



## BARRIE POLICE SERVICES BOARD MEETING

### OPEN SESSION AGENDA

**THURSDAY, APRIL 16, 2020  
9:00 A.M. – 10:00 A.M.**

### TEAMS TELECONFERENCE

**AGENDA ITEMS:**

ITEM	TOPIC	LEAD	TIME
1.	Call to Order	Chair	1 Min
<b>MEETING OPENING:</b>			
2.	Motion to Approve the Agenda	Chair	2 Min
<i>Motion to approve the agenda for the April 16, 2020 Open Board meeting</i>			
3.	Declaration of Conflict of Interest with Respect to Agenda		
4.	Approval of Minutes – March 19, 2020 Meeting		
<i>Motion to approve the open minutes from the March 19, 2020 Board meeting</i>			
<b>UPDATES:</b>			
5.	Chief's Verbal Update	Chief Greenwood	10 Min
<b>ITEMS TO BE RECEIVED:</b>			
6.	Public Complaints Report	Chair	2 Mins
7.	Budget Variance (end of March)		
8.	Strategic Plan 2017-2019 Final Report		
9.	Strategic Plan 2020 Update		
<i>Motion to approve items to be received</i>			
<b>MEETING CLOSING:</b>			
10.	Next Board Meeting – Thursday, May 21, 2020	Chair	1 Min
11.	Adjournment		
<i>Motion to adjourn the April 16, 2020 Open Board meeting</i>			



BARRIE POLICE SERVICES BOARD MEETING

OPEN SESSION MINUTES

THURSDAY MARCH 19, 2020  
TELECONFERENCE

**PRESENT:**

Ms. Angela Lockridge, Chair  
Mr. Greg Ferguson  
Mayor Jeff Lehman  
Councillor Robert Thomson (Via Teleconference)  
Linda Collins  
Chief Kimberley Greenwood  
Deputy Chief Ken Weatherill  
Mrs. Sarah Young, Board Administrator

**REGRETS:**

Sergeant Angela Butler, Executive Officer

**MEETING OPENING**

1. The meeting was called to order at 9:23
2. Motion to Approve the Agenda

**MOTION #2020-022**

**On motion of Linda Collins, seconded by Mayor Lehman the March 19, 2020 open agenda was approved. CARRIED**

3. Declaration of Conflict of Interest with Respect to the Agenda

None were declared.

4. Approval of Minutes

**MOTION #2020-023**

**On motion of Mayor Lehman, seconded by Linda Collins, the minutes from the February 13, 2020 open meeting were approved. CARRIED**

## **UPDATES**

### 5. Chiefs Verbal Update

Chief Greenwood highlighted the successes the Service has had with Human Trafficking investigations including receiving a guilty plea.

## **ITEMS TO BE RECEIVED**

### 6. Statistical Report

Deputy Weatherill advised the spike in the number of drug offences are due to a search warrant.

### 7. Staff Acknowledgement

### 8. Public Complaints Report

### 9. Freedom of Information Annual Report 2019

### 10. Collection of Identifying Information in Certain circumstances (CIICC) Annual Report

### 11. Budget Variance 2019 Year End

### 12. Barrie Simcoe Emergency Service Campus Update

### 13. 2019 Sunshine List

#### **MOTION #2020-024**

**On motion of Greg Ferguson, seconded by Mayor Lehman the Board approves the items to be received. CARRIED**

## **ITEMS FOR DISCUSSION**

### 14. Connected Core Funding Request

Mayor Lehman provided an overview of the Connected Core Program and the Chambers Bot app. The City of Barrie has requested the Barrie Police Service continue to support this community program.

#### **MOTION #2020-025**

**On motion of Greg Ferguson, seconded by Councillor Thomson, the Board approves the continued partnership with Connected Core by contributing \$5000 from the operational budget to help support the Chalmers bot. CARRIED**

## **MEETING CLOSING**

### 15. Next Board Meeting

Thursday April 16, 2020 – TBD Teleconference or at The Barrie Simcoe Emergency Service Campus – 110 Fairview Road.

16. Adjournment

**MOTION #2020-026**

**On motion of Mayor Lehman, the Barrie Police Services Board Meeting was adjourned at 9:40 a.m.**

---

**Chair**

---

**Board Administrator**



BARRIE POLICE SERVICES BOARD REPORT  
APRIL 2020  
OPEN

**TO:** Barrie Police Services Board

**FROM :** Inspector Robert Allan

**DATE:** April 3, 2020

**SUBJECT:** Professional Standards Monthly Board Report - Open

---

The following is the Open Professional Standards Report covering March 2020 which includes Public Complaints.

**Action Required**

Please review for your information.

**Financial Impact**

No immediate impact.

**1. Public Complaint Summary:**

Complaint Number:	PC 2019-27
Date Filed to OIPRD:	June 19, 2019
Received by PSB:	August 15, 2019
Conduct Complaint:	Discreditable Conduct Neglect of Duty
Allegation Date:	January 26, 2019
Investigation Update:	Investigation complete on December 12, 2019. The initial complaint is unsubstantiated; however through investigation it was found that Respondent Officer #1 did not complete a general occurrence report. The OIPRD confirmed the findings of the investigators at the conclusion of their review on behalf of the Complainant. 1. Respondent Officer #1 - Substantiated (Neglect of Duty) 2. Respondent Officer #2 - Unsubstantiated
Initial Complaint Summary:	The Complainant states that upon exiting his vehicle, he was surrounded by officers, searched and detained. The Complainant believes this occurred due to the fact that he is non-white and that the police thought that he was a suspect in a robbery which had occurred previously.
Disposition:	Concluded - File closed by the OIPRD.
Date Closed:	March 6, 2020
Complaint Timeline:	Six (6) months, 20 days. Professional Standards investigation completed in three (3) months, 27 days.

Complaint Number:	PC 2019-31
Date Filed to OIPRD:	March 19, 2019
Received by PSB:	September 4, 2019
Conduct Complaint:	Neglect of Duty Discreditable Conduct
Allegation Date:	February 20, 2019 - March 19, 2019
Investigation Update:	Resolved - Via Informal Resolution agreed to on February 27, 2020. Investigators met with the Complainant and spoke with her at length regarding the investigation. Investigative Services was referred by Professional Standards to review the case which resulted in a charge of theft under. The Complainant was appreciative of the information provided and was advised that the officers would be spoken to regarding the proper course of action to take when investigating these types of occurrences.
Initial Complaint Summary:	The Complainant advises that one of her employees had been stealing from her business. She contacted the officers who advised her that it was a civil matter and that the police would not investigate, despite her evidence.
Disposition:	Conclusion pending OIPRD disposition.
Date Closed:	N/A
Complaint Timeline:	Six (6) months, two (2) days. Professional Standards investigation completed in five (5) months, 23 days.

Complaint Number:	PC 2019-40
Date Filed to OIPRD:	June 26, 2019
Received by PSB:	October 28, 2019
Conduct Complaint:	Neglect of Duty
Allegation Date:	June 25, 2019
Investigation Update:	On March 2, 2020 an email was sent to the OIPRD requesting an update on the status of this investigation. On March 10, 2020 the OIPRD advised that they will look into the file and provide an update as soon as possible. Professional Standards concluded the complaint as Unsubstantiated - Investigation was completed on December 24, 2019.
Initial Complaint Summary:	The Complainant states that she had contacted the police stating that someone she knows was driving intoxicated and felt that the police put little effort into finding him.
Disposition:	Conclusion pending OIPRD disposition
Date Closed:	N/A
Complaint Timeline:	Five (5) months, three (3) days. Professional Standards investigation completed in one (1) month, 27 days.

Complaint Number:	PC 2019-42
Date Filed to OIPRD:	August 26, 2019
Received by PSB:	February 18, 2020 (October 31, 2019 - EMP)
Conduct Complaint:	Neglect of Duty
Allegation Date:	August 25, 2019
Investigation Update:	The Enhanced Mediation Program (EMP) was received by Professional Standards on October 31, 2019. On February 18, 2020 the OIPRD advised the Service that the EMP had been terminated due to an inability to find common ground. The complaint was re-screened as a conduct complaint and sent for investigation. The Complainant indicated she wished to informally resolve the complaint. On March 12, 2020 investigators met with the Complainant who declined to complete the Informal Resolution Agreement. Subsequently an investigation was conducted, all parties involved have been interviewed and the Final Report is being authored.
Initial Complaint Summary:	The Complainant states that she was in a motor vehicle collision in which her vehicle could not be driven. She advised that the officer did not assist her in calling a tow truck and handed her a pamphlet to the accident reporting center. Further, she advised that the police were not helpful in regards to her complaint of an assault and mischief to her vehicle.
Disposition:	Active
Date Closed:	N/A
Complaint Timeline:	Five (5) months (EMP completed in three (3) months 18 days) - Open Investigation.

Complaint Number:	PC 2019-45
Date Filed to OIPRD:	August 29, 2019
Received by PSB:	November 14, 2019
Conduct Complaint:	Neglect of Duty
Allegation Date:	October 27, 2018 - June 18, 2019
Investigation Update:	Unsubstantiated - Investigation completed on March 12, 2020.
Initial Complaint Summary:	The Complainant advised that he was involved in a motor vehicle collision in which he was struck by a vehicle. He feels that the officer did not take a proper statement from him and that the officer did not conduct a full investigation while at the scene.
Disposition:	Conclusion pending OIPRD disposition
Date Closed:	N/A
Complaint Timeline:	Four (4) months, 17 days. Professional Standards investigation completed in three (3) months, 27 days.



Complaint Number:	PC 2019-47
Date Filed to OIPRD:	September 24, 2019
Received by PSB:	December 5, 2019
Conduct Complaint:	Discreditable Conduct
Allegation Date:	December 4, 2017
Investigation Update:	Final Report being authored
Initial Complaint Summary:	<p>The Complainant states that he was pulled over for a traffic stop. The officer advised he could smell marihuana and asked the Complainant to exit his vehicle. He stated that the officer searched the vehicle without a warrant and further strip searched him on the side of the road.</p> <p>Although the complaint has been filed outside the legislated timeframe, the Director has exercised discretion to accept this complaint based on reasons provided. The reason provided by the Complainant was that he was told the criminal charges needed to be dealt with prior to filing a complaint.</p>
Disposition:	Active
Date Closed:	N/A
Complaint Timeline:	Three (3) months, 26 days - Open investigation.

Complaint Number:	PC 2020-01
Date Filed to OIPRD:	November 25, 2019
Received by PSB:	January 7, 2020
Conduct Complaint:	Discreditable Conduct
Allegation Date:	November 25, 2019
Investigation Update:	Final Report being authored.
Initial Complaint Summary:	<p>The Complainant states that the police attended his residence for a medical call and entered without a warrant. The Complainant also alleges that he was shoved by an officer.</p>
Disposition:	Active
Date Closed:	N/A
Complaint Timeline:	Two (2) months, 24 days - Open investigation.

Complaint Number:	PC 2020-03
Date Filed to OIPRD:	November 19, 2019
Received by PSB:	January 20, 2020
Conduct Complaint:	Excessive Use of Force
Allegation Date:	November 3, 2019
Investigation Update:	Resolved - Via Informal Resolution agreed to on February 24, 2020. Investigators met with the Complainant and explained the officers' actions; he was satisfied with the result and wished to Informally Resolve the complaint.
Initial Complaint Summary:	The Complainant advises that the police attended his residence as his wife contacted 911 regarding a domestic dispute. He states that during the course of his arrest the officers were yelling at him, slammed his head off the cruiser and twisted his left arm causing swelling to his wrists.
Disposition:	Conclusion pending OIPRD disposition.
Date Closed:	N/A
Complaint Timeline:	Two (2) months, 11 days. Professional Standards investigation completed in one (1) month four (4) days.

Complaint Number:	PC 2020-04
Date Filed to OIPRD:	November 21, 2019
Received by PSB:	January 24, 2020
Conduct Complaint:	Discreditable Conduct Neglect of Duty
Allegation Date:	November 18, 2019
Investigation Update:	Withdrawn - On March 5, 2020 Investigators met with the Complainant who advised that he wished to withdraw the complaint. The Complainant has explained that his real issue was with his mother at the time of this incident, investigators are in agreement with the withdrawal.
Initial Complaint Summary:	The Complainant advises that his mother had a violent outburst in front of his son, he requested the officer to file a report regarding the incident. The Complainant states that the officers refused and told him to shut up.
Disposition:	Conclusion pending OIPRD disposition
Date Closed:	N/A
Complaint Timeline:	Two (2) months, seven (7) days. Professional Standards Investigation completed in one (1) month, 11 days.

Complaint Number:	PC 2020-06
Date Filed to OIPRD:	October 29, 2019
Received by PSB:	January 31, 2020
Conduct Complaint:	Excessive Use of Force
Allegation Date:	July 6, 2019
Investigation Update:	Final Report being authored.
Initial Complaint Summary:	The Complainant alleges that during the course of his arrest excessive force was used by the arresting officers. He states that the charges against him are false and that he did not commit the offences in question.
Disposition:	Active
Date Closed:	N/A
Complaint Timeline:	Three (3) months - Open investigation.

Complaint Number:	PC 2020-08
Date Filed to OIPRD:	January 17, 2020
Received by PSB:	February 4, 2020
Conduct Complaint:	Excessive Use of Force
Allegation Date:	January 16, 2020
Investigation Update:	Investigators notified the OIPRD that the officer's involved are Special Constables. The OIPRD has since re-screened the complaint; as Special Constables do not fall within the definition of a "police officer" within the Police Services Act. Therefore the matter is outside of the OIPRD's jurisdiction and they opted to close the file. A review of the video showed that the Complainant attempted to harm herself with an issued privacy gown. The gown was taken from her for safety reasons. The Complainant did not receive any injury therefore no further investigation is required.
Initial Complaint Summary:	The Complainant alleges that while she was in the cells she was "manhandled" by the officers stating that her head was "bashed" against the cell bars. Further, her tendons and ligaments are sore in her left shoulder.
Disposition:	Concluded - File closed by the OIPRD
Date Closed:	March 13, 2020
Complaint Timeline:	One (1) month 27 days.

Complaint Number:	PC 2020-10
Date Filed to OIPRD:	January 22, 2020
Received by PSB:	February 11, 2020
Conduct Complaint:	Discreditable Conduct
Allegation Date:	January 19, 2020
Investigation Update:	On March 26, 2020 investigators spoke with the Complainant who advised that she wished to informally resolve the complaint. She stated that she would be satisfied if the officer was spoken to regarding the impact he had on her during her mental health crisis. Arrangements are being made for the Complainant to sign the appropriate paperwork, at that time the officer will be spoken to regarding his demeanor.
Initial Complaint Summary:	The Complainant states that she was taken to the hospital for mental health issues, while there she advises that the officers were rude and they made her cry.
Disposition:	Active
Date Closed:	N/A
Complaint Timeline:	One (1) month, 20 days - Open investigation.

Complaint Number:	PC 2020-12
Date Filed to OIPRD:	November 5, 2019
Received by PSB:	February 21, 2020
Conduct Complaint:	Discreditable Conduct
Allegation Date:	May 1, 2019
Investigation Update:	Awaiting OIPRD response to reassigning investigation based on the officer's current assignment. The OIPRD investigator has since left the OIPRD and her caseload was transferred to another investigator who is working from home due to the ongoing pandemic.
Initial Complaint Summary:	The Complainant states that she advised the officer that she was being continuously harassed by numerous persons on several occasions. The Complainant advises that she left the officer multiple phone messages with no response.
Disposition:	Active
Date Closed:	N/A
Complaint Timeline:	Eight (8) days - Open investigation.

Complaint Number:	PC 2020-15
Date Filed to OIPRD:	January 30, 2020
Received by PSB:	February 27, 2020
Conduct Complaint:	Discreditable Conduct
Allegation Date:	November 4, 2019
Investigation Update:	Opening stages of investigation.
Initial Complaint Summary:	The Complainant states that the officer attended her parent's residence, where her children live, and proceeded to tell her daughter about the Complainant's drug use and criminal past. The Complainant states that her daughter is now traumatized by the information.
Disposition:	Active
Date Closed:	N/A
Complaint Timeline:	One (1) month, four (4) - Open investigation.

Complaint Number:	PC 2020-16
Date Filed to OIPRD:	December 19, 2019
Received by PSB:	March 2, 2020
Conduct Complaint:	Discreditable Conduct
Allegation Date:	December 14, 2019
Investigation Update:	Opening stages of investigation.
Initial Complaint Summary:	The police were called to a hotel wherein they were advised that the Complainant was causing a disturbance and refusing to leave the premise when directed. The Complainant states the information was false and that the officer's demeanor was extremely rude and intimidating.
Disposition:	Active
Date Closed:	N/A
Complaint Timeline:	29 days - Open investigation.

Complaint Number:	PC 2020-18
Date Filed to OIPRD:	December 16, 2019
Received by PSB:	March 11, 2020
Conduct Complaint:	Discreditable Conduct
Allegation Date:	December 5, 2019
Investigation Update:	This complaint is being handled by way of Customer Service Resolution. (CSR)
Initial Complaint Summary:	The Complainant states that he attended the police station to lodge a driving complaint against another officer. He advises that the front desk officer refused to tell him who was driving and that he was rude to him.
Disposition:	Active
Date Closed:	N/A
Complaint Timeline:	One (1) month, four (4) - Open investigation.

Complaint Number:	PC 2020-19
Date Filed to OIPRD:	February 18, 2020
Received by PSB:	March 13, 2020
Service Complaint:	Criminal Record Checks
Allegation Date:	January 8, 2019
Investigation Update:	Opening stages of investigation.
Initial Complaint Summary:	The Complainant advises that he has applied for his Criminal Record Check with Vulnerable Sector three (3) times. Each of those times he has been required to give his fingerprints delaying the process. The Complainant states that he asked the records clerk why this is; he was advised that it had to do with his name and date of birth, that he was red flagged and that there is nothing she can do about it. The Complainant feels he is being discriminated against.
Disposition:	Active
Date Closed:	N/A
Complaint Timeline:	18 days - Open investigation.





BARRIE POLICE SERVICES BOARD REPORT  
APRIL 2020  
OPEN

**TO:** Barrie Police Services Board

**FROM:** Chief Kimberley Greenwood

**DATE:** April 9, 2020

**SUBJECT:** Financial Variance Report for the period ended March 31, 2020 - Open

---

**Background**

The report provides the Board with a statement of revenue and expenditures for the three-month period ended March 31, 2020 as compared to the approved 2020 budget.

**Attachments**

Operating Variance Report for three months ended March 31, 2020.

**Report**

Attached is the Operating Variance Report for the three months ended March 31, 2020 which represents 25% of the budget year.

Total year-to-date salaries and benefits are \$12,309,398 or 22.9% of the annual budget, operating expenditures total \$1,428,872 or 25.4% of the annual budget and revenues are \$726,827 or 12.6% of budgeted revenue. Total net expenditures for the period were \$13,019,140 or 24.2% of the approved net operating budget.

The projected net results for the three-month period ended March 31, 2020 is a surplus of \$99,455 or 0.2% of the annual budget.

The following comments address significant expense and revenue variances for 2020.

**Salaries & Benefits**

Year to date police and civilian salary costs represent 22.0% of the annual budget. Included in the amounts are retirement payouts for four members who retired in the first quarter of 2020.

Year to date overtime is 28.7% of the annual budget. Overtime costs are closely monitored, and non-essential overtime is not permitted.



Police and civilian benefits costs are 23.5% of the year to date budget. Benefits costs are typically higher during the first half of the year until CPP and EI premiums have reached their maximum annual contribution limits.

### **Building**

Building expenditures to date represent 0.7% of the annual budget. Expenditures pertaining to Barrie Police facilities have not yet be posted to the accounts by the City of Barrie.

### **Maintenance**

Included in maintenance costs is \$356,047 of annual software maintenance and licencing fees.

### **Operating Supplies**

Actual costs incurred and projected unbudgeted expenditures relating to the COVID-19 pandemic have been reflected in operating supplies.

### **Revenue**

Funding for the Court Security Prisoner Transportation Grant (CSPT) was confirmed in March 2020 in the amount of \$2,755,625. Actual proceeds will exceed the budgeted amount by \$27,755 in 2020. The reporting period for the CSPT grant is from January 1 to December 31 of each year.

The Community Safety in Policing (CSP) grant will be consistent with 2019/2020 reporting period and funding was approved in the amount of \$609,075. The reporting period for the CSP grant runs from April 1 to March 31.

Subsequent to finalizing the 2020 budget, funding approved under the following programs:

Proceeds of Crime – Project Speak Up	\$79,621
Police Operations Support Grant	\$98,550
Safer Communities through Collaborative Justice	\$96,672

Also included in grant revenue are billings for nine seconded positions for the first quarter of 2020.

All required annual reports for the grant programs were submitted this quarter prior to the reporting deadlines.

General revenue is 14.1% of the annual budget in the first quarter of 2020. Certain revenue streams including criminal record checks and paid duty administration fees are less than the prior year which is directly related to the ongoing pandemic and corresponding changes in business practices.

### **Financial Implication**

Increased grant funding will provide an operational surplus for 2020. Inclusion of unbudgeted costs pertaining to the ongoing pandemic will result in an overall projected surplus in the amount of \$99,455.

Financial management staff will continue to monitor the Service's financial position and report accordingly

**Prepared by:**

Nancy Halas  
Finance Manger



**BARRIE POLICE SERVICES BOARD  
OPERATING VARIANCE REPORT  
For the period ended March 31, 2020**

	Annual Budget \$	YTD Actual \$	YTD %	Year End Projected \$	Projected Variance \$	Projected Variance %	Prior Year YTD Actual \$	Prior Year %
<b>Police Services Board</b>								
Board honoraria & benefits	13,592	3,635	26.7%	13,592	-	0.0%	6,324	46.5%
Board professional fees	45,000	4,035	9.0%	45,000	-	0.0%	2,543	5.7%
Board memberships	5,200	-	0.0%	5,200	-	0.0%	5,130	100.6%
Board meetings, travel & supplies	3,000	27	0.9%	3,000	-	0.0%	18	0.6%
<b>Total Police Services Board</b>	<b>66,792</b>	<b>7,697</b>	<b>11.5%</b>	<b>66,792</b>	<b>-</b>	<b>0.0%</b>	<b>14,015</b>	<b>21.0%</b>
<b>Salaries</b>								
Police Salaries	27,236,338	6,087,678	22.4%	27,236,338	-	0.0%	6,714,606	24.5%
Civilian Salaries	9,867,339	2,041,359	20.7%	9,867,339	-	0.0%	2,225,858	24.8%
Casual Salaries	1,854,712	441,964	23.8%	1,854,712	-	0.0%	318,578	17.4%
	<b>38,958,389</b>	<b>8,571,001</b>	<b>22.0%</b>	<b>38,958,389</b>	<b>-</b>	<b>0.0%</b>	<b>9,259,042</b>	<b>24.2%</b>
<b>Overtime</b>								
Police Overtime	669,000	180,965	27.1%	669,000	-	0.0%	211,389	31.6%
Civilian Overtime	53,000	25,902	48.9%	53,000	-	0.0%	24,118	42.3%
	<b>722,000</b>	<b>206,867</b>	<b>28.7%</b>	<b>722,000</b>	<b>-</b>	<b>0.0%</b>	<b>235,507</b>	<b>32.4%</b>
<b>Benefits</b>								
Police Benefits	8,597,166	2,139,954	24.9%	8,597,166	-	0.0%	2,237,487	26.5%
Civilian Benefits	3,086,139	753,441	24.4%	3,086,139	-	0.0%	762,000	26.6%
Casual Benefits	191,265	98,933	51.7%	191,265	-	0.0%	72,488	38.8%
	<b>11,874,570</b>	<b>2,992,328</b>	<b>25.2%</b>	<b>11,874,570</b>	<b>-</b>	<b>0.0%</b>	<b>3,071,975</b>	<b>26.8%</b>
<b>Legislative Impacts</b>								
Salaries	1,813,742	444,780	24.5%	1,813,742	-	0.0%	219,627	16.5%
Benefits	478,845	94,422	19.7%	478,845	-	0.0%	53,903	16.2%
	<b>2,292,587</b>	<b>539,202</b>	<b>23.5%</b>	<b>2,292,587</b>	<b>-</b>	<b>0.0%</b>	<b>273,530</b>	<b>32.6%</b>
<b>Total Salaries &amp; Benefits</b>	<b>53,847,546</b>	<b>12,309,398</b>	<b>22.9%</b>	<b>53,847,546</b>	<b>-</b>	<b>0.0%</b>	<b>12,840,054</b>	<b>24.7%</b>
<b>Operating Expenditures</b>								
Building	1,293,578	9,324	0.7%	1,293,578	-	0.0%	274	0.0%
Vehicle maintenance and leases	775,500	175,176	22.6%	775,500	-	0.0%	112,773	14.7%
Maintenance	738,580	413,158	55.9%	738,580	-	0.0%	277,989	38.1%
Insurance	560,500	19,236	3.4%	560,500	-	0.0%	429,089	72.1%
Operating supplies	515,405	181,885	35.3%	569,371	(53,966)	(10.5%)	99,140	20.8%
Uniforms and equipment	392,951	105,088	26.7%	392,951	-	0.0%	72,241	20.0%
Annual fees and levies	303,500	14,423	4.8%	303,500	-	0.0%	-	0.0%
Staff development and wellness	374,276	48,401	12.9%	374,276	-	0.0%	55,678	15.2%
Telephone	346,248	80,308	23.2%	346,248	-	0.0%	64,523	25.7%
Professional fees	113,900	5,759	5.1%	113,900	-	0.0%	7,380	6.5%
Office supplies	64,000	11,732	18.3%	64,000	-	0.0%	11,457	16.0%
Grant expenditures	37,650	312,514	830.1%	557,164	(519,514)	(1,379.9%)	106,225	183.8%
Property and equipment rental	22,500	-	0.0%	22,500	-	0.0%	-	0.0%
Meetings and travel	16,600	3,895	23.5%	16,600	-	0.0%	6,760	39.3%
Memberships	16,686	2,420	14.5%	16,686	-	0.0%	3,664	25.7%
Community events	8,000	553	6.9%	8,000	-	0.0%	-	0.0%
Contribution to Child and Youth Advocacy Centre	45,000	45,000	100.0%	45,000	-	0.0%	90,000	100.0%
Connected Core Pilot Program Funding Partnership	-	-	-	5,000	(5,000)	-	-	-
<b>Total Operating Expenditures</b>	<b>5,624,874</b>	<b>1,428,872</b>	<b>25.4%</b>	<b>6,203,354</b>	<b>(578,480)</b>	<b>(10.3%)</b>	<b>1,337,193</b>	<b>23.6%</b>
<b>Revenue</b>								
Grants and Secondments	4,674,354	613,516	13.1%	5,352,289	(677,935)	-14.5%	303,923	5.7%
General revenue	805,000	113,311	14.1%	805,000	-	0.0%	216,279	28.8%
DC Funding	241,000	-	0.0%	241,000	-	0.0%	-	0.0%
Contribution from operating reserve	45,000	-	0.0%	45,000	-	0.0%	-	-
<b>Total Revenue</b>	<b>5,765,354</b>	<b>726,827</b>	<b>12.6%</b>	<b>6,443,289</b>	<b>(677,935)</b>	<b>(0)</b>	<b>520,202</b>	<b>8.6%</b>
<b>Net Operating Expenditures</b>	<b>53,773,858</b>	<b>13,019,140</b>	<b>24.2%</b>	<b>53,674,403</b>	<b>99,455</b>	<b>0.2%</b>	<b>13,671,060</b>	<b>26%</b>



BARRIE POLICE SERVICES BOARD REPORT  
APRIL 2020  
OPEN

**TO:** Barrie Police Services Board

**FROM:** Chief Kimberley Greenwood

**DATE:** April 16, 2020

**SUBJECT:** 2017-2019 Year End Strategic Business Plan Report- Open

The *Police Services Act*, Regulation 3/99, s. 30 (1) requires that all Police Services Boards in the Province of Ontario prepare a Strategic Business Plan once every three years to guide the delivery of policing services to the community.

### **Background**

2019 was an exciting year as it was the final year of our 2017- 2019 Barrie Police Service Strategic Business Plan. The year was filled with thoughtful reflection on what our Service had done well, could do better and will strive to achieve in the future.

We had completed many consultations throughout the year, including an external community survey, an internal member's survey and a comprehensive two-day leadership strategic planning session. All of these consultations were done to achieve the dual purpose of reflecting on the achievements of the 2017-2019 Strategic Business Plan, while also looking forward to our 2020-2022 Strategic Plan.

Our Service continually endeavours to improve upon its efficiencies and effectiveness as an organization that collectively works towards meeting our goals and objectives.

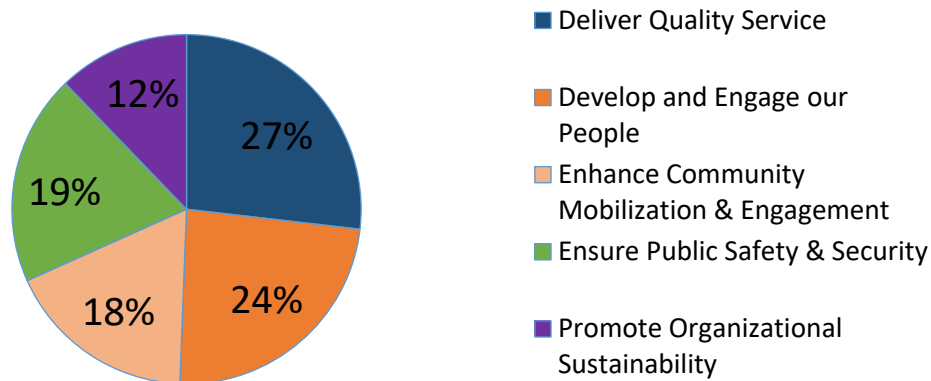
### **Overview**

As the 2017-2019 Strategic Business Plan has concluded, we are taking this opportunity to review the results of this plan in its entirety and to gauge its overall impact for the past three years.

In total we have implemented over 164 initiatives during this Strategic Planning three-year cycle. The initiatives were distributed throughout each of our goals and strategic objectives. The chart below shows the distribution under each goal of our three-year Strategic Business Plan and reflects our intention to strive for equal representation. By diversifying our initiatives to represent

all five goals we were able to utilize more of the action plans identified in our planning document.

## 2017-2019 Initiatives By Goal



From 2017-2019, five strategic goals steered the development of our strategic objectives which were implemented through action plans. When evaluating the success of the plan, these action plans were considered success indicators that helped measure the progress and impact of the overall plan.

In total, there were 53 action plans that were documented in the 2017-2019 Barrie Police Service Strategic Business Plan. The attached “Appendix A” summarizes which of the action plans were implemented and which ones will be carried forward into the 2020-2022 Strategic Plan.

### **Conclusion**

As we reflect on the 2017-2019 Barrie Police Service Strategic Business Plan, we reflect on the many lessons we have learned and successes we have achieved. We have successfully achieved the goals and objectives set forth in our planning document and look forward to taking the lessons we have learned from our past plan and implementing them into our 2020-2022 Barrie Police Service Strategic Plan.

### **Recommendation**

The Barrie Police Services Board receives this report for information.

### **Prepared By:**

Dana Stott #10619  
Strategic Planner  
Executive Services

### **Approved By:**

Robert Allan # 3909  
Inspector  
Executive Services



# Appendix A: 2017-2019 Barrie Police Service Strategic Business Plan Evaluation

## Rating

-  Achieved
-  Carried Over to 2020-2022 Strategic Plan

## Goals

1	Ensure public safety & security	(A+)
2	Enhance community mobilization & engagement	(A+)
3	Develop & engage our people	(B+)
4	Promote organizational sustainability	(A+)
5	Deliver quality service	(A+)

### Goal 1: Ensure public safety & security

1.	Increase effectiveness by leveraging advanced analytical techniques	✓
2.	Assess current and emerging crime trends to determine priorities	✓
3.	Promote shared analytics between units	✓
4.	Ensure that technology is designed and implemented based on the operational needs of the service	✓
5.	Ensure we have the fiscal and human resources to deliver innovative technology to enhance police proficiencies	✓
6.	Create one communication system for members to receive and access information	✓
7.	Explore technologies to improve community interaction	✓
8.	Continue targeted and active enforcement	✓
9.	Implement innovative enforcement and safety strategies	✓
10.	Expand social media initiatives	✓
11.	Engage community leaders to assist in responding to neighbourhood safety concerns	✓
12.	Implement a community safety collaborative training program	✓
13.	Expand the use of social media platforms to enhance crime prevention and community safety	✓



# 2017-2019 Barrie Police Service Strategic Business Plan Evaluation

## Goal 2: Enhance community mobilization & engagement

1. Liaise with neighbourhoods and groups to provide public awareness on risks and prevention
2. Identify vulnerable groups and partner with community agencies to provide early intervention
3. Assign community concerns to specialized units
4. Deploy officers to designated neighbourhood's
5. Encourage active participation between police and community members to address root causes of crime and disorder
6. Expand the use of innovative ideas within social media platforms
7. Enhance the sharing of information with the public using community safety bulletins
8. Enhance Crime Prevention Through Environmental Design (CPTED) in conjunction with our community partners
9. Collaborate with community partners to optimize roles, responsibilities and resources
10. Conduct risk assessments to implement collaborative community safety strategies





# 2017-2019 Barrie Police Service Strategic Business Plan Evaluation

## Goal 3: Develop & engage our people

1. Engage members to participate in their career development, plans and goals
2. Identify future vacancies and prepare for succession through cross-training and mentorship
3. Augment service-delivered training by creating opportunities for additional courses
4. Increase opportunities for external education through university, colleges and professional associations
5. Develop a standardized framework for education and training programs
6. Identify future leaders and expand their knowledge and experience
7. Identify specialists and ensure there are succession plans for those positions
8. Ensure that performance evaluations identify and assist with progression towards career goals
9. Develop a mentorship program to support career progression
10. Incorporate innovative reward and recognition strategies to encourage and support member work performance







# 2017-2019 Barrie Police Service Strategic Business Plan Evaluation

## Goal 4: Promote organizational sustainability

1. Expand training to all levels of our organization to identify and support the health and wellness of members
2. Enhance support systems available to our members
3. Enhance communication and awareness of health and wellness
4. Implement dashboard technology to assist with decision-making
5. Increase effectiveness by leveraging advanced analytical techniques
6. Prioritize participation in committees and partnerships to ensure alignment with our Strategic Business Plan
7. Explore opportunities to develop new partnerships
8. Explore opportunities for further collaborative models
9. Collaborate with community partners to optimize roles, responsibilities and resources
10. Continue long term financial and capital plans





# 2017-2019 Barrie Police Service Strategic Business Plan Evaluation

## Goal 5: Deliver quality service

1. Continue to improve mobile data technology ergonomics to increase usage
2. Explore emerging trends in technologies for members
3. Implement the use of electronic briefs
4. Enhance mental health transfer of care protocols
5. Increase effectiveness by leveraging advanced analytical techniques
6. Optimizes efficiencies during the design and construction of the new police facility using the Integrated Project Delivery (IPD) model
7. Create one communication system for members to receive and access information
8. Develop a strategy for advanced mobile applications
9. Enhance diversity training
10. Liaise with community leaders to promote awareness and knowledge of policing





BARRIE POLICE SERVICES BOARD REPORT  
APRIL 2020  
OPEN

**TO:** Barrie Police Services Board  
**FROM:** Chief Kimberley Greenwood  
**DATE:** April 16, 2020

**SUBJECT:** Strategic Plan 2020 Update - Open

---

The *Police Services Act*, Regulation 3/99, s. 30 (1) requires that all Police Services Boards in the Province of Ontario prepare a Business Plan once every three years to guide the delivery of policing services to the community.

**Background**

January 2020 not only marked the beginning of a new strategic planning year, but it was also the launch of our new 2020-2022 Strategic Plan. Within this plan there were four main areas of improvement that we sought to achieve:

1. Increased engagement through plain language documentation
2. Improved data gathering and measurement to reinforce evidence-based policing and fiscal responsibility
3. Program alignment to create meaningful change
4. Improved communication and collaboration

With those four concepts in mind, our communication of the plan was carried out in a variety of formats that utilized new technology while also relying on traditional means of distribution. We distributed printed copies of the plan to some of our closest partner groups, while also sending virtual PDF copies to those that preferred an electronic format.

Our internal communications utilized a combination of traditional and new technology which focused on making our Strategic Plan relevant and useful for all Barrie Police Service members.

Finally, our external communications also utilized a combination of new and traditional platforms in an effort to reach a more diverse audience in both video and written formats.

Overall, the response has been very positive from all stakeholder groups who have found the communication of the plan appealing, energizing and easy to understand.

**Overview**

To support the development of the 2020-2022 Strategic Plan, key performance indicators (KPIs) were developed to help inform evidence-based decision making. This report will give a semi-annual update on where we are with those KPIs as we look at the first three months of our new Strategic Plan.

Our 2020-2022 Strategic Plan is comprised of three priorities that each have three objectives with two actions. Each objective has a KPI that helps us track the impact of our actions and formulate more evidence-based decisions.

**Priority 1: Crime Prevention, Community Safety & Law Enforcement**

<b>Objective:</b>	<b>Visible &amp; Approachable Police Service</b>
KPI:	Increase the feeling of safety in downtown Barrie and public parks.
Measure:	Annual Community Safety Survey
Update:	Our Community Safety Survey is now being distributed annually and is currently being created by the Strategic Planning team. Due to COVID-19 restrictions, the survey will only be available online and a unique communication plan is being created to stay sensitive to the changing landscape. Once published, the survey will remain up for 30 days and results will be analyzed in early June.

<b>Objective:</b>	<b>Safer Roads &amp; Pathways</b>		
KPI:	Reduce the number of fatalities and injuries on Barrie roads.		
Measure:	Collisions Involving Injuries Report: Accident Report Services LTD.		
		January - March 2019	January - March 2020
	Fatal Injury	0	2
	Non-Fatal Injury	64	53
	Total	263	185
Update:	Other than two unfortunate fatalities near the beginning of the year, the general trend for traffic violations has seen a decrease in numbers, suggesting that our initiatives are making a positive impact on the community as a whole. At the start of this year we have also updated our tracking methods to be more reliable and consistent to allow for more accurate analysis and evidence gathering in the future.		

<b>Objective:</b>	<b>Supportive Victim Services</b>
<b>KPI:</b>	Increase the number of reported victimization reports.
<b>Measure:</b>	<ol style="list-style-type: none"> <li>1. Coplogic Reports <ul style="list-style-type: none"> <li>January 1, 2019 - April 1, 2019 = 222 reports</li> <li>January 1, 2020 - April 1, 2020 = 382 reports</li> </ul> </li> <li>2. Annual Community Safety Survey: New Questions <ul style="list-style-type: none"> <li>• Did you report a crime with the Barrie Police Service this year? <ul style="list-style-type: none"> <li>○ How did you report it?</li> <li>○ How satisfied were you with your experience?</li> </ul> </li> <li>• Were you a victim of a crime this year that you did not report? Why not?</li> </ul> </li> </ol>
<b>Update:</b>	<p>In an effort to support our strategic action for researching and implementing online reporting for victims, we have chosen to measure and track online reporting through the use of Coplogic. Online reporting through Coplogic has increased by 72% over this time last year and the Barrie Police Service continues to push this valuable resource during COVID-19 as a way to reduce unnecessary physical interactions.</p> <p>In combination to this measurement we will also be including new questions into our Annual Community Safety Survey that will give us qualitative and quantitative data to help support our evidence-based policing models. This information will help us support victims by recognizing their first-hand experiences of the obstacles and barriers when reporting violations.</p>

## Priority 2: Community Engagement & Collaboration

<b>Objective:</b>	<b>Community Partner in Proactive Policing</b>
<b>KPI:</b>	Increase number of community events Barrie Police Service members participate in.
<b>Measure:</b>	Due to COVID-19 this KPI will need to be re-evaluated as all community events are currently cancelled and will be for the foreseeable future. Therefore, we can no longer compare the data sets accurately to past years as it will not give us an accurate comparison.
<b>Update:</b>	While our attendance at community events is no longer a relevant data comparison, our other action under this objective is utilizing advisory committees to enhance service delivery. While regular advisory committees have been temporarily suspended, COVID-19 has created many new advisory committee opportunities and the Barrie Police Service has been approached to be a participant in many of these. These invitations reinforce that the Barrie

	Police Service is an active community partner and leader in proactive policing methods.
--	---

<b>Objective:</b>	<b>Trust &amp; Transparency with the Community</b>
KPI:	Increase the number and diversity of residents who respond to our Annual Community Safety Survey.
Measure:	Will track number and diversity of respondents who complete the 2020 Annual Community Safety Survey.
Update:	While COVID-19 presents certain challenges as we try to get a more diverse group of respondents, it also gives us unique opportunities. We will develop a communication plan to increase our numbers and diversity of survey respondents. Diversity is not restricted to race or ethnicity but is a broad term to describe a range of characteristics that may include age, race, gender, family structure, income and more. By utilizing the Snapshot of Barrie infographic within our Strategic Plan we can compare our survey respondents to our City make-up and strive for a representation that is comparable.

<b>Objective:</b>	<b>Authentic Two-Way Communication with Community Members</b>
KPI:	Increase the percentage of Barrie Police Service members who agree that leadership is transparent and approachable.
Measure:	The Internal Members Survey will be distributed in June with results available in July.
Update:	While the measure for this KPI are not yet available, COVID-19 has tested the resiliency of our members and service as a whole. Anecdotal evidence suggests that members share a great sense of pride in the Service as leadership has been quick and swift in their response to this pandemic and members feel valued during this extremely difficult time.

### Priority 3: Organization Excellence & Sustainability

<b>Objective:</b>	<b>Safe &amp; Supportive Workplace</b>
KPI:	Increase the feeling of support for members in regards to wellness and environmental safety.
Measure:	Results of the Internal Members Survey.
Update:	COVID-19 has been a unique opportunity to test the service’s resilience and ability to provide a safe and supportive environment in the most extreme circumstances. Member’s wellness has always remained top priority as new initiatives are brought forward, especially during this pandemic. Within our Internal Members Survey, we will create specific questions that relate to member’s wellness and sense of safety while inquiring about new safety measures that have been put in place as a result of COVID-19.

<b>Objective:</b>	<b>Progressive Professional Development</b>
KPI:	Increase our professional development opportunities for members.
Measure:	Our original measurement was to evaluate and compare the number of learning opportunities annually. However, COVID-19 has greatly affected this measure and a new metric is currently being decided to gather more accurate data.
Update:	<p>For the first three months of 2020 our members were actively engaged in standard professional development opportunities including Crisis Intervention Team Training, In-Service Training and Taser Update Training. However, comparable data will be inaccurate for the foreseeable future due to COVID-19 cancellations.</p> <p>While events like our Strategic Annual Planning Session have been postponed, we are still planning the event with data collected from an internal survey that provided insight into how to utilize participant’s time most effectively. When asked what topics they would like to learn most about, the top three answers were:</p> <ol style="list-style-type: none"> <li>1. Technology &amp; Policing</li> <li>2. Evidence-based Policing</li> <li>3. Measurement &amp; Tracking</li> </ol>

We will work closely with the Training Unit, Human Resources and the Leadership Team to determine a new measurement tool for our 2020-2022 Barrie Police Service Strategic Plan.

<b>Objective:</b>	<b>Leaders in Innovative Policing Practices</b>
KPI:	Decrease calls for service that require police to attend by providing more proactive policing measures.
Measure:	CAD Dashboard Calls for Service: January – March 31, 2020 = 17,226 January – March 31, 2019 = 17,238
Update:	In January and February we saw a slight increase in our Calls for Service, but then a decrease in March as COVID-19 restrictions were put into place. Because COVID-19 will affect this performance measure, further analysis into the data will help us reveal trends and patterns specific to our actions of using technology; technology designed to improve efficiencies and utilizing evidence-based policing to address community issues.

**Conclusion**

COVID-19 has tested our service in many ways, but our Strategic Plan has remained a relevant and responsive planning document that helps guide our service, even in the most trying times.

While we may need to adjust our key performance indicators and measures to account for environmental factors as significant as this pandemic, our priorities, objectives and actions all remain relevant as we model the principles of professionalism, respect, integrity, diversity and excellence in our pursuit of policing excellence to ensure a safe and secure community.

**Recommendation**

The Barrie Police Services Board receive this report for information.

**Prepared By:**

Dana Stott  
Strategic Planner #10619  
Executive Services

**Approved by:**

Robert Allan  
Inspector #3909  
Executive Services