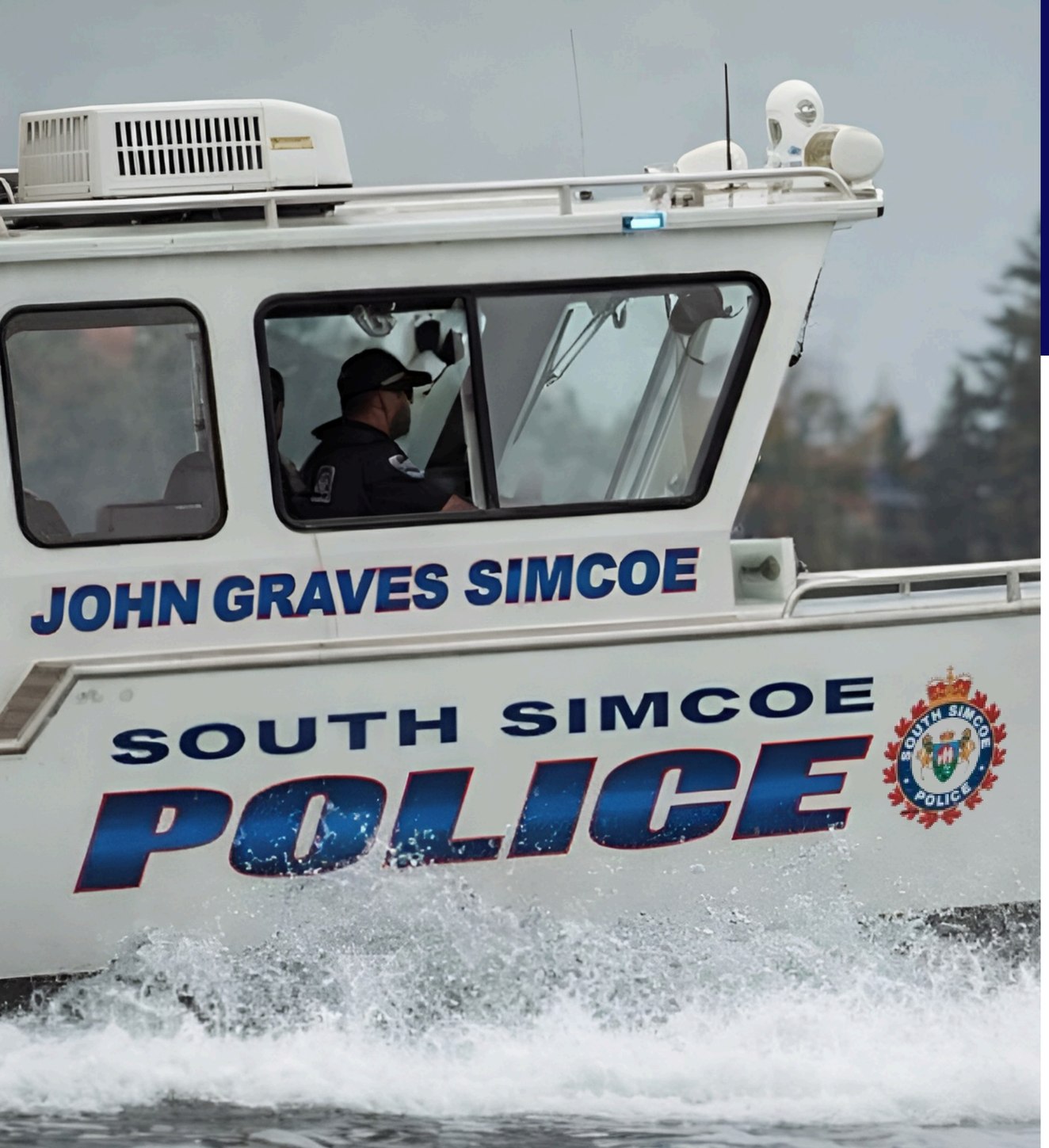


STRATEGIC PLAN

2026 - 2029

Protect with Courage, Serve with Compassion



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OUR VISION	People Focused. Community Driven. Future Ready.
OUR MISSION	To promote safety and well-being by protecting the public, upholding the law, and building trusted partnerships through service rooted in our values.
OUR VALUES	Integrity. Trust. Leadership. Accountability. Courage. Compassion.

We act with **INTEGRITY**, earning the **TRUST** of our communities every day.

We **LEAD** by holding ourselves and others **ACCOUNTABLE.**

We protect our communities with **COURAGE** and serve them with **COMPASSION.**

MESSAGE FROM THE **BOARD CHAIR**

On behalf of the Bradford West Gwillimbury/Innisfil Police Service Board, it is my privilege to introduce our 2026–2029 Strategic Plan.

This plan represents more than a roadmap for the years ahead—it reflects the voices, priorities, and aspirations of the people who make our communities strong. Our Board, in partnership with South Simcoe Police Service leadership, committed to a robust and meaningful consultation process to ensure this plan is truly community driven. We engaged extensively with members of the Service, municipal partners, community organizations, and residents across Bradford West Gwillimbury and Innisfil. Their insights, experiences, and expectations informed every stage of this planning process.

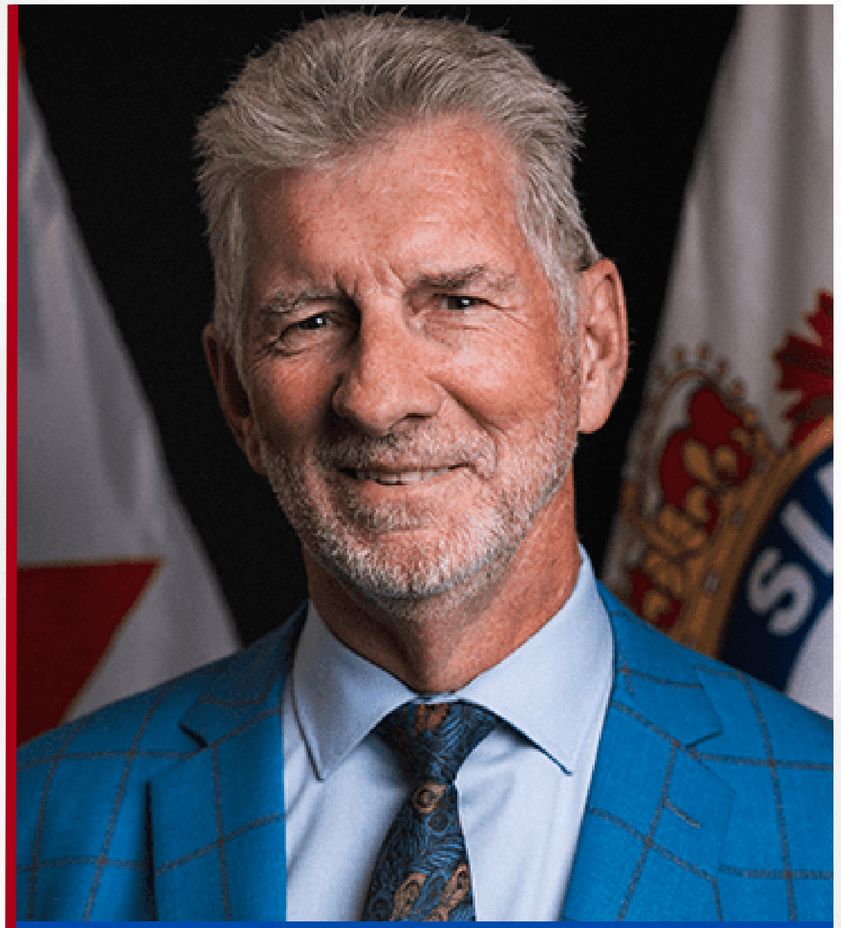
We heard clearly the importance of responsive, community-focused policing; strong partnerships; and continued innovation to keep our communities safe. This plan responds to those priorities. It is grounded in collaboration, shaped by evidence, and guided by a deep appreciation for the trust placed in us by the public we serve.

I want to extend my sincere thanks to everyone who contributed their time, perspectives, and expertise. Your participation has ensured that this Strategic Plan not only supports the Service's operational priorities, but also reflects the values and needs of our growing and diverse communities.

We look forward to strengthening safety, enhancing well-being, and building a future where every resident feels protected and supported.



Chris Gariepy
Board Chair, Bradford West Gwillimbury/Innisfil Police Service Board



CHRIS GARIEPY
Chair, *Bradford West Gwillimbury/Innisfil Police Service Board*

MESSAGE FROM THE **CHIEF OF POLICE**

I am pleased to present our 2026-2029 Strategic Plan for the South Simcoe Police Service, a roadmap that reflects our commitment to building safer, stronger, and more supportive communities. This plan is grounded in fulsome and meaningful consultation with our members, our service partners, and the communities we serve. Their feedback helped shape our priorities and ensure that our efforts remain responsive, evidence-informed, and people-centered.

We must be future focused. The rapid growth in our communities and the pace of technological change are having a real impact on how we serve. These shifts influence the crime we face, how we investigate it, and how we conduct our work to support the people who rely on us. So we will continue to listen, collaborate, adapt, and innovate. Together, we will work to enhance community safety, support victims and families, and strengthen trust through service excellence and the strategic use of resources.

Drafting a strategic plan is a comprehensive and time-consuming process. I would like to thank our staff, community partners, and our citizens who provided meaningful input to guide our future endeavours. Finally, I would like to thank our Police Service Board for their support and our staff who played a key role in putting this plan together.

As we move forward with our plan, we will strive to be people focused, community driven, and future ready.

Thank you for your ongoing partnership and support.

John Van Dyke
Chief of Police, South Simcoe Police Service



JOHN VAN DYKE
Chief of Police, *South Simcoe Police Service*

OUR PROCESS

We used a robust consultation process to ensure our new strategic plan reflects the top priorities of our members, partners, and communities.

01 Community Demographic and Police Cost Comparator Data

02 Operational Data

03 Survey of Our Members and Focus Groups with Our Leaders

04 Consultations with our Municipal Councils and Chief Administrative Officers, School Boards, Local Businesses, Mental Health Partners and Hospitals, Community Partner Organizations, and Justice Sector Partners

05 Community Safety and Well-Being Survey and Youth Survey and Engagement Sessions



OUR FINDINGS

What we learned from our people, our partners, our communities, and our data.

OUR SERVICE

Rising call volumes and complexity are increasing operational pressures, while our cost per capita lags behind comparable services and new legislation adds further demands.

OUR PARTNERS

There is a need to expand youth-focused efforts, deepen collaboration with partners, and strengthen member training to support consistent communication and service delivery.



OUR MEMBERS

Members seek more staffing, well-being support, efficiency, training, recognition, communication, and innovation to improve retention and culture.

OUR COMMUNITIES

Community concerns center on property crime, traffic safety, improved transparency, and a need for more visibility through foot patrols, traffic enforcement, and proactive crime prevention.

OUR PRIORITIES

We identified 4 strategic priorities that we will address in the next 4 years.



01

PRIORITY ONE - OUR SERVICE

MODERNIZE AND STRENGTHEN ORGANIZATIONAL EFFECTIVENESS

02

PRIORITY TWO - OUR PEOPLE

INVEST IN OUR PEOPLE

03

PRIORITY THREE - OUR PARTNERS

STRENGTHEN PARTNERSHIPS AND COLLABORATIVE PROBLEM-SOLVING

04

PRIORITY FOUR - OUR COMMUNITIES

ENHANCE COMMUNITY SAFETY, VISIBILITY, AND TRUST

01

OUR SERVICE

MODERNIZE AND STRENGTHEN ORGANIZATIONAL EFFECTIVENESS

OBJECTIVE 01

Improve efficiency through modernization.

Action Plan 1: Leverage technology to improve the way our members work.

Action Plan 2: Modernize policies and procedures to ensure they are responsive to emerging trends and compliant with legislation.

OBJECTIVE 02

Improve internal and external communication and transparency.

Action Plan 1: Develop an internal communication strategy that resonates with our members.

Action Plan 2: Develop an external communication strategy that promotes community awareness and enhances safety and security

OBJECTIVE 03

Leverage data to identify gaps and guide financial, staffing, and operational planning to build organizational resilience and capacity.

Action Plan 1: Develop a long-term financial strategy that includes a streamlined and integrated grant process.

Action Plan 2: Develop a staffing plan that strategically addresses our current gaps and future needs.

Action Plan 3: Plan for a centralized building location that accommodates our growing service.

OBJECTIVE 04

Strengthen the organization against corruption.

Action Plan 1: Review the Inspectorate of Policing's areas of concern and examine organizational changes that prevent corruption.



INVESTING IN OUR PEOPLE

OBJECTIVE 01

Enhance member well-being.

Action Plan 1
Develop holistic wellness programming for our members.

Action Plan 2
Promote a culture of openness and reduce stigma around mental health.

OBJECTIVE 02

Strengthen member development.

Action Plan 1
Increase member training in areas where knowledge, skill or ability gaps are identified.

Action Plan 2
Develop toolkits that help support our officers' knowledge, skills, and abilities.

Action Plan 3
Expand leadership development opportunities for supervisors, managers, and executives.

Action Plan 4
Develop a holistic, people-centered performance management system for all members.

02

OUR PEOPLE

INVEST IN OUR PEOPLE

03

OUR PARTNERS

STRENGTHEN PARTNERSHIPS AND COLLABORATIVE PROBLEM SOLVING



OBJECTIVE 01

Improve collaboration and joint-problem solving with our partners.

Action Plan 1

Share consultation results with relevant units and collaborate with partners to determine priorities and create tailored strategies to work more effectively together.





SERVING OUR COMMUNITIES

OBJECTIVE 01

Increase police visibility and improve community safety.

Action Plan 1: Conduct proactive patrols, including foot patrols, in areas of concern.

Action Plan 2: Collaborate with partners to strengthen crime prevention education and traffic enforcement.

Action Plan 3: Use data driven strategies to inform resource deployment.

OBJECTIVE 02

Build community engagement and trust.

Action Plan 1: Explore new opportunities to enhance youth engagement.

Action Plan 2: Conduct an annual community safety and well-being survey to understand emerging safety and well-being trends.

Action Plan 3: Strengthen our understanding and responsiveness to different cultures by engaging with diverse communities, expanding staff learning, and exploring ways to improve services.

Action Plan 4: Anti semitism

04

OUR COMMUNITIES

ENHANCE COMMUNITY SAFETY, VISIBILITY, AND TRUST



OUR RESPONSIBILITIES

Under the Community Safety and Policing Act (CSPA), we are responsible for providing performance objectives and indicators across key areas of community safety and policing. These areas, presented in no particular order, appear on the following two pages.

OUR RESPONSIBILITIES

01
Community-based crime prevention initiatives, community patrol, and criminal investigation services

Objective 1
Community Response Unit continues to attend community events.

Performance Indicator
Number of events attended and new events attended.

Objective 2
Conduct proactive patrols in areas of concern.

Performance Indicator
Number of proactive initiatives conducted.

02
Community satisfaction with policing provided

Objective 1
Increase community satisfaction and trust.

Performance Indicator
Annual community safety and well-being survey.



03
Emergency calls for service

Objective 1
Reduce response times to priority 1 and 2 calls.

Performance Indicator
Average response time from our computer-aided dispatch system.

Objective 2
Review and benchmark how we capture and clear calls for service.

Performance Indicator
Data working group meetings.

04
Violent crime and clearance rates for violent crime

Objective 1
Provide our officers additional training related to addressing violent crime.

Performance Indicator
Number of training courses offered.

Objective 2
Increase violent crime clearance rates.

Performance Indicator
Clearance rates recorded in our records management system.

05
Property crime and clearance rates for property crime

Objective 1
Increase public awareness about how to prevent property crime.

Performance Indicator
Number of initiatives delivered.

Objective 2
Increase property crime clearance rates.

Performance Indicator
Clearance rates recorded in our records management system.

OUR RESPONSIBILITIES

06
Youth crime and clearance rates for youth crime

Objective 1

Increase initiatives aimed at connecting with youth to prevent their involvement in crime.

Performance Indicator

Engagement in initiatives related to youth crime prevention.

Objective 2

Decrease the number of youth charged.

Performance Indicator

Youth charge data in our records management system.

07
Police assistance to victims of crime and re-victimization rates

Objective 1

Increase referrals to victim services.

Performance Indicator

Referrals recorded in our records management system.



08
Interactions with youths, members of racialized groups, and members of First Nation, Inuit, and Métis communities

Objective 1

Expand community engagement efforts.

Performance Indicator

Feedback from community members about the engagement.

09
Interactions with persons who appear to have a mental illness or neurodevelopmental disability

Objective 1

Continue to run our Mobile Crisis Response Team (MCRT) and raise awareness so its use increases.

Performance Indicator

Mobile Crisis Response Team use data.

10
Road safety

Objective 1

Maintain high levels of traffic enforcement.

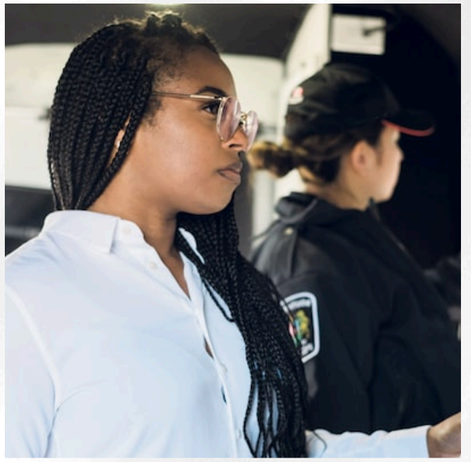
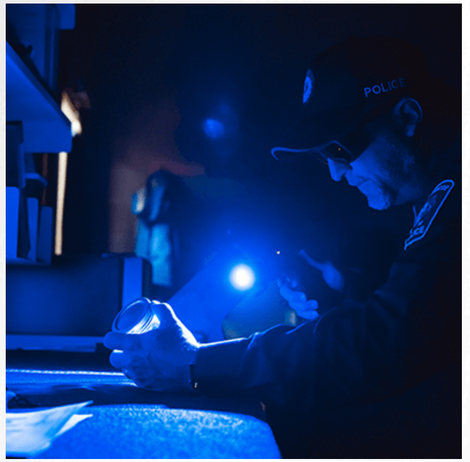
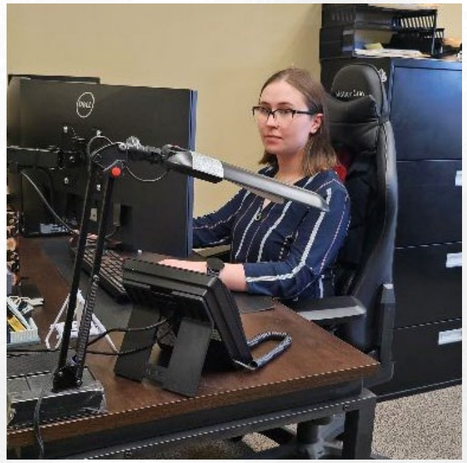
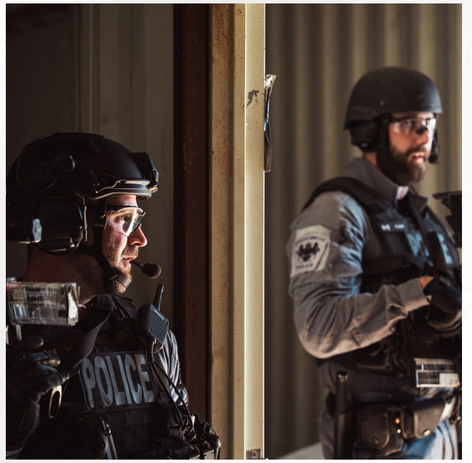
Performance Indicator

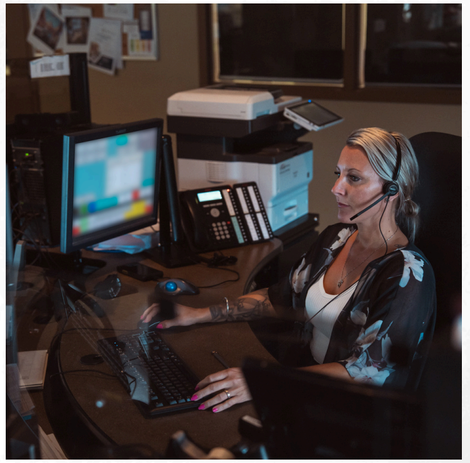
Number of driving-related charges.



THANK YOU

We would like to extend our thanks to everyone who contributed to the development of our new Strategic Plan. From our members and community partners to the community members who shared their time, insights, and experiences–your voices shaped every step of this process. This was a truly robust and meaningful consultation process that reflects our deep commitment to being a people focused and community driven organization. We are grateful for your guidance, your honesty, and your vision. Together, we've built a plan that reflects not only where we are, but where we aspire to go–collectively.





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