



## Barrie Police Services Board Meeting

OPEN

Thursday, October 19, 2023

9:00 a.m.

Community Room

YouTube Live

Item	Topic	Lead	Time
1.	Call to Order	Chair	1 Min
2.	Land Acknowledgement		
<b>Meeting Opening:</b>			
3.	Motion to Approve the Agenda	Chair	2 Min
<b>Motion to approve the agenda for the October 19, 2023, open board meeting</b>			
4.	Declaration of Conflict of Interest with Respect to the Agenda		
5.	Approval of Minutes		
<b>Motion to approve the minutes from the September 21, 2023, open meeting</b>			
<b>Consent Agenda:</b>			
6.	Staff Acknowledgements	Chair	5 Min
7.	Public Complaints		
8.	Towing Contract		
<b>Motion to receive the consent agenda items</b>			
<b>For Approval:</b>			
9.	Re-Appointment of Special Constable Member	Chair	2 Min
<b>Motion to approve the re-appointment of Special Constable Member Danielle Dykstra-Cochrane</b>			
<b>For Discussion:</b>			
10.	2023-2025 Strategic Plan Year to Date Review	Chief	5 Min
<b>Updates:</b>			
11.	Chief's Update	Chief	15 Min
<b>Meeting Closing:</b>			
12.	Next Board Meeting – Thursday, November 16, 2023	Chair	2 Min
13.	Adjournment		
<b>Motion to adjourn the October 19, 2023, open board meeting</b>			



BARRIE POLICE SERVICES BOARD MEETING

OPEN SESSION MINUTES

**Thursday, September 21, 2023  
Community Room and YOUTUBE LIVE**

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**PRESENT:**

Mr. Greg Ferguson, Chair  
Deputy Mayor Robert Thomson, Vice Chair  
Mayor Alex Nuttall  
Mr. Arif Khan  
Ms. Lynn Strachan  
Chief Rich Johnston  
Ms. Sarah Young, Board Administrator  
Sergeant Stephanie McKibbon

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*Inspector Moore, Staff Sergeant Fitzgerald, Maria McWilliams, Samantha Scott, Inspector Val Gates, Madison Charman, A/Inspector Fearon, Steve Bound, Katie Palermo, Tyrell Turner, Crichton Vermeer, Alicia McLeod attended the meeting.*

**MEETING OPENING**

1. The meeting was called to order at 9:13 a.m.
2. Chair Ferguson acknowledged the land.
3. Approval of Agenda

**MOTION #2023-070**

**On motion of Arif Khan, seconded by Lynn Strachan, the September 21, 2023 Open agenda was approved. CARRIED**

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

None were declared.

5. Approval of Minutes

**MOTION #2023-071**

**On motion of Arif Khan, seconded by Deputy Mayor Thomson, the minutes from the June 15, 2023, Open meeting were approved. CARRIED**

## **CONSENT AGENDA**

6. Staff Acknowledgements
7. Public Complaints
8. Budget Variance (Q2)
9. Accident Reporting Centre Lease Renewal

### **MOTION #2023-072**

On motion of Arif Khan, seconded by Lynn Strachan, the consent agenda items were received. **CARRIED**

## **FOR APPROVAL**

10. Appointment of New Special Constables

### **MOTION #2023-073**

On motion of Lynn Strachan, seconded by Arif Khan, the appointment of the following Special Constables was approved.

Paul Shayne Borden  
Christine Douglas  
Kyle Guergis  
Luke Rigelhof  
Kaleb Rossel  
Eric Sapsford  
Stephen Thompson  
Zackeri Wren

**CARRIED**

## **PRESENTATION**

11. Quarterly Statistics

Chief Johnston introduced Maddison Charman, Organizational Researcher who is responsible for overseeing the statistical presentation. Moving ahead, these presentations will occur every three months, with the next one scheduled for December.

The presentation featured data collected up to August 31, 2023, which is constantly updated in a real-time database, leading to potential fluctuations. The following slides were part of the presentation:

- Measurements of police activity
- Priorities defined
- CAD created events
- Reporting methods
- Crime count
- Weighted crime harm
- Crime count
- Crime harm
- Harm trends by type
- Harm concentration

- Community-reported harm drivers
- Proactive harm drivers
- Commercially detected harm driver
- Harm vs. Count proportion
- Harm update
- Harm past 365 days
- Harm summer comparison
- Harm vs. volume
- Harm spot update
- Traffic hot spot update
- Citizens on patrol: noise enforcement.

There were inquiries from board members regarding the distinction between theft and robbery concerning slides 22 and 23. Staff Sergeant Fitzgerald clarified that a robbery involves theft accompanied by violence. Additionally, there was curiosity about the extent to which the statistics were connected to automobile theft. The Barrie Police Service has observed a surge in auto thefts and is actively pursuing grants and partnerships with other Auto Crime Units to address this issue.

Mayor Nuttall requested a more detailed breakdown of the 2023 summer harm comparison data, specifically seeking information on the times of day these events occur.

## **UPDATES**

### 12. Chief's Update

Chief Johnston provided an update on the following:

- Police annual awards ceremony
- Community events
  - Festival of India, Sirens for Life, Camp Day, Dragonboat Festival, National Police Dog Championship
- New members of the service
- Community connections
- Community volunteerism
- Service highlights
- Highlighted investigations
- New initiative – hot spot intersections
- Employment info session – Women in policing

Lynn Strachan exhibited a keen interest in the prerequisites women must meet regarding their fitness levels and educational background to pursue a career as a police officer. Chief Johnston extends an encouraging invitation to all women to participate in the recruitment events.

## **MEETING CLOSING**

13. Next Regular Board Meeting -Thursday, October 19, 2023

14. Adjournment

**MOTION #2023-074**

**On motion of Lynn Strachan, the Barrie Police Services Open Board Meeting was adjourned at 10:18 a.m.**

**CARRIED**

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**Chair**

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**Board Administrator**



**BARRIE POLICE SERVICES BOARD REPORT  
OCTOBER 2023  
OPEN**

**TO:** Barrie Police Services Board

**FROM :** Chief Rich Johnston

**DATE:** October 6, 2023

**SUBJECT:** Staff Acknowledgements

**Background**

Staff Acknowledgements received for the month of September.

<b>EMPLOYEE</b>	<b>FROM WHOM</b>	<b>COMMENTS</b>
Constable Tim Ferreira Constable James Hughes	Staff Sergeant Butler	Constable Ferreira and Constable Hughes were commended for their compassion and maturity while aiding a female in crisis. " I must commend PC Ferreira and PC Huges for being hardworking officers who consistently make good arrests. They also possess the compassion and maturity to help aid those in turmoil."
Sergeant Jelena Rajkovic Detective Constable Shane Keers	Staff Sergeant Butler	Staff Sergeant Butler acknowledged Sergeant Rajkovic and Detective Constable Keers for assisting Platoon 1 with two significant investigations on September 9, 2023, and September 10, 2023. "They worked extremely long hours without complaint, always providing updates and assisting the platoon at the same time."

<p>Constable Rob Henderson Constable Kaylee Elsey</p>	<p>Barrie Resident</p>	<p>A message was received acknowledging Constable Henderson and Constable Elsey for a job well done when dealing with an unwanted person. "Job really well done; they had the patience of a saint; they did a really good job."</p>
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**Recommendation**

The Board receive this report for information.

**Prepared by:**

Sarah Young (9049)  
Executive Assistant



BARRIE POLICE SERVICES BOARD REPORT  
OCTOBER 2023  
OPEN

**TO:** Barrie Police Services Board

**FROM :** Inspector Robert Burke

**DATE:** October 6, 2023

**SUBJECT:** Professional Standards Monthly Board Report

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The following is the Open Professional Standards Report covering September, 2023 which includes Public Complaints.

**Action Required**

Please review for your information.

**Financial Impact**

No immediate impact.



## 1. Public Complaint Summary:

Complaint Number:	PC 2023-03
Date Filed to OIPRD:	January 3, 2023
Received by PSB:	January 20, 2023
Conduct Complaint:	Discreditable Conduct Neglect of Duty
Allegation Date:	January 2, 2023
Investigation Update:	The officer is currently off on leave, the investigation is on hold pending the officers return to work.
Initial Complaint Summary:	The Complainant alleges that the officer left a disparaging comment on her webpage fundraiser. She further advised that on a separate occasion, while off duty, the officer saw the Complainant's daughter at a social setting and said very negative and hurtful things about her and her husband (who is also a member of the Barrie Police Service).
Disposition:	Active
Date Closed:	N/A
Complaint Timeline:	Eight months, 10 days - Open investigation (On hold)

Complaint Number:	PC 2023-34
Date Filed to OIPRD:	May 24, 2023
Received by PSB:	June 16, 2023
Conduct Complaint:	Discreditable Conduct
Allegation Date:	Neglect of Duty May 23, 2023
Investigation Update:	Resolved - Via Informal Resolution on July 20, 2023. The Investigator contacted the Complainant and spoke with her regarding the interaction. The officers were made of aware of the Complainant's concerns and acknowledged them. At the outcome all parties were satisfied and agreed to the resolution.
Initial Complaint Summary:	The Complainant is a landlord and attended a rental unit without giving proper notice, police were called for assistance. She advises that the officers were disrespectful and rude and that they did not investigate properly.
Disposition:	Concluded - File closed by the OIPRD
Date Closed:	October 3, 2023
Complaint Timeline:	Three months, 17 days. Professional Standards investigation completed in one month, four days.

Complaint Number:	PC 2023-42
Date Filed to OIPRD:	June 26, 2023
Received by PSB:	July 20, 2023
Conduct Complaint:	Discreditable Conduct
Allegation Date:	June 25, 2023
Investigation Update:	Resolved - Via Informal Resolution on August 29, 2023. The Investigator was able to explain the officers' actions and the role of the police, which the Complainant understood and appreciated. The officers were spoken to regarding providing a more detailed explanation in the future. At the outcome both parties were satisfied and agreed to the resolution.
Initial Complaint Summary:	The Complainant, who is a taxi driver, contacted police as he had a fare who would not pay/leave his taxi. The officers arrived on scene and removed the party, who did not pay the fare. The Complainant felt the officers misled him that the fare would be paid.
Disposition:	Conclusion pending OIPRD disposition
Date Closed:	N/A
Complaint Timeline:	Two months, 10 days. Professional Standards investigation completed in one month, nine days.

Complaint Number:	PC 2023-43
Date Filed to OIPRD:	June 8, 2023
Received by PSB:	July 20, 2023
Conduct Complaint:	Discreditable Conduct
Allegation Date:	June 7, 2023
Investigation Update:	Resolved - Via Informal Resolution on August 1, 2023. The Investigator spoke at length with the Complainant who wished the officer spoken to regarding their interaction. The officer was advised and acknowledged the Complainant's concerns. At the outcome both parties agreed to the resolution.
Initial Complaint Summary:	The Complainant advises that her landlord had contacted police regarding unwanted persons. While there, police knocked on her door and advised her to move her vehicle as per the landlord. She states the officer began to question her as to why she has not paid her rent. The Complainant felt harassed and that the officer was not polite and judgemental.
Disposition:	Conclusion - File Closed by the OIPRD
Date Closed:	October 3, 2023
Complaint Timeline:	Two months, 13 days. Professional Standards investigation completed in 12 days.

Complaint Number:	PC 2023-45
Date Filed to OIPRD:	July 17, 2023
Received by PSB:	August 8, 2023
Conduct Complaint:	Excessive Use of Force
Allegation Date:	Discreditable Conduct July 8, 2023
Investigation Update:	Unsubstantiated - Professional Standards investigation completed on September 8, 2023.
Initial Complaint Summary:	The Complainant was pulled over as he had been involved in a domestic dispute. He states that the officer would not listen to him, used excessive force and falsely arrested him.
Disposition:	Conclusion pending OIPRD disposition
Date Closed:	N/A
Complaint Timeline:	One month, 22 days. Professional Standards investigation completed in One month.

Complaint Number:	PC 2023-48
Date Filed to OIPRD:	July 31, 2023
Received by PSB:	August 30, 2023
Service Complaint:	Lack of Service
Allegation Date:	June 12, 2023, - July 31, 2023
Investigation Update:	Investigative Report being authored.
Initial Complaint Summary:	The Complainant's family filed a missing person report for her cousin. She feels the police did not believe she was missing, that she was a runaway. She alleges that they did not start the investigation early enough and did not follow the proper missing person protocol.
Disposition:	Active
Date Closed:	N/A
Complaint Timeline:	One month, 22 days. Professional Standards investigation completed in One month.

Complaint Number:	PC 2023-50
Date Filed to OIPRD:	August 9, 2023
Received by PSB:	September 11, 2023
Conduct Complaint:	Deceit Neglect of Duty Discreditable Conduct
Allegation Date:	August 6, 2023
Investigation Update:	Unsubstantiated - Professional Standards investigation completed on September 29, 2023.
Initial Complaint Summary:	The Complainant's girlfriend was struck by a vehicle. He advises that the officers failed to lay the proper charges and the accident report was filled out incorrect. Further, he alleges the officers influenced his girlfriend to not attend the hospital to have her injuries looked at and thinks that they were biased as he believes the driver of the vehicle was know to them.
Disposition:	Conclusion pending OIPRD disposition
Date Closed:	N/A
Complaint Timeline:	19 days. Professional Standards investigation completed in 18 days.

Complaint Number:	PC 2023-51
Date Filed to OIPRD:	August 27, 2023
Received by PSB:	September 18, 2023
Service Complaint:	Lack of Service
Allegation Date:	August 6, 2023
Investigation Update:	Opening stages of investigation
Initial Complaint Summary:	The Complainant states that he parked at a convenience store at a location on Lakeshore Drive. The owner attended outside and advised him that there was a \$40 fee to continue to park there. The Complainant did not pay the fee and when he returned to his vehicle it had been towed. The Complainant is upset that when he called police, he was told there was nothing they could do.
Disposition:	Active
Date Closed:	N/A
Complaint Timeline:	One month, 22 days. Professional Standards investigation completed in One month.



BARRIE POLICE SERVICES BOARD REPORT  
OCTOBER  
OPEN

**TO:** Barrie Police Services Board

**FROM:** Chief Rich Johnston

**DATE:** October 4, 2023

**SUBJECT:** Barrie Police Service 2024-2025 Towing Contract

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**Background**

On December 31, 2023, the Barrie Police Service (BPS) towing contract will expire. The current BPS contract is with privately owned tow companies that tow and secure vehicles at our request.

The current contract itself is detailed, precise and requires no modifications (other than timelines and dates).

**Current Status**

The current BPS Tow contract expires December 31, 2023. At present the current contracts are with:

1. Classic Towing – Light Duty Towing
2. Currie Heavy Towing – Heavy Towing and Recovery

**Recommendation:**

1. The Board receive this report for information.
2. That BPS 'request for proposals for the right to tow vehicles from city streets' for the contracted period 2024-2025 be put out for tender.

**Prepared by:**

Staff Sergeant Gene Hettinga  
Risk Management

**Approved by:**

Inspector Robert Burke  
Executive Services



BARRIE POLICE SERVICES BOARD REPORT  
OPEN  
OCTOBER 2023

**TO:** Barrie Police Services Board

**FROM:** Chief Rich Johnston

**DATE:** October 12, 2023

**SUBJECT:** Re-Appointment of Special Constable Member

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**Background**

The Ministry of the Solicitor General has requested that the Board provide a list of Special Constable Members of the Barrie Police Service, along with a Board motion officially re-appointing them as such per Sec 53(1) of the *Police Services Act*. Special Constable appointments are valid for a five (5) year term.

**Re-Appointed Member**

Danielle Dykstra-Cochrane (10404)

**Recommendation**

That the Barrie Police Services Board approve the re-appointment of a Special Constable Member of the Barrie Police Service as per Sec 53(1) of the *Police Services Act* as current member appointments are upon expiration.

**Prepared by**

Angela Andrade (9956)  
Administrative Assistant, Human Resources and Employment Unit



BARRIE POLICE SERVICES BOARD REPORT  
OCTOBER 2023  
OPEN

**TO:** Barrie Police Services Board

**FROM:** Chief Rich Johnston

**DATE:** October 19, 2023

**SUBJECT:** 2023 Year-to-Date Review of 2023-2025 Strategic Plan - Open

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

**Background**

The Barrie Police Service (BPS) 2023-2025 Strategic Plan is well into its first year of implementation and has received a positive response from our internal and external community. This first year of the plan has been used to update the Service's tracking of internal initiatives and strengthen the Key Performance Indicators (KPIs) that are used to evaluate their impact. As a result of a successful annual Strategic Planning Meeting that took place in May 2023, the KPIs have been updated with consultation from all areas of the Service and will be used to help track the progress of the 2023-2025 Strategic Plan and its priorities of preventing and addressing crime, leveraging partnerships to reduce social disorder, and building a resilient organization.

This document provides a summary of efforts made towards achieving these strategic priorities and highlights some of the KPIs that have been proposed to help track the progress of the plan over the next three years.

**Overview - Strategic Plan Achievements January 1, 2023 – Oct 19, 2023**

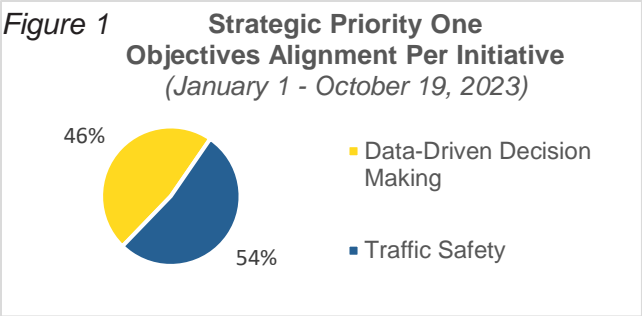
With the introduction of a new Strategic Plan, the on-going list of initiatives that were being tracked by the Strategic Planning Team has been refreshed. Initiatives before 2023 have been archived if no longer relevant to the 2023-2025 term. In total, 119 initiatives have been tracked for the 2023 year compared to the 101 initiatives that were tracked in the first year of the previous 2020-2022 Strategic Plan. This reinforces the Service's commitment to continue to evolve and create new opportunities for innovation within the Service. Of the 119 initiatives that are now being tracked within this Strategic Plan 50% are new and 50% are existing initiatives. These percentages are similar to those found in the first year of the 2020-2022 Strategic Plan where 55% of the initiatives were existing and 45% were new. As in previous Strategic Plans, we expect the percentage of new programs to grow over the lifespan of the plan as KPIs help evaluate where new ideas can create a meaningful difference in achieving our objectives and action items.

**Strategic Objectives & Actions Year-to-Date (January 1, 2023 – October 19, 2023)**

As we begin our first year of the new Strategic Plan, we have evaluated how our existing initiatives are naturally distributed through our new objectives and actions. This allows us to see which areas are already being addressed, while also identifying potential gaps where new initiatives could potentially be created.

**Strategic Priority One – Prevent & Address Crime**

18% of all current-year initiatives align fully or partially with the objectives of strategic priority one. Of those initiatives, 46% focus on “data-driven decision making” and 54% address “traffic safety”, as shown in Figure 1.



While there are many initiatives that are working to address this priority, a Strategic Business Planning Process has been created to highlight some of the larger planned initiatives over the next three years and preview the proposed KPIs that will be tracked to evaluate the impact of these programs on each priority. While many initiatives fall under multiple strategic categories, each initiative is only listed once to consolidate the information and provide an opportunity to also display smaller initiatives that impact the proposed KPIs and action items.










This planning process will be made available to the public through our Strategic Planning Website for increased transparency and community engagement. In addition to the KPIs and listed initiatives, a coloured status circle highlights the current state of the proposed initiatives with a legend below identifying what each coloured circle signifies.

Legend	
	Still under review for its viability in the 2023-2025 Strategic Plan
	Actively being researched and created
	Active initiative that will be continuing throughout the 2023-2025 Strategic Plan timeline

**2023-2025 Strategic Business Planning Process: Priority 1: Prevent & Address Crime**

Objective 1: Data-Driven Decision-Making			
Action Item	Proposed KPIs	Initiatives	Status
Action 1: Reduce Number of High Harm Crimes	<ul style="list-style-type: none"> <li>Decrease Total Harm in the City of Barrie</li> <li>Reduce Annual Harm Rates Broken Down By Top 5 Harm Drivers in the city of Barrie</li> </ul>	Internal Communication Campaign on High Harm Crimes & Evidence-Based Policing	
		External Social Media Information Campaign on High Harm Crimes & Evidence-Based Policing	

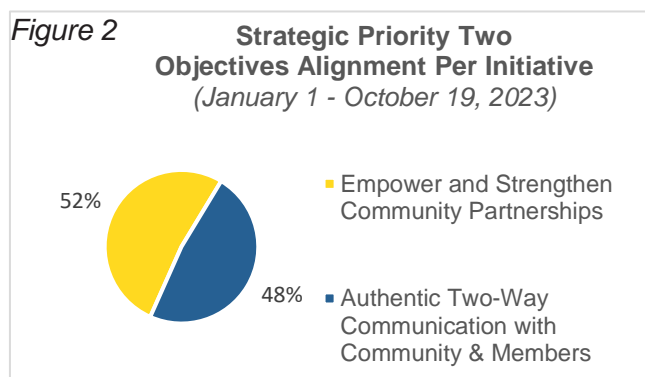


		Community Advisory Group	
		High Harm Team <ul style="list-style-type: none"> <li>Utilize evidence-based data to address high harm in the city of Barrie.</li> </ul>	
<b>Action 2: Improve Approachability and Visibility</b>	<ul style="list-style-type: none"> <li>Increase % of residents who feel comfortable and confident approaching a BPS officer</li> <li>Increase % of residents who feel BPS provides a visible police presence in the city</li> </ul>	Community Safety Survey (CSS) & Engagement Campaign	
		Procedural Justice Training	
<b>Action 3: Supportive Victim and Reporting Services</b>	<ul style="list-style-type: none"> <li>Increase the number of Coplogic Reports submitted year-over-year</li> <li>Increase % of residents who are familiar with online reporting options</li> </ul>	Virtual Reporting	
		Social Media Information Campaign Awareness of online reporting	
		Sexual Violence Advocate Reviews	
<b><u>Objective 2: Traffic Safety</u></b>			
<b>Action 1: Support Road Safety Initiatives that Address Community Concerns</b>	<ul style="list-style-type: none"> <li>More accurately identify community concerns by increasing number of community complaints received by the Traffic Unit</li> <li>Reduce # of Collisions Involving Injuries Motor Vehicle Accident Reports</li> <li>Reduce the # of vehicle accidents police are required to attend</li> </ul>	Traffic Campaign <ul style="list-style-type: none"> <li>High Harm Intersections Initiative</li> <li>Warning Letters</li> <li>School Bus Traffic Violations</li> <li>Complaint Procedure</li> </ul>	
		Visibility Initiatives <ul style="list-style-type: none"> <li>Citizens on Patrol (COPs)</li> <li>Eliminating Racing Activity on Streets Everywhere (ERASE)</li> <li>Auxiliary</li> </ul>	

		Work with City <ul style="list-style-type: none"> <li>Speed Cameras</li> <li>Officer Cut Out</li> <li>Data Sharing</li> </ul>	●
		Simcoe County Paramedics Partnership	●
<b>Action 2: Safe Pathways, Parks and Roadways for Cyclists and Pedestrians</b>	<ul style="list-style-type: none"> <li>Increase the feeling of safety for cyclists in the city of Barrie</li> <li>Increase the feeling of safety for pedestrians in the city of Barrie</li> <li>Increase the feeling of safety in the city of Barrie parks</li> </ul>	Auxiliary Bike Patrol	●
		Social Media Information Campaign <ul style="list-style-type: none"> <li>Pedestrian &amp; Cyclist Safety</li> </ul>	●
		CCTV Cameras in Barrie Sharing Agreement	●
<b>Action 3: Target Impaired, Aggressive and Distracted Drivers</b>	<ul style="list-style-type: none"> <li>Increase the number of Reduce Impaired Driving Everywhere (RIDE) Campaigns</li> </ul>	Social Media Information Campaign on impaired, aggressive and distracted driving	●
		Front-Line & Investigative Services Collaboration Pilot Project	●
		Increase RIDE Checks	●











**Strategic Priority Two – Leverage Partnerships to Reduce Social Disorder**

40% of all 2023 initiatives were specific to strategic priority two. Of those initiatives, 52% focus on ways to “empower and strengthen community partnerships” and 48% address “authentic two-way communication with community and members”, as shown in Figure 2.



The following chart once again highlights some key initiatives planned over the next three years for the Strategic Business Planning Process that address the second priority, while also highlighting each action item’s “proposed KPIs” and each initiative’s individual “status”.

**2023-2025 Strategic Business Planning Process: Priority 2: Leverage Partnerships to Reduce Social Disorder**

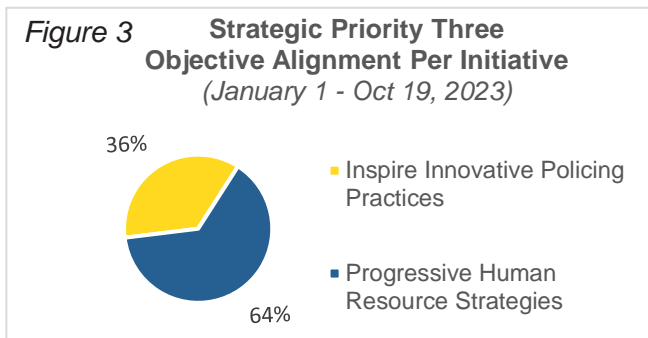
<b><u>Objective One: Empower &amp; Strengthen Community Partnerships</u></b>			
<b><u>Action Item</u></b>	<b><u>Proposed KPI</u></b>	<b><u>Initiatives</u></b>	<b><u>Status</u></b>
<b>Action 1: Collaborate with Social Service Agencies to Strengthen Diversion Referrals</b>	<ul style="list-style-type: none"> <li>• Increase number of pre-charge diversion referrals</li> <li>• Increase the number of members who feel pre-charge diversion programs are an effective option</li> </ul>	Internal Communication Campaign of Pre-Charge Diversions and Screening	
		External Social Media Information Campaign on Community Social Service Agencies	
		Community Alternative Response Engagement (CARE) Pilot	
		Social Service Campus	
<b>Action 2: Continue to Support the City of Barrie's Community Safety &amp; Well-Being Plan (CSWB)</b>	<ul style="list-style-type: none"> <li>• Increase Awareness of the City of Barrie's CSWB Plan</li> </ul>	Internal Communication Campaign on CSWB Plan	
		Alternative Justice Centre	
<b>Action 3: Constructive and Engaged Downtown Strategy</b>	<ul style="list-style-type: none"> <li>• Increase the number of residents who feel "safe" in the downtown core</li> <li>• Lower Calls for Service in Ward 2</li> </ul>	CSWB Team <ul style="list-style-type: none"> <li>• Community Engagement Team</li> </ul>	
		External Social Media Information Campaign on Downtown Safety	
		Business Improvement Area (BIA) Pilot Program	
<b><u>Objective Two: Authentic Two-Way Communication with Community &amp; Members</u></b>			
<b>Action 1: Person-Centered</b>	<ul style="list-style-type: none"> <li>• Increase informal resolutions, customer service resolutions and</li> </ul>	Customer Service Follow-Up Survey	

<b>Customer Service</b>	<b>early resolution programs</b>		
<b>Action 2: Create an Integrated System of Joint Planning with Community Partners</b>	<ul style="list-style-type: none"> <li>• <b>Increase the number of calls diverted to other agencies</b></li> </ul>	City of Barrie Bylaw Partnership	●
		Internal Communication Campaign on Social Service Providers	●
		Mobile Crisis Response Team (MCRT)	●
		Crisis Outreach And Support Team (COAST)	●
<b>Action 3: Encourage Opportunities for Public Engagement and Knowledge Sharing</b>	<ul style="list-style-type: none"> <li>• <b>Increase # of survey participants for the annual Community Safety Survey</b></li> <li>• <b>Increase Social Media Engagement</b></li> </ul>	Social Media Information Campaign & Calendar	●
		Strategic Initiative Tracking Dashboard	●
		Community Safety Survey Engagement Campaign	●
		Corporate Involvement Committee	●













**Strategic Priority Three – Build a Resilient Organization**







42% of all initiatives in 2023 were specific to “building a resilient organization.” Of those initiatives, 36% focus on ways to “inspire innovative policing practices” and 64% address “progressive human resource strategies”, as shown in Figure 3.

The Strategic Business Planning Process chart below shows the initiatives that address the third priority, while also highlighting each action item’s “proposed KPIs” and each initiative’s individual “status”.



**2023-2025 Strategic Business Planning Process: Priority 3: Build a Resilient Organization**

<b>Objective 1: Inspire Innovative Policing Practices</b>			
<b>Action Item</b>	<b>Proposed KPI</b>	<b>Initiatives</b>	<b>Status</b>
<b>Action 1: Use technology to improve Organizational Efficiencies</b>	<ul style="list-style-type: none"> <li>• Increase the number of members who felt the BPS was utilizing technology to its full capabilities</li> </ul>	Learning Management System For Training	
		Electronic Notes	
	<ul style="list-style-type: none"> <li>• Increase the number of customer service follow-up surveys by community members (<i>when active</i>)</li> </ul>	Digital Car Booking System	
<b>Action 2: Sustainable Staffing Models and Resource Management</b>	<ul style="list-style-type: none"> <li>• Decrease Lost Time (Hrs) As Identified By Sick Time Analysis Report</li> </ul>	Hybrid Work Pilot	
		Sick Time Analysis	
	<ul style="list-style-type: none"> <li>• Decrease WSIB Absences</li> </ul>	Peer Support	
<b>Action 3: Explore and Share New Research, Funding and Analysis Opportunities</b>	<ul style="list-style-type: none"> <li>• Increase the success rate of grant applications</li> </ul>	Community Safety Survey	
		Internal Member's Census	
		Internal Communication Campaign on Grants & Research Project Updates	
<b>Objective 2: Progressive Human Resource Strategies</b>			
<b>Action 1: Provide a Healthy Workplace that Supports the Mental Health and Wellness of the Membership</b>	<ul style="list-style-type: none"> <li>• Increase in members who believe that BPS does a good job supporting mental health and physical health</li> </ul>	Dialogue Virtual Healthcare	
		Mental Health and Wellness Research Project	
	<ul style="list-style-type: none"> <li>• Increase % of members who use</li> </ul>	Systemic Working Group	

	<b>and are satisfied with wellness resources</b>		
<b>Action 2: Support and Advance Professional Development Opportunities</b>	<ul style="list-style-type: none"> <li>• <b>Increase % of members who believe they get the training they need to do their jobs effectively</b></li> </ul>	Tenure Review	
		Mentorship Program	
	<ul style="list-style-type: none"> <li>• <b>Increase % of members who believe they have sufficient opportunities for development and advancement</b></li> </ul>	Collaboration with Post Secondary Education Institutions	
<b>Action 3: Strengthen the Organizational Culture by Embedding Equity, Diversity and Inclusion Practices Service-Wide</b>	<ul style="list-style-type: none"> <li>• <b>Increase % of members who attend Equity, Diversity and Inclusion training and/or events</b></li> </ul>	Tobacco Tie Teachings	
		Promotional Review	
		Equity, Diversity and Inclusion Committee	

### Conclusion

The Barrie Police Service continues to evolve the way it tracks, analyzes, and communicates to the membership and the community. By publishing the Strategic Business Planning Process, the Service is not just communicating the goals it hopes to achieve over the next three years but is showing the path it hopes to take to get there, and the way it will track and measure its success. As a working document this planning process may change throughout the lifetime of the Strategic Plan, accounting for the evidence gathered by the KPIs that determine if the initiatives and actions of the Service are having the intended effect. Unlike previous years where KPIs were tracked for the plan's objectives, this Strategic Plan has created unique KPIs for each individual action item which will result in a more targeted approach when analyzing the cause and effect of initiatives that are tracked through the Strategic Plan.

This evidence comes from both qualitative and quantitative data with a strong emphasis on internal and external surveys that give the membership and public an opportunity to share their opinions anonymously and directly with the Leadership Team. Externally, the Community Safety Survey will once again be launched in October 2023, with a renewed emphasis on increasing participation and gathering constructive feedback that can be used to help inform the Strategic Plan and Process. Internally, the Strategic Planning Team is launching the first internal Members Census in October 2023, and will use the gathered data to track and gather constructive feedback on a range of topics that affect the culture and well-being of our membership.

By focusing on two-way communication that intentionally includes the membership and public, the Service is directly contributing to the priorities and objectives of the 2023-2025 Strategic Plan while contributing to the mission of creating a supportive environment to provide proactive and responsive policing services.

As the first year of the 2023-2025 Strategic Plan concludes, the BPS has created a solid foundation to build upon for the remainder of the plan and looks forward to seeing the initiatives proposed progress, and the outcomes of these initiatives result in meaningful change that help create a safer tomorrow, today.

**Recommendation**

The Barrie Police Services Board receive this report for information.

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