



BARRIE POLICE SERVICE

City of Barrie and Barrie Police Service Strategic Alignment
October 30, 2024

Strengthening Our Community Together: Clear Alignment of Police and City Goals for a Safer Future

Unity in Purpose, Strength in Partnership



Purpose:

Highlight the **strategic alignment** between the City of Barrie's and the Barrie Police Service's **priorities, goals and KPIs**

Show how this alignment drives mutual benefits, improves public safety, and supports funding initiatives.

(Community Safety Committee lens)

Context:

Barrie Police Service's strategic framework is built on **four key pillars**:

- Community Safety & Well-Being
- Community Trust & Respect
- Professional Excellence & Wellness
- Innovation, Modernization & Operational Efficiencies

These pillars are interconnected with the City of Barrie's broader goals for community safety, trust, and innovation.

Objective:

Demonstrate how our shared goals and priorities **reinforce each other** and contribute to the overall **well-being and safety** of the Barrie community.

Provide examples of our **performance measurement** approach and show how it ties into our strategic objectives.



Strategic Priorities: A Shared Roadmap for Success



A Foundation for Collective Progress



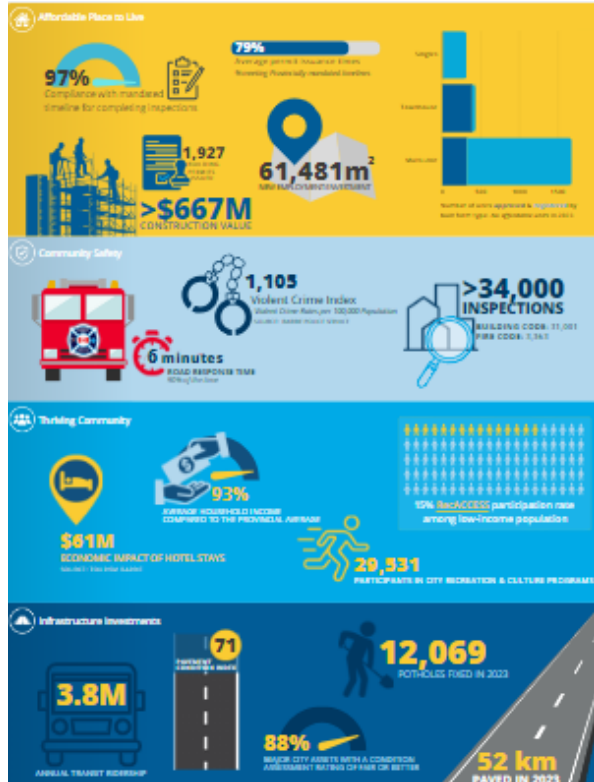
A Commitment to Safety and Excellence



Community Safety Committee Lens



Aligning Goals & Best Practices



Support community-based policing initiatives

Community Safety | KPIs & Current Data

Thriving Community

- Champion equity, diversity, and inclusion
- Create and foster programs and opportunities to support community wellness
- Foster growth in arts and culture
- Expand and maximize access to parks and recreation opportunities
- Continue to support a vibrant downtown

Thriving Community | KPIs & Current Data

Infrastructure Investments

- Make it easier to move around the city
- Fix roads that need attention
- Update and improve infrastructure

POLICE SERVICE 2025 Strategic Plan

Building a safer tomorrow, today

Provide a supportive environment to provide proactive and responsive policing services

Integrity, Respect, Trust, Compassion, Dedication

Priority 1: Prevent & Address Crime

Priority 2: Leverage Partnerships to Reduce Social Disorder

Objective One: Empower & Strengthen Community Partnerships

- Action 1: Collaborate with Social Service Agencies to Strengthen Diversion Referrals
- Action 2: Continue to Support The City of Barrie's Community Safety and Well-Being Plan
- Action 3: Constructive and Engaged Downtown Strategy

Objective Two: Authentic Two-Way Communication with Community & Members

- Action 1: Person-Centered Customer Service
- Action 2: Create an Integrated System with Community Partners
- Action 3: Encourage Opportunities for Public Engagement and Knowledge Sharing

Objective Three: Inspire Innovation

- Action 1: Use Technology to Enhance Organizational Efficiency
- Action 2: Sustain Resource Management
- Action 3: Explore Funding and Analytics

Objective Two: Progressive Human Resources

- Action 1: Provide the Mental Health Support
- Action 2: Support Professional Development
- Action 3: Strong Embedding Equity Service-Wide

Barrie Police Service | 725-7025 | info@barriepolice.ca

Strategic Implementation Framework (Strategy Map)

Prevent & Address Crime	Strengthen Relationships	Embed Resiliency	Community Trust & Respect		
Victims	Social Disorder	Positive Interactions with Community	Partnerships and Knowledge Sharing with Community & Leaders	Social Media & Real-Time Information	Embrace Culture & EDI
For victims, access services, sensitive handling of cases	Clean and safe public spaces, reduce anti-social behaviour	Friendly and approachable officers, respectful service	Effective collaboration with community leaders and organizations	Timely and accurate updates, transparent communication	Inclusive and respectful practices, represent of diverse community
Comprehensive support to victims	Address behaviours and conditions disrupting community cohesion	Foster positive and respectful interactions with the community	Strengthen partnerships and improve knowledge sharing with stakeholders	Improve communication through social media and real-time updates	Promote and integrate cultural competence EDI within the service
Victim support services, improve coordination with justice resources, outreach and support available to justice services	Develop community outreach programs, Enhance public space management, Foster partnerships with local organizations	Increase community engagement initiatives, Increase officer training on community relations	Develop formal partnerships with local organizations, Increase frequency of knowledge-sharing meetings	Enhance social media presence, implement real-time information sharing systems	Conduct cultural competency sessions, Integrate EDI principles into everyday practice, Improve internal employee morale & inclusivity
Services, Resource allocation, Outreach and education	Community Outreach, Space Management, Local Partnerships	Community Engagement, Officer Training	Partnership Development, Knowledge Sharing	Social Media Presence, Real-Time Communication	Cultural Competency Integration, Employee Morale
Victim support services by 10% by 04, feedback regarding services	Launch Downtown Strategy by Q2, reduced incidents of SD	Conduct 10 community engagement events per year, Achieve a 90% positive feedback rate on officer interactions	Establish five new partnerships, Hold quarterly knowledge sharing meetings	Increase social media engagement by 20%, Implement real-time updates for 80% of critical incidents	Improve Member morale by 10%, Conduct quarterly EDI sessions, Implement EDI into new policies
Increase in the adoption of online reporting tools, Increase community awareness regarding tools, Support time to online reports.	Downtown Strategy, Incidents of public disorder	# of engagement events, positive feedback %	# of partnerships, Frequency of knowledge-sharing meetings	Social media engagement metrics, % of real-time updates	Employee morale improvement %, Program implemented, # of EDI sessions, % of officers with EDI



Where Our Goals Meet

Shared Priorities, Shared Success

**Illustrative sample*

City of Barrie Strategic Plan (2022-2026)				
Affordable Place to Live	Community Safety	Thriving Community	Infrastructure Investments	Responsible Governance
<ul style="list-style-type: none"> - Range of Housing Options; Attainable Housing - Job Creation - Develop and Attract Talent; Support Employers 	<ul style="list-style-type: none"> - Neighborhood Safety and Crime Prevention - Stopping and Aggressive Driving (Bike and Pedestrian Safety) - Community Safety & Well-Being - Plan with Partners - Support Community-Based Policing Initiatives 	<ul style="list-style-type: none"> - Equity, Diversity, and Inclusion - Community Wellness - Arts & Culture - Parks & Recreation Opportunities - Vibrant Downtown 	<ul style="list-style-type: none"> - Easier to Get Around the City - Fix Roads - Improve Infrastructure - Active Transportation and Pedestrian Connections - Climate Action Plan 	<ul style="list-style-type: none"> - Support Community Services; Keep Tax Increases Low - City Core Services - Financial Stewardship; Efficiencies and Innovation - Advocating to other Levels of Government for Support - Accountability and Transparency
Community Safety & Well-Being Plan (2021-2024) City of Barrie + Barrie Police Service + Partners				
Safe Barrie by Working Together		Connected and Safe Communities	Safety is for Everyone	Prepare and Protected
Barrie Police Service Strategic Plan (2023-2025)				
Prevent & Address Crime	Strengthen Relationships		Embed Resiliency	
Community Safety & Well-Being	Community Trust & Respect	Professional Excellence & Wellness	Innovation & Operational Efficiency	
Actively Supports	Direct Responsibility	Direct Responsibility	Actively Supports	Respects & Upholds
<ul style="list-style-type: none"> Safe Communities > Attracting Talent > Increased Jobs > Increased Local Spending 	<ul style="list-style-type: none"> - Dedicated Community Safety & Well-Being Division - Evidence Based Research - Harm Spot, Traffic Hot Spot, Social Disorder Deployment - Preventing Victimization - High Visibility Deployment - Downtown / Park Strategy - Crime Mapping - Councilor Ward Dashboards - Information Sharing with other Services - Leveraging New Technologies 	<ul style="list-style-type: none"> - Community Engagement Focus - Auxiliary and Citizens on Patrol Units - Equity, Diversity, and Inclusion & Community Inclusion Committees - 30x30 (Female Representation Focus) - Continuous Education Programs - Mental Health & Wellness Focus - Hosting & Attending Conferences 	<ul style="list-style-type: none"> - Traffic Safety: Safe Roads, Parks, and Pathways - Provision of Paid Duty Services - Commitment to Climate: EV Cars and Chargers, Electric Bicycles 	<ul style="list-style-type: none"> - Community Services - Financial Stewardship: Efficiencies and Innovation - Data Sharing Across Services - Accountability and Transparency



Affordable Place to Live

(Actively Supports)



Provide affordable housing, Develop and attract talent



Keep communities safe, Address social disorder, CPTED audits

Safe Communities → Attracting Talent → Increased Jobs → Local Spending

Affordable and desirable living requires safe neighbourhoods



Community Safety

(Direct Responsibility)



Safer streets, reduce crime, better traffic management



Data-driven crime management, traffic enforcement, visible presence, proactive patrol

Safety is a priority, and by leveraging data and resources, we ensure the community is safer through coordinated efforts.

Crime Severity, Data-Driven



High Visibility, Downtown Focus



Thrivning Community

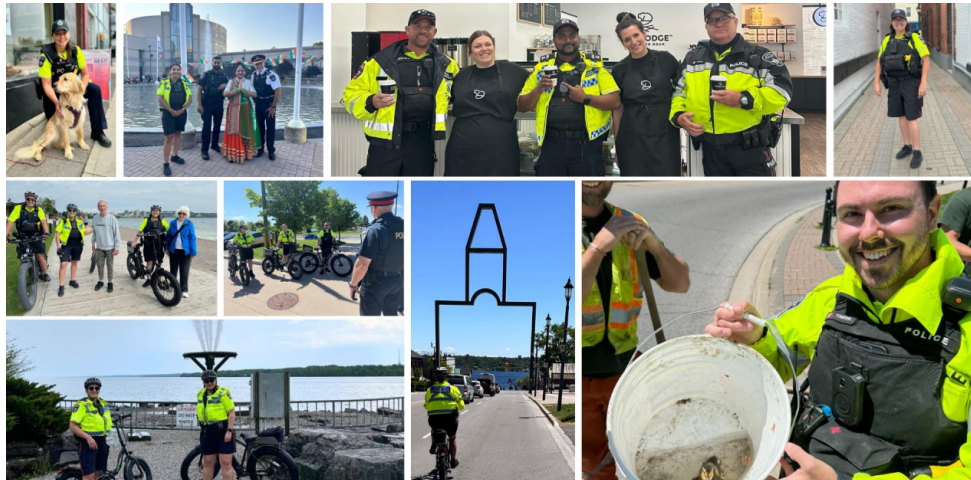
(Direct Responsibility)



A vibrant, engaged community where people want to live, work, and participate.

Build trust with residents through outreach programs, transparency, and partnerships.

Police-community engagement builds trust, fostering a stronger, more vibrant community that aligns with the city's goals for a thriving population.



**CARE TEAM,
Community
Engagement**



Infrastructure Investments

(Actively Supports)

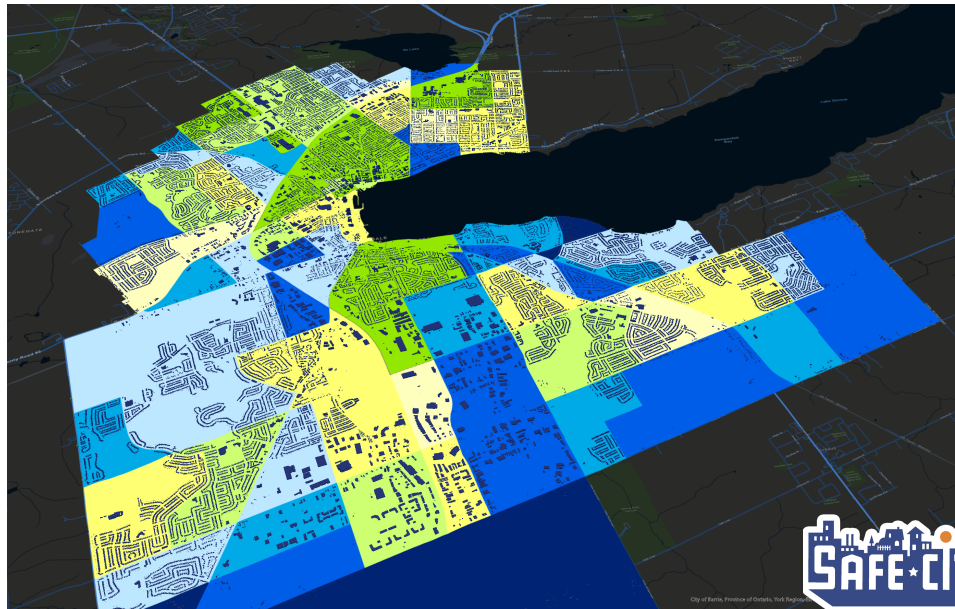


Invest in critical infrastructure such as roads, public spaces, and transportation, Climate action plan



Ensure safety (e.g., traffic safety, safe public spaces), Commitment to the environment

Barrie Police ensures that roads, public spaces, and transportation systems remain safe, reducing accidents and improving the quality of life.



**Traffic,
Electric**



Responsible Governance

(Respects & Upholds)



Responsible, transparent decision-making for the public good.

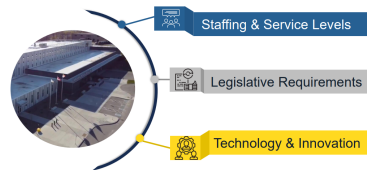


Enhance transparency, maintain accountability through data-driven decisions, and increase community trust.

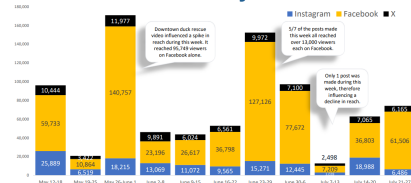
Both city governance and police governance focus on transparency and accountability, helping to build public trust and responsible management of resources.



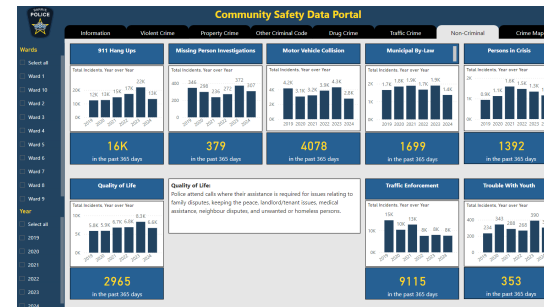
2025 Budget Themes



Social Media – Weekly Reach



Transparent Data



Primary Concerns of Safety in Downtown Barrie – Identified through 2023 CSS

- Respondents identified the following five primary concerns of safety in Downtown Barrie:
1. Substance Abuse (51.18%)
 2. Disorderly Conduct: e.g. Public Intoxication, Noise Violations (11.15%)
 3. Panhandling (4.34%)
 4. Physical Assault (3.00%)
 5. Gang Activity (1.57%)



KPIs: Leading and Lagging Indicators

Our police service's performance measurement framework integrates a hybrid approach (GAOP, balanced scorecard, visual modeling) to plan and direct future initiatives. Our KPIs fall into 14 categories and are organized by our four strategic priority areas:

Community Safety & Well-Being

- Crime:** Crime severity index, separated into harm-based, proactively detected, and commercially detected crime.
- Traffic:** Traffic incidents, enforcement, and road safety feedback.
- Victims:** Victim satisfaction, support service engagement.
- Social Disorder:** Public disorder calls, proactive intervention outcomes.

Community Trust & Respect

- Positive Community Interactions:** Surveys assessing public trust and engagement.
- Partnerships and Knowledge Sharing:** Engagement with community leaders, collaborative initiatives, and knowledge transfer.
- Social Media and Real-Time Information:** Social media engagement, timely public communication, and interaction with digital platforms.

Professional Excellence & Wellness

- Culture, Morale, & EDI:** Workplace culture assessments, EDI initiatives, and morale surveys.
- Mental Health & Wellness Driven Workplace:** Employee participation in mental health programs and overall wellness metrics.
- Continuous Learning & Development:** Training hours completed, professional development outcomes, and skill growth.

Innovation & Operational Efficiency

- Data-Driven Decisions:** Real-time analytics guiding operations, resource allocation, and decision-making.
- New Research & Funding Opportunities:** Grants secured, partnerships with academic institutions, and innovative research.
- Exploring & Leveraging New Technologies:** Implementation of new tools, technological upgrades, and operational efficiency improvements.
- Enhancing Tools & Processes:** Efficiency gains from new processes and equipment upgrades.



**Sample KPIs listed in each section*

Going Beyond the Target: Context Behind Each KPI

5%: A Gateway to Deeper Insights. While a 5% improvement or reduction is our strategic indicator, the **real value lies in what the numbers reveal.**

We're committed to **using KPIs not just to hit a number but to dig deeper**, to understand the root causes, and to take actions that improve the lives of our community members.

SAMPLE



CRIME

High Harm Crime	Lagging	5%+ reduction
Proactive Harm	Leading	5%+ increase
Community Satisfaction Survey	Lagging	5%+ increase
Commercially Reported Harm	Lagging	5%+ decrease



TRAFFIC

Collisions	Lagging	5%+ reduction
RIDE Checks	Leading	5%+ increase
Impaired Driving	Leading	5%+ reduction
Enforcement	Leading	5%+ increase



VICTIMS

Online Reporting	Leading	5%+ increase
Family Liaison Officer	Lagging	5%+ increase
Victim Satisfaction Survey Results	Lagging	5%+ increase
Victim Support Services	Lagging	5%+ increase



SOCIAL DISORDER

Diversions	Leading	5%+ increase
Proactive Patrols	Leading	5%+ increase
Unwanted Persons	Lagging	5%+ decrease
Persons in Crisis	Lagging	5%+ decrease



Community Trust & Respect



Moving the needle by 5%+ increases our reach across Barrie. Each gain boosts safety, trust, and community engagement. These improvements amplify our positive presence, driving stronger community connections and enhancing public confidence in Barrie Police.



Positive Interactions with Community		
Feedback on Community Safety Survey	Lagging	5%+ increase
# of Engagement Events	Leading	5%+ increase
Community Interaction Satisfaction Rate	Lagging	5%+ increase



Partnerships & Knowledge Sharing		
# of Partnerships	Leading	5%+ increase
Knowledge Sharing	Leading	5%+ increase
Impact of Partnerships	Lagging	5%+ increase



Social Media & Real-Time Information		
Engagement Metrics	Leading	5%+ increase
Reach Across Platforms	Leading	5%+ increase
Followers	Lagging	5%+ increase



Professional Excellence & Wellness

Culture, Morale & EDI

Employee Morale Survey	Lagging	5%+ increase
# of EDI Sessions/Programs	Leading	5%+ increase
Hiring Metrics	Lagging	5%+ increase

Mental Health and Wellness

Benefits Utilization	Lagging	5%+ increase
Wellness Survey	Lagging	5%+ increase
Absences (Mental Health)	Lagging	5%+ reduction

Learning & Development

Training Rates / Programs	Lagging	5%+ increase
Internal Survey Results	Lagging	5%+ increase
Utilization of Programs	Leading	5%+ increase



Innovation & Operational Efficiency



Organizational improvements across the board

Data-Driven Decisions

Hot Spot Checks	Leading	5%+ increase
Crime Mapping Utilization	Leading	5%+ increase
Survey Results	Lagging	5%+ increase

New Research and Funding

Grant \$\$ Secured	Lagging	5%+ increase
Research Areas Explored	Leading	5%+ increase
Research Partnerships	Leading	5%+ increase

Explore New Technologies

Training	Leading	5%+ increase
Survey Results	Lagging	5%+ increase
Impact on Operations	Lagging	5%+ increase

Enhance Tools and Processes

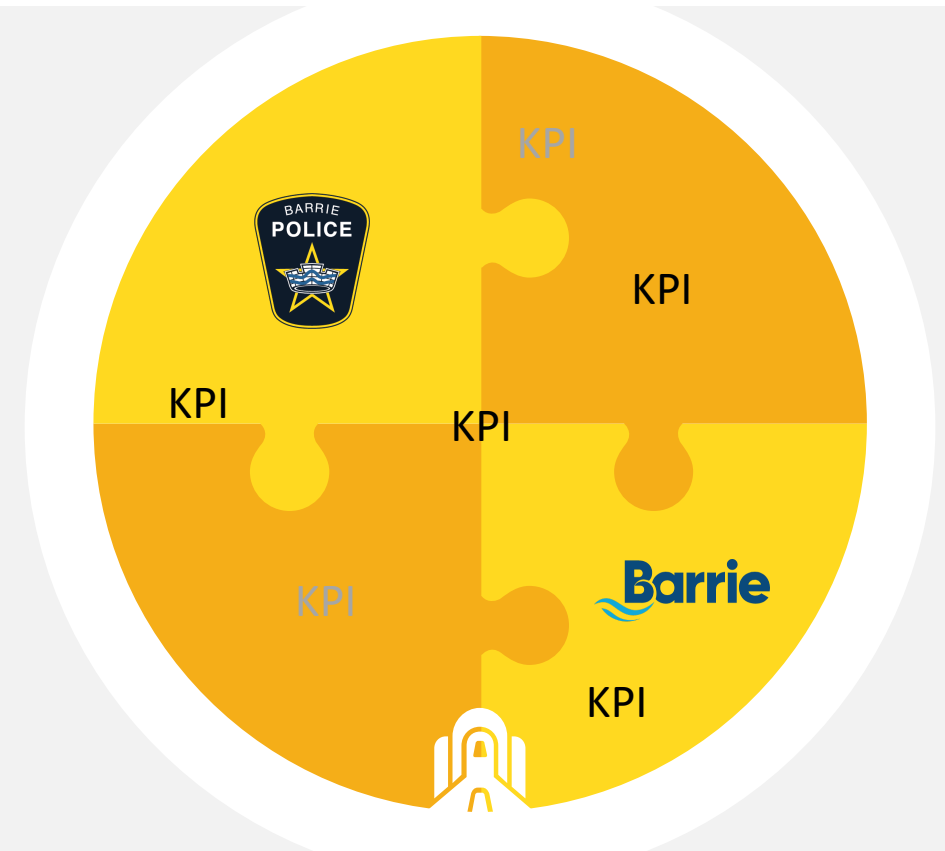
# of Process Improvements	Leading	5%+ increase
Tools Upgraded	Lagging	5%+ increase
Feedback on Improvements	Lagging	5%+ increase



Comprehensive Alignment for a Safer, Thriving, and Resilient Barrie

The **Barrie Police Service and the City of Barrie share a strong alignment** in our goals for community safety, well-being, and responsible governance. By focusing on crime prevention, traffic safety, community engagement, and operational efficiency, our objectives directly support the city's strategic priorities. This alignment is reflected in key performance indicators (KPIs) that measure our shared success, from crime rate reduction and road safety improvements to promoting equity, diversity, and inclusion.

Together, **through continued collaboration** and data-driven decision-making, we are **making Barrie a safer, more inclusive, and thriving community** for all residents.



jdunsworth@barriepolice.ca / strategicplanning@barriepolice.ca



THANK YOU

Appendix

Larger Images Below

BARRIE POLICE SERVICE 2023-2025 Strategic Plan

Vision: Creating a safer tomorrow, today

Mission: Create a supportive environment to provide proactive and responsive policing services

Values: Integrity, Respect, Trust, Compassion, Dedication



Priority 1 Prevent & Address Crime

Objective One Data-Driven Decision-Making

Action 1: Reduce Number of High Harm Crimes

Action 2: Improve Approachability and Visibility

Action 3: Supportive Victim and Reporting Services

Objective Two Traffic Safety

Action 1: Support Road Safety Initiatives That Address Community Concerns

Action 2: Safe Pathways, Parks and Roadways for Cyclists and Pedestrians

Action 3: Target Impaired, Aggressive and Distracted Drivers



Priority 2 Leverage Partnerships to Reduce Social Disorder

Objective One Empower & Strengthen Community Partnerships

Action 1: Collaborate with Social Service Agencies to Strengthen Diversion Referrals

Action 2: Continue to Support *The City of Barrie's Community Safety and Well-Being Plan*

Action 3: Constructive and Engaged Downtown Strategy

Objective Two Authentic Two-Way Communication with Community & Members

Action 1: Person-Centered Customer Service

Action 2: Create an Integrated System with Community Partners

Action 3: Encourage Opportunities for Public Engagement and Knowledge Sharing



Priority 3 Build a Resilient Organization

Objective One Inspire Innovative Policing Practices

Action 1: Use Technology to Improve Organizational Efficiencies

Action 2: Sustainable Staffing Models and Resource Management

Action 3: Explore and Share New Research, Funding and Analysis Opportunities

Objective Two Progressive Human Resource Strategies

Action 1: Provide a Healthy Workplace That Supports the Mental Health and Wellness of the Membership

Action 2: Support and Advance Professional Development Opportunities

Action 3: Strengthen the Organizational Culture by Embedding Equity, Diversity and Inclusion Practices Service-Wide



110 Fairview Rd, Barrie ON L4N 8X8
705-725-7025 | info@barriepolice.ca



To view the full version of the Strategic Plan visit
www.barriepolice.ca/strategicplan



Priorities								
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Barrie Police Service Strategic Plan (2023-2025)

Priorities				
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Community Safety & Well-Being	Community Trust & Respect	Professional Excellence & Wellness	Innovation & Operational Efficiency	
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		Status	Trend
> DATA DRIVEN DECISIONS	DATA DRIVEN DECISIONS	Category	
> CRIME	Average Harm Proactive (Charged)	On track	
> TRAFFIC	Average Harm Reactive (Charged)	On track	
> VICTIMS	Hot Spots	On track	
> SOCIAL DISORDER	Time Spent Sitting, Escorting	On track	
> COMMUNITY INTERACTIONS		Not started	
> PARTNERSHIPS	CRIME	Category	
> SOCIAL MEDIA & INFO SHARING	> Reactive Crime	On track	
> CULTURE (Morale) & EDI	> Proactive Crime	On track	
> WELLNESS	Patrols Downtown	On track	
> LEARNING & DEVELOPMENT	Charges Laid	On track	
> RESEARCH & FUNDING	TRAFFIC	Category	
> NEW TECHNOLOGIES	Traffic Enforcement (Proactive)	On track	
> TOOLS & PROCESSES	Traffic Unit Warnings (Education)	Exceeding	
	Routine Traffic Stops (Reactive)	On track	
	Traffic Unit Provincial Charges Laid	Exceeding	
	RIDE Vehicle Checks	At risk	
	Impaired Driving Harm (Proactive)	On track	
	Impaired Driving Count (Proactive)	Exceeding	
	Motor Vehicle Collisions	On track	

