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A SAFER COMMUNITY **TOGETHER**



Strategic Plan 2014 – 2016

A SAFER COMMUNITY **TOGETHER**



The 2014-2016 Strategic Plan will serve as the frame of reference that will help guide the Peel Regional Police over the next three years. This framework is based on the changing needs of our members and our community partners. Our commitment to having an updated and relevant Strategic Plan in place re-affirms for our community our ongoing commitment to community safety and policing excellence.

We are pleased to report our previous Strategic Plan was successful in making positive change in the way we do business. Over the past three years we have improved our internal and external communication platforms; built on our commitment to make Peel Regional Police a member focused workplace; and, provided the highest level of policing service to make ours a safer community.

Moving forward, we continue to recognize the significance of both community and operational partnerships. This Strategic Plan represents a true collaborative effort. Together, members of the community and our employees provided the foundation from which the 2014-2016 Strategic Plan was built and it is this partnership that highlights our new vision for Peel Regional Police and the Region of Peel, a vision of “A Safer Community Together”.




Over the next three years, we will continue to create initiatives and policies that will promote the highest level of community safety. This has always been our top priority. We will also continue to be an employer of choice, to maintain our commitment to deliver quality services and to ensure accountability and fiscal responsibility. The Strategic Plan will be our guide as we work towards our 2014-2016 strategic goals:

- **Community Safety Together**
- **Member Focused Workplace**
- **Quality Service & Fiscal Responsibility**
- **Growth & Changing Demographics**

The goals and strategies detailed in the Strategic Plan are important to members of our Service and members of the community. With the continued support of our Regional Council, the Police Services Board, our dedicated uniform and civilian employees, and our community partners, we will ensure the success of the Strategic Plan and our Vision of

“A Safer Community Together”


Jennifer Evans
Chief – Peel Regional Police


Emil Kolb
Chair – Police Services Board

Proud To Be Peel

COMMUNITY SAFETY TOGETHER



GOAL – ENHANCE & PROMOTE SAFETY AS OUR HIGHEST PRIORITY TOGETHER WITH THE COMMUNITY.

STRATEGIC ACTIONS

- 1.1 **Protect our community** by addressing crime and victims' concerns through:
 - effective investigations and enforcement;
 - proactive strategies;
 - educational initiatives; and
 - increased police visibility.
- 1.2 **Increase the awareness, feedback and engagement** of our community and policing partners through collaboration.
- 1.3 **Provide assistance** to victims of crime.
- 1.4 **Focus on road safety** through education and enforcement strategies.
- 1.5 **Enhance crime prevention** initiatives and awareness.
- 1.6 **Strengthen emergency management planning and response** (internally and externally).

PERFORMANCE INDICATORS

- Maintain a solvency rate for violent crimes, and, property crimes that is above the provincial and national rates.
 - Maintain a rate per 100,000 for violent crimes, and, property crimes that is below the national and provincial rates.
 - Proactively initiate projects and programs targeting community issues.
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- Conduct Residential and Business Community Surveys and stakeholder input sessions during each strategic planning cycle.
 - Number of visits to the Peel Regional Police external website.
 - Participation in policing and community partnership events.
 - Use the Community Safety Model to address community issues.
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- Maintain a partnership between Peel Regional Police and Victim Services of Peel.
 - Maintain a partnership with, and support to agencies who provide services to victims of crime.
 - Implement and maintain education and crime prevention initiatives to reduce victimization.
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- Implement targeted road safety initiatives and campaigns.
 - Maintain a rate per 100,000 of personal injury collisions that is below the national and provincial rates.
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- Number of Crime Prevention community sessions.
 - Satisfaction and awareness of crime prevention initiatives.
 - Implement and maintain crime prevention initiatives.
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- Complete an annual review of Emergency Plan.
 - Enhance and develop emergency planning partnerships.

MEMBER FOCUSED WORKPLACE



GOAL – TO BE AN EMPLOYER OF CHOICE

STRATEGIC ACTIONS

PERFORMANCE INDICATORS

2.1 **Ensure the health, well-being and safety** of all employees.

- Develop and promote health and wellness initiatives.
- Provide proactive and educational initiatives to enhance employee safety.
- Conduct workplace inspections and assessments.

2.2 **Increase the awareness, feedback and involvement** of our employees.

- Conduct an Employee Satisfaction Survey measuring employee satisfaction and employee engagement.
- Number of messages from Chief and Corporate Communications to employees.
- Number of suggestions to the Chief's Suggestion Box.
- Implement and maintain internal communication systems to enhance employee awareness.

2.3 **Provide opportunities for professional development** to meet present and future needs.

- Number of members enrolled in continuing education courses.
- Number of training hours.
- Number of members who participated in courses and conferences.
- Number of acting hours/professional development opportunities.
- Number of external committee memberships (i.e. OACP, CACP, IACP).
- Number of employee development opportunities within Peel Regional Police.

2.4 **Provide facilities, equipment, and information & technology** to meet present and future needs.

- Undertake and complete Facilities Projects in accordance with the Facilities Plan.
- Develop an annual 10-year Capital Plan.
- Introduce, enhance and replace information and technology systems in accordance with the Information & Technology Plan.
- Introduce, enhance and replace equipment to provide safe and effective delivery of services.

QUALITY SERVICE & FISCAL RESPONSIBILITY



GOAL – DELIVER QUALITY SERVICES ENSURING ACCOUNTABILITY & FISCAL RESPONSIBILITY

STRATEGIC ACTIONS

PERFORMANCE INDICATORS

3.1 **Maintain public trust, confidence and satisfaction** by delivering quality services and ensuring transparency and accountability.

- Conduct Residential and Business Community Surveys to measure levels of community satisfaction during each strategic planning cycle.
- Number of public complaints and resolutions.
- Conduct ongoing review of Peel Regional Police Directives to ensure compliance with the Ontario Policing Standards and applicable legislation.
- Continued pursuit of recognition or certification in quality and healthy workplace.
- Implement a Proud to be Peel campaign to enhance professionalism and accountability.

3.2 **Ensure quality services address changing demands** by:

- reviewing service delivery models;
- implementing effective, efficient business and risk management processes; and
- leveraging shared services and partnerships.

- Continuous mitigation of risk through ongoing Risk Management reviews.
- Number of audits conducted.
- Number of service delivery process reviews.
- Complete an annual review of the police staffing formula.
- Complete an annual geographical review of call volumes.
- Develop an annual Business Plan.
- Optimize service delivery and resource allocation by monitoring real time operational data.
- Participate in the Federal review of the sustainability of policing.
- Commitment to shared services and partnerships.

3.3 **Demonstrate leadership** in responsible environmental management practices and energy use.

- Commitment to environmentally responsible management practices.

GROWTH & CHANGING DEMOGRAPHICS



GOAL – MANAGE SERVICE DELIVERY TO RESPOND TO GROWTH & CHANGING DEMOGRAPHICS

STRATEGIC ACTIONS

PERFORMANCE INDICATORS

4.1 **Attract and retain a professional, skilled workplace** that is reflective of our diverse community and addresses community growth.

- Percentage of new hires from the identified groups designated in accordance with the Province's Equal Opportunity Guidelines.
- Representation of designated groups at all levels within the organization.
- Police to population ratio.
- Attrition rates.
- Number of recruiting outreach initiatives.

4.2 Ensure programs and partnerships **meet the needs** of youth and our diverse community.

- Number of presentations provided in secondary schools and to youth.
- Enhance programs and partnerships committed to youth.
- Enhance partnerships with diverse community groups.
- Number of students and training sessions delivered at the Peel Children's Safety Village.

WHAT OUR STRATEGIC PLAN MEANS TO YOU

The 2014-2016 Strategic Plan serves as a 'road map', outlining actions and performance indicators to guide the organization towards the attainment of its strategic goals. The Strategic Plan serves various purposes including:

- Communicating to the public, community and policing partners, and employees how we will build *"A Safer Community Together"*;
- Directing the annual Business Plans and Budgets, as well as the development of Management Action Plans throughout the organization;
- Providing a framework to face policing challenges, including a strategy for more efficiently and effectively allocating our resources to support priority community programs and initiatives.

DEVELOPING THE STRATEGIC PLAN



The Strategic Plan was developed based upon valuable input from the community, policing partners and employees. Feedback received from Discovery Workshops, as well as Community and Employee Surveys, has been integral in building a Plan that reflects the needs and concerns of our stakeholders. Consultation was essential, ensuring the organization focuses on key policing priorities to make Peel *"A Safer Community Together"*.

COMMUNITY & STAFF CONSULTATION PROCESS

Discovery Workshops

Throughout September 2013, collaborative Workshops were held with community leaders including representatives from a variety of sectors such as: grassroots agencies; ethno-cultural groups; education; health; and emergency response. Members of the Police Services Board and the Peel Regional Police also participated in the interactive sessions. Additionally, youth from a variety of neighbourhoods participated in an interactive Workshop. The Workshops facilitated open dialogue regarding safety and policing priorities and encouraged participants to work collaboratively on a shared vision for Peel, which included developing solutions and action plans on key community issues.

Community & Business Surveys

In April 2013, the residential and business community provided input into the future delivery of policing services through surveys that were conducted as phone polls by an independent research provider.

Employee Survey

On an annual basis, employees provide essential feedback to ensure effective and efficient services are provided. This process is a reflection of the organization's ongoing commitment to continuous improvement and employee engagement.

STRATEGIC PLANNING FRAMEWORK



Stakeholder Consultations: Input was collected from various stakeholder groups through the Community and Business Surveys, Employee Survey and Discovery Workshops held with community leaders and youth.

Strategic Issues: Key strategic issues were identified based on an environmental scan analyzing a combination of strengths, weaknesses, opportunities, threats, and input through stakeholder consultations. They are long term issues that the organization needs to address through its strategies. They form the basis of the Strategic Plan. Peel Regional Police have established four strategic issues to focus on over the next three years: Community Safety Together; Member Focused Workplace; Quality Service & Fiscal Responsibility; and, Growth & Changing Demographics.

Strategic Goals & Actions: The strategic goals are overall results that Peel Regional Police wants to achieve. They enable the vision, *"A Safer Community Together"*, to be realized. The strategic actions are intended measurable methods that Peel Regional Police will undertake to realize its strategic goals.

Management Action Plans: Individual units develop management action plans identifying strategies that support Peel Regional Police's strategic actions, and contribute towards meeting Peel Regional Police's strategic goals. Reviews and progress updates are conducted on an ongoing basis.

Annual Performance Report: The Annual Performance Report provides a progress report on the performance indicators outlined in the Strategic Plan, and highlights various initiatives and programs that have been implemented that contribute towards the goals and overall success of the Strategic Plan.

Annual Budget: Annual budgets are developed to be consistent with management action plans, which are linked to Peel Regional Police's strategic goals and actions. Budget Forecast: The projected change to the tax levy over the next three year period related to policing is as follows: 2014 = +0.68%; 2015 = +1.24%; 2016 = +1.04%.



Policing Jurisdiction: Peel Regional Police provides policing services within the cities of Brampton and Mississauga, including the many travelers who pass through Pearson International Airport. Serving an area of approximately 538 sq. km, Peel Regional Police is also responsible for policing a portion of Lake Ontario. Peel Regional Police's policing jurisdiction is bounded by the City of Brampton/Town of Caledon boundary (north), Lake Ontario (south), City of Toronto and York Region (east), and Halton Region (west). In addition to 5 divisional facilities, including one located at Pearson International Airport, Peel Regional Police provides policing services through 4 community stations, and the Emil V. Kolb Centre for Police Excellence, which houses many of Peel Regional Police's specialized services.

Regional Municipality of Peel Police Services Board: Section 31(1)(b) of the Ontario Police Services Act states the Police Services Board shall 'generally determine, after consultation with the chief of police, objectives and priorities with respect to police services in the municipality.' The 2014-2016 Strategic Plan is a direct result of consultations with internal and external stakeholders, including input from members of Peel Regional Police and the Police Services Board.

Police Services Board Members: Emil V. Kolb, Chair; Ms. Susan Fennell, (Mayor, City of Brampton) Vice Chair; Mr. Amrik Singh Ahluwalia; Mr. Frank Dale (Councillor, Mississauga), Mr. James Harries, Mr. Laurie Williamson, and Mr. John Rogers. For additional information regarding the Regional Municipality of Peel Police Services Board, please see website: www.peelpoliceboard.ca



A Safer Community Together

MISSION STATEMENT

Working in partnership with our community, our mission is to provide innovative and effective policing to ensure a safe environment to live, work and visit.

TRUST

TRUST • RESPECT • UNDERSTANDING • SAFETY • TRANSPARENCY

FOR ADDITIONAL INFORMATION OR COPIES OF THIS DOCUMENT, PLEASE CONTACT

CORPORATE PLANNING & RESEARCH
PEEL REGIONAL POLICE • 7750 HURONTARIO STREET • BRAMPTON, ON • L6V 3W6
905-453-2121 EXT. 4734 / 4729 • WWW.PEELPOLICE.CA

