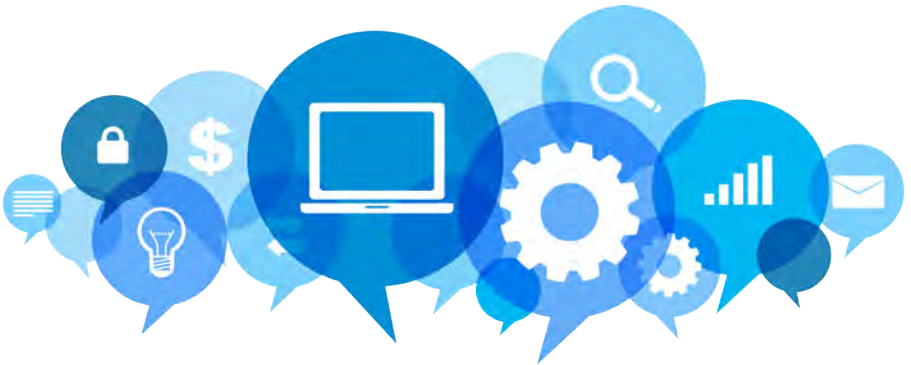




# 2017 – 2019 STRATEGIC PLAN



A Safer Community Together

[www.peelpolice.ca](http://www.peelpolice.ca)



## **VISION**

A Safer  
Community Together

## **CORE VALUES**

**T**rust is the foundation of all we do.

**R**espect for the dignity and rights of all.

**U**nderstanding our community.

**S**afety through service excellence.

**T**ransparency at all times.

## **MISSION**

To protect the lives, property  
and rights of all through service  
excellence and community  
engagement.



## MESSAGE FROM THE CHIEF

I am proud to present the 2017-2019 Strategic Plan which outlines the areas we will focus on over the next three years and includes specific objectives for us to meet as an organization. The plan was developed in collaboration with members of our community, our employees and our partners and it recognizes the importance of both community and operational partnerships. This document guides our employees every day, re-affirming our ongoing commitment to community safety and policing excellence. With the continued support of Regional Council, the Police Services Board, our community partners, and our dedicated uniform and civilian employees we will ensure the success of the Strategic Plan and our Vision of "A Safer Community Together".

A handwritten signature in black ink that reads "Jennifer Evans". The signature is stylized, with a large loop for the first letter 'J' and a cursive 'Evans'.

JENNIFER EVANS

Chief of Police, Region of Peel

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# 1

## COMMUNITY SAFETY TOGETHER

### Address Crime Proactively

Aligning with our Vision, one of our Areas Of Focus is Community Safety Together. To accomplish that one of our objectives is to **address crime proactively** through **effective call response, investigations, enforcement, and police visibility**. We are proud to report proof of our success. Our solvency rates are higher than national and provincial averages and are among some of the highest in the country. At the same time, our crime rates are below national and provincial levels and we continue to strive to improve.

Number of Officers & Fleet



**2,036**

Police Officers Authorized For 2017

**796**

Vehicles Including:



Bicycles



Boats



Cruisers



T3s

Our Solvency & Crime Rates

Solvency

2015 National / Provincial Rates

Property & Violent Crime

2016 Calls For Service

**596,468**  
Total Calls

**1,634**  
Per Day

**319,387**  
9-1-1 Calls

**875**  
Per Day



## Provide an Inclusive and Equitable Police Service

We are dedicated to **providing an inclusive and equitable police service** that our employees and community can be proud of. A consultant will conduct an independent equity audit to review recruiting, hiring and promotional practices and ensure our police service **attracts and retains skilled employees who are reflective of our community.**

To that end, we have met and exceeded standards set by Excellence Canada, and provided bias-free training programs to inform and educate our employees to recognize their own biases. We also offer a number of services to the public and our employees in multiple languages and accessible formats.

We Speak



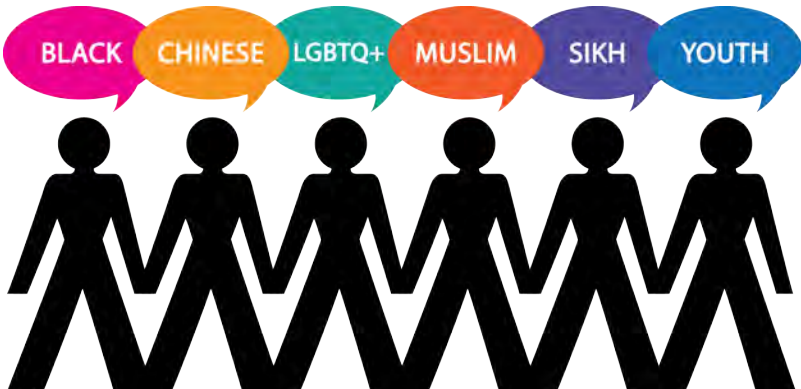
**54**  
Different  
Languages

We Have



**810**  
Multilingual  
Employees

Our Community Advisory Committees



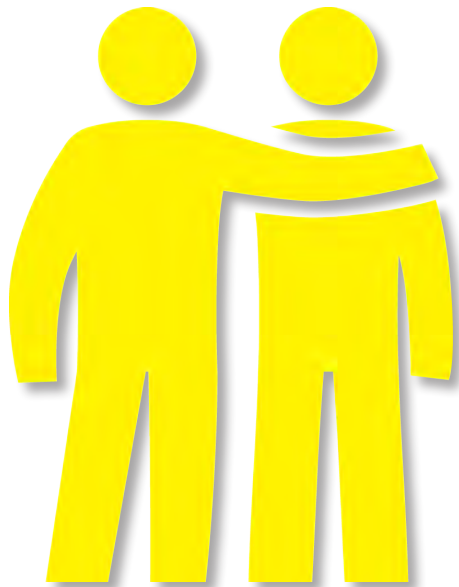
## Provide Assistance to Victims of Crime

We are committed to **providing assistance to victims of crime** by working with our community partners and supporting agencies that provide services to victims of crime. To reduce victimization, we provide various educational and crime prevention initiatives, such as our Crime Prevention Academies, Crime Prevention Through Environmental Design (C.P.T.E.D.) assessments, and are involved in collaborative initiatives such as the Peel Human Trafficking Services Committee.

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**VICTIM SERVICES OF PEEL**  
Help. Healing. Hope.





## Improve Road Safety

Road safety is important to the public and is one of our key priorities. We are committed to **improving road safety and pedestrian safety through education, enforcement and proactive strategies**. This includes using a range of campaigns like Eliminate Racing Activities on Streets Everywhere (E.R.A.S.E.) and Reduce Impaired Driving Everywhere (R.I.D.E). We lay Highway Traffic Act (H.T.A.) charges in an effort to change dangerous driving habits and keep our roads safe. Our Road Safety experts also use analytics to assist with investigations and to proactively manage traffic safety concerns.

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### Road Safety Initiatives 2016

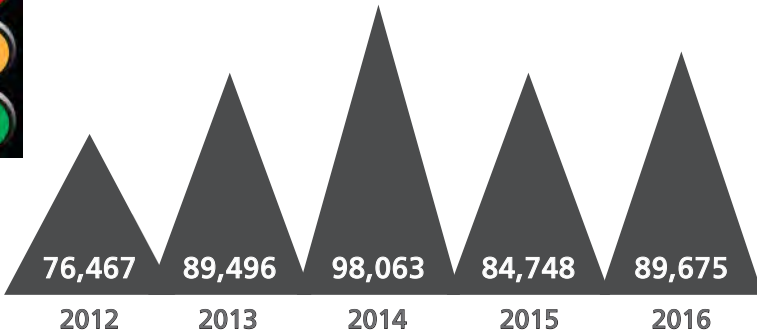


2012 – 2016  
H.T.A. Charges



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### Highway Traffic Act Charges



# Emergency Management and Preparedness

It is our objective to continually **enhance and strengthen our emergency management, planning and response**. We conduct an annual review and update of our Emergency Plan to ensure our actions focus on public safety. We forge strong partnerships with other agencies and stakeholders within the Region to ensure an efficient, co-ordinated response to emergent situations.

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## Emergency Planning



Fire / Explosion



Poisonous Gas



Tornado / Severe Weather



Plane Crash



Train Derailment



School Lockdown

## Community Involvement – Giving Back to the Community

Our employees spend numerous hours volunteering and fundraising to assist those in our community who are in need. In addition to raising funds for local charities and programs, these initiatives help to strengthen the relationship between Peel Regional Police and members of the community.

SINCE 2006  
OVER  
**\$14**  
MILLION

has been raised for various charities through the ongoing efforts of Peel Regional Police and community members.

IN 2016  
OVER  
**\$1.1**  
MILLION  
was raised.

### Charity Partners



Big Brothers  
Big Sisters  
Of Peel



Canadian  
Blood  
Services



Canadian  
Cancer  
Society



Jumpstart



HEART  
AND STROKE  
FOUNDATION



THE INSIDE  
RIDE  
beyondkids cancer.ca



Kids, Cops  
& Canadian Tire  
Fishing Days



McHAPPY DAY



PEEL CHILDREN'S AID  
FOUNDATION



RIDE FOR DAD



Special  
Olympics  
Ontario



Tim Hortons  
CAMP DAY



TOYS FOR  
TOTS



United Way  
Region Of  
Peel



Victim  
Services  
Of Peel

# PROFESSIONAL, DIVERSE AND SUPPORTIVE WORKPLACE

## Recruiting Professional, Skilled Employees Who Reflect Our Community

We are committed to **attracting, retaining, developing and promoting professional and skilled employees who are reflective of our community.** We are dedicated to providing the citizens of the Region of Peel with the best service possible by capitalizing on the talent, skills and the many perspectives our employees bring to the table.

### Racialized People Hired in 2016



**46.2%**  
Uniform

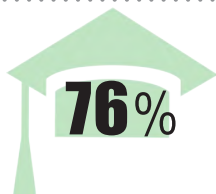


**54.1%**  
Civilian

\* Racialized Person: refers to people who because of their race or colour are considered to be part of a racialized group in Canada.



### Employees With Post-Secondary Education



## Providing Professional Development and Training

We recognize the importance of professional development and on-going training. To support employees with improving and advancing their careers and keeping up-to-date with trends and changing contexts, we provide access to a number of courses and other professional development opportunities.



## Increase Employee Engagement and Communication

We know some of the best ideas come from our own people and keeping our employees engaged is a priority. For that reason we are always working to **increase employee engagement and communication** and use a number of channels including surveys, an internal intranet website portal, e-mail bulletins, an internal newsletter, and an internal television system. Our organization also has a message box that allows employees to submit ideas to Senior Management. We are committed to ensuring the flow of information to and from our employees. Our social media accounts also support our employee communication efforts and encourages employee engagement. We have found that many employees choose to “Like” us on Facebook and “Follow” us on Twitter. YouTube and Livestream help to share our message inside and outside the organization.

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# 3

## QUALITY SERVICE AND FISCAL RESPONSIBILITY

### Strengthening Trust, Confidence and Community Partnerships

We work hard to balance quality service and fiscal responsibility. To provide the highest quality of service we regularly ask the public and our community partners for feedback through surveys and other consultation processes, to evaluate how we are doing. Our 2016 Community Survey results showed the satisfaction level of residents was at the highest level in our history at 93%. To be successful we need to maintain public trust and confidence by ensuring we are transparent and accountable. It is imperative that we continue to **leverage shared services and strengthen our partnerships** within the policing sector and with our community.

#### 2016 Community and Business Surveys

Satisfaction



Cooperation



### Accountability

In the province of Ontario, police officers are bound by the Police Services Act, which we enforce to ensure public confidence. We also have a compliments and complaints process that give us insight into the service our police officers provide and which helps guide our decisions about policy and processes.

## Review Processes and Provide Resources to Address Changing Demands

We are continually reviewing our business processes to **ensure we provide the resources, such as people, facilities, equipment and technology, to adapt to changing demands and to meet present and future needs.** We regularly conduct audits and review our risk management processes that support our business planning process and ensure they align with provincial and federal standards. We continually review and analyze data to ensure our processes are effective and are meeting demands.

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### Strategic Planning Process



### Annual Budget

Our budgets are developed to support our Strategic Plan and meet changing needs. The change to resident's tax bills for the portion related to policing is projected to increase in line with inflation as follows: (2017) +2.1%; (2018) +2.3%; (2019) +2.4%.



## Environmental Responsibility

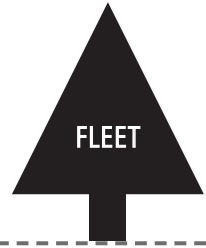
We continue to meet future and present needs while engaging in mindful environmental management practices. Through our environmental initiatives we are focused on reducing our carbon footprint by using **responsible environmental management practices**.

### Kilometers Travelled 2016

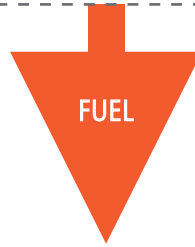
We drove  
**15,325,011 km**  
in 2016, that's like driving across  
Canada, twice!



### Fuel Consumption

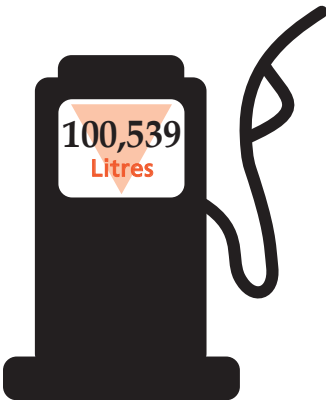


2016 Fleet & Fuel Use



Fuel consumption has **decreased** despite an increase in fleet size

### Fuel Consumption 2016



### Our Fleet Includes

**796**  
Vehicles



Hybrids



T3s



Boats



Bicycles

# A SAFER COMMUNITY TOGETHER

أن نبني معاً مجتمعاً أكثر أمناً

共同构筑更加安全的社区

共同構築更加安全的社區

Ensemble pour une collectivité plus sécuritaire

એકબીજાની સાથે મળીને વધુ સુરક્ષિત સમુદાય બનાવવો

साथ मिलकर बनाएं एक सुरक्षित समुदाय

Wspólne działanie – bezpieczniejsza okolica

Uma comunidade mais segura, juntos

ਇੱਕੱਠੇ ਇੱਕ ਵੱਧ ਸੁਰੱਖਿਅਤ ਭਾਈਚਾਰਾ

Una comunidad más segura y unida

Magkakasama Sa Isang Mas Ligtas na Komunidad

ஒன்றிணைந்த ஒரு பாதுகாப்பான சமூகம்

مل جل کر ایک محفوظ کمیونٹی تشکیل دینا



TRANSLATIONS INCLUDE: English, Arabic, Chinese Simplified, Chinese Traditional, French, Gujarati, Hindi, Polish, Portuguese, Punjabi, Spanish, Tagalog, Tamil, and Urdu

peelpolice.ca

