barrie's downtown. Includes increased hours of coverage for the downtown office.



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STRATEGIC DIRECTION FOR 2011 - 2013

The following goals have been identified as the strategic direction for the Barrie Police Service in 2011 through to 2013. These goals were identified at the annual planning session with Senior Management and members of the Barrie Police Services Board.

Fleet Efficiencies

Resource planning includes the ongoing evaluation of fleet. The goal over the next three years is to examine our current fleet of vehicles, evaluate operations and determine what changes need to be made to enhance efficiency. This will include examining factors such as:

- Fuel costs
- Officer comfort
- Prisoner transport
- Equipment and technology, and
- Winter driving.

The Service plans to purchase vehicles and related equipment that meet the criteria of this study.

Building

Perhaps on the forefront of future planning is the reality that as our Service continues to grow, we are running out of space. Our goal is to develop and maintain a long term facilities plan. Our Service, the Barrie Police Services Board and Barrie City Council will have to decide whether to construct a new building, expand our current building or continue to rent and purchase smaller buildings. This is a huge endeavor that will hopefully be addressed and propelled forward within the next 3 years.

Information Technology

As part of our strategic direction, our Service has embraced many technological challenges. In keeping pace with technology, the Service will evaluate:

- Using portable hand held devices instead of fixed MDT's.
- Implementation of an electronic booking process.
- A Crown Brief tracking process, using NICHE.
- Appointing a full time NICHE trainer to educate our members of it's capabilities, and
- Telephone upgrades to accommodate the Service's growth.

Going Green

The Barrie Police Service wants to be a "green" police service. Options to be evaluated from 2011 to 2013 include:

- An electronic document imaging and storage system to reduce paper files.
- Consideration of "green patrol cars".
- Technology to reduce idling and save fuel in police vehicles.
- Increased use of bicycle patrol, and
- Evaluation of a certified environmentally sustainable design for future police facilities.



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STRATEGIC DIRECTION FOR 2011 - 2013 CONT'D

Courts

Our Service is mandated by the Police Services Act to provide security for the Provincial Courthouse in Barrie. The facilities appointed to the Service no longer provide a professional environment for our members. Over the next three years, we recognize the need to provide the members with a comfortable and safe place to do business. This need may be incorporated into the future facility planning. The Service will also implement a new Court Security plan.

Adopting a Risk Management Program

The Service recognizes the risk and liability that surrounds the environment that is policing. There is a need to be proactive in managing these risks. In the next three years we would like to develop a system within the Service to manage exposure to potential risk. Implementation of both a decision making process and an early detection program will minimize the adverse exposure and affect to business or accidental loss. Senior Management, Professional Standards, Human Resources and legal counsel will be proactive in identifying risks and liabilities. This may lower the number of public complaints and civil actions received by our Service.

Scenes of Crime Officers (SOCO)

Our Service will implement the training of SOCO Officers for each platoon. These officers will attend crime scenes and gather evidence such as fingerprints and photographs. This will allow the Identification Unit to concentrate on other critical tasks such as physical comparison evidence, scale drawings, composite sketches and photographic line-ups. This model will ultimately provide a better forensic response to the citizens of Barrie who have been victims of crime.

Improving Staff Efficiencies

Our Service would like to implement a better delivery of service to our citizens by improving staff efficiencies. We will evaluate such things as:

- Staffing our front desk and cell areas with special constables, allowing the sworn personnel to return to the front line.
- Increase staffing in IT, to mirror the growth and needs of the Service, and
- Training positions for officers within our Criminal Investigations Division and Human Resources. This provides many benefits, including improved morale and enhanced investigative training and experience.

Road Safety

The Service recognizes that road safety is very important to the citizens of Barrie. The Traffic Unit will continue to address current road safety issues such as distracted and impaired drivers. Our goal is to provide the citizens of Barrie safe roadways to travel by means of enforcement, education and community involvement. Objectives include:

- Enhance and improve our public awareness campaigns with progressive use of the media
- Reduce vehicle collisions through proactive targeted enforcement, and
- Monitor and target high accident intersections to work toward a reduction in collisions.



Business Plan 2011 - 2013

STRATEGIC DIRECTION FOR 2011 - 2013 CONT'D

Streamline Uniform Response

The Service is aware of the need to streamline our response time to the public. We will undertake research projects, analyzing public disorder and calls for service. This analysis will allow management to take an in depth look the City's problem areas, and over all response times to calls for service. The direct result of this is to increase public safety by increasing the efficiency of police both proactively and reactively.

Victims of Crime - Community Needs

The Service will continue to assist victims of crime by:

- Enhancing our E-Crimes Unit, for better response to the social trends in our community.
- Expanding the use and training of Mental Health and Crisis Intervention Officers.
- Enhancing and promoting the many services that VCARS (Victim Crisis Assistance and Referral Service) provides, and
- Looking at adopting on-line crime reporting as an alternative way for victims to report crime.

Emergency Response Capability

The Services recognizes the need for initiatives that will improve emergency response. This will include:

- New patrol rifles added to our uniform fleet and officer training.
- Improved capabilities as they relate to calls for service on Kempenfelt Bay in the winter with training and equipment, and
- Evaluate the use of winter patrol vehicles such as ATV's.

Continued Community Satisfaction

We will continue to embrace the community needs and use of our community partners to assist us in maintaining a safe community. We will continue and evaluate such programs as:

- Safe Parks and Trails Committee
- Park Ambassador Program
- Graffiti Eradication Program
- Annual Community Survey
- Consideration of an Autism Registry, and the
- Implementation of a new "on-line" Crime Map.

Downtown

We will continue with enhancement of our Downtown Unit service delivery model. This will include:

- Evaluation of the staffing levels downtown
- Implementation of more officers, including a Station Duty Officer, and the
- Evaluation of the use of cameras in the downtown core.



Business Plan 2011-2013

STRATEGIC DIRECTION FOR 2011 - 2013 CONT'D

Conclusion

The three year strategic direction for the Barrie Police Service is a culmination of an Environmental Scan and input from a number of different sources. It should be recognized that this Business Plan is an ongoing process and goals and objectives could change within the next three years as the Service and the community's needs are assessed. The Business Planning process is continually evolving and the Service will remain consistent with on-going analysis and assessment of this plan. This Business Plan will be reviewed on an annual basis to ensuring that the Service remains consistent. The Barrie Police Service is, and will continue to be, "committed to our community".

For further information on the 2011 - 2013 Business Plan, please contact the Barrie Police Service Policy and Planning Unit.

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