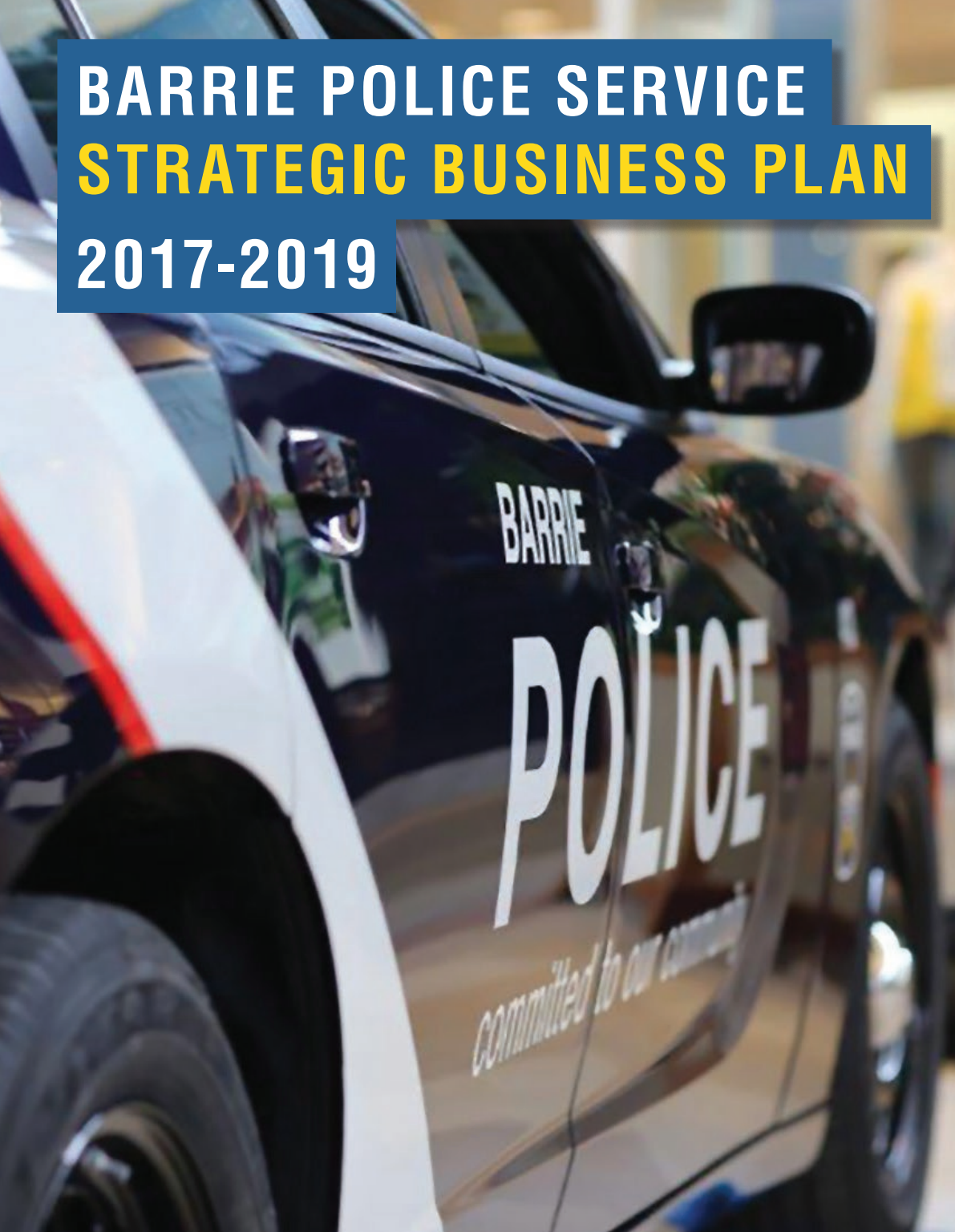


BARRIE POLICE SERVICE **STRATEGIC BUSINESS PLAN** **2017-2019**



MESSAGE FROM

The Board Chair and Chief of Police

On behalf of the Barrie Police Services Board and the Barrie Police Service it is our pleasure to present the 2017-2019 Strategic Business Plan.

The efforts and contributions of this community and our Service members in the development of this plan is a key element in ensuring we remain connected with our neighbourhoods and deliver the best service available.

The Barrie Police Service is constantly striving to improve its effectiveness and efficiency as an organization. This means that collectively we are looking at ways to advance our goals and objectives by ensuring that we

have a measure of success and sustainability for the future.

Efficiencies can be derived through enhanced and converging technologies and the continuous application of analytics to ensure that we manage and maximize our information. Reducing crime is a collaborative effort and one that requires a commitment to excellence through intelligent planning and a focused effort by both our sworn and civilian members.

Our Service is committed to a safer and secure community by building and maintaining a trusted leadership team that exemplifies the qualities of Professionalism, Respect, Integrity, Diversity and Excellence.

Our strategic priorities remain unchanged as we continue to enhance our efforts on:

- Ensuring Public Safety and Security
- Enhancing Community Mobilization and Engagement
- Developing and Engaging our People
- Promoting Organizational Sustainability
- Delivering Quality Service

As we reflect on our past successes and look to the future of this organization we must renew our commitment for a collaborative approach by ensuring the programs and initiatives intended to build a

safer community are sustainable, effective and represent a collective approach.

The 2017-2019 Strategic Business Plan is the road map to success for the next three years as we grow, build and change. Together we will continue to share our commitment towards excellence which will enable us to attain the success we seek.

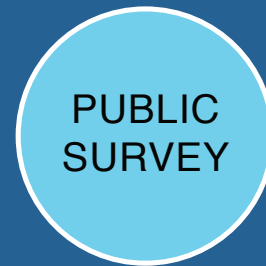


James Dickie, Chair
Police Services Board



Kimberley Greenwood
Chief of Police

Initial Planning Cycle



The Senior management team and the Police Services Board were engaged to identify international, national and local political, economic, social, technology, legal and ethical based factors, which were used to assess forthcoming challenges and opportunities for our organization.

A broad performance measure, sourced from our members, of how we are doing and how we can improve was conducted.

Meeting with small groups from across the Barrie Police Service, issues of concern and ideas for greater efficiency and effectiveness were drawn from our personnel.

Community members were invited via traditional and social media to participate in completing an online survey as to their concerns and priorities with respect to the policing of our community.

Stakeholders from organizations representing a cross section of our community attended sessions that sought what their organizations, and the people they serve, want their police service to prioritize.

The Senior Management Team and the Police Services Board focused on all the previous inputs to shape the overall strategic goals for the Barrie Police Service.

VISION: Policing excellence to ensure a safe and secure community.

MISSION: To serve, protect and enhance our community by providing professional, accountable and sustainable policing services.

VALUES: Through our actions and dedication, we model the principles of: Professionalism, Respect, Integrity, Diversity and Excellence.





1. Ensure public safety & security

SUCCESS MEASURES:

Crime statistics on identified trends

Positive response through internal survey and external survey

Reduction in motor vehicle collisions, personal injuries and fatalities

A reduction in citizen complaints

Objectives	Action Plans
Leverage data analytics and intelligence-led policing to enhance community safety	<ul style="list-style-type: none">• Increase effectiveness by leveraging advanced analytical techniques• Assess current and emerging crime trends to determine priorities• Promote shared analytics between units
Increase our visibility through community patrol by utilizing enhanced mobile technology	<ul style="list-style-type: none">• Ensure that technology is designed and implemented based on the operational needs of the service• Ensure we have the fiscal and human resources to deliver innovative technology to enhance police proficiencies• Create one communication system for members to receive and access information• Explore technologies to improve community interaction
Improve road and pedestrian safety	<ul style="list-style-type: none">• Continue targeted and active enforcement• Implement innovative enforcement and safety strategies• Expand social media initiatives
Encourage citizen participation and collaboration in community safety	<ul style="list-style-type: none">• Engage community leaders to assist in responding to neighbourhood safety concerns• Implement a community safety collaborative training program• Expand the use of social media platforms to enhance crime prevention and community safety



2. Enhance community mobilization and engagement

SUCCESS MEASURES:

Number of interventions conducted

Positive response through internal survey

Number of people following the Services social media platforms

Increase in the number of diverted, non-criminal and disorder calls for service

Objectives

Action Plans

Implement risk driven approaches to identified community concerns

- Liaise with neighbourhoods and groups to provide public awareness on risks and prevention
- Identify vulnerable groups and partner with community agencies to provide early intervention
- Assign community concerns to specialized units

Introduce a neighbourhood policing model

- Deploy officers to designated neighbourhoods
- Encourage active participation between police and community members to address root causes of crime and disorder

Mobilize community through social media

- Expand the use of innovative ideas within social media platforms
- Enhance the sharing of information with the public using community safety bulletins

Drive alignment of community resources to support community well-being

- Enhance Crime Prevention Through Environmental Design in conjunction with our community partners
- Collaborate with community partners to optimize roles, responsibilities and resources
- Conduct risk assessments to implement collaborative community safety strategies



3. Develop and engage our people

SUCCESS MEASURES:

Every member has an individual development plan

Analysis of training offered/measure professional development opportunities

Increased number of people who are trained in specialized areas

New performance system in place that addresses goal setting and engages the member

Objectives

Action Plans

Develop individual career development plans to manage change and succession in the organization

- Engage members to participate in their career development, plans and goals
- Identify future vacancies and prepare for succession through cross-training and mentorship

Develop and engage our people through training and professional development

- Augment service-delivered training by creating opportunities for additional courses
- Increase opportunities for external education through university, colleges and professional associations
- Develop a standardized framework for education and training programs

Maximize organizational flexibility through cross training and strategic deployment

- Identify future leaders and expand their knowledge and experience
- Identify specialists and ensure there are succession plans for those positions

Create performance management and goal setting strategies

- Ensure that performance evaluations identify and assist with progression towards career goals
- Develop a mentorship program to support career progression
- Incorporate innovative reward and recognition strategies to encourage and support member work performance



4. Promote organizational sustainability

SUCCESS MEASURES:

Demonstrated efficiencies of reductions and improvements

Employee satisfaction survey results and reduction in sick time usage

Defined, collaborative roles and responsibilities

Inclusion in short and long term planning with the City

Objectives	Action Plans
Enhance our support and wellness initiatives to ensure a healthy and engaged organization	<ul style="list-style-type: none">Expand training to all levels of our organization to identify and support the health and wellness of membersEnhance support systems available to our membersEnhance communication and awareness of health and wellness
Leverage analytics to optimize resource allocation and deployment	<ul style="list-style-type: none">Implement dashboard technology to assist with decision-makingIncrease effectiveness by leveraging advanced analytical techniques
Optimize strategic community partnerships	<ul style="list-style-type: none">Prioritize participation in committees and partnerships to ensure alignment with our Strategic Business PlanExplore opportunities to develop new partnerships
Capitalize on opportunities to collaborate on growth and long-term planning	<ul style="list-style-type: none">Explore opportunities for further collaborative modelsCollaborate with community partners to optimize roles, responsibilities and resourcesContinue long term financial and capital plans



5. Deliver quality service

SUCCESS MEASURES:

Implementation of technology that makes members more efficient and effective

Results of community and internal surveys indicate alignment between community needs and policing

Audits of use of communication platforms and surveys of users

Community survey results show an increase in public satisfaction

Objectives	Action Plans
Optimize technology to maximize efficiencies and customer service	<ul style="list-style-type: none">Continue to improve mobile data technology ergonomics to increase usageExplore emerging trends in technologies for membersImplement the use of electronic briefs
Ensure operational success	<ul style="list-style-type: none">Enhance mental health transfer of care protocolsIncrease effectiveness by leveraging advanced analytical techniquesOptimizes efficiencies during the design and construction of the new police facility using the Integrated Project Delivery Model
Enhance internal communication platforms	<ul style="list-style-type: none">Create one communication system for members to receive and access informationDevelop a strategy for advanced mobile applications
Enhance our professional profile within our community	<ul style="list-style-type: none">Enhance diversity trainingLiaise with community leaders to promote awareness and knowledge of policing





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