



STRATEGIC PLAN 2017-2019

VISION

A Safer Community Together

MISSION

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

CORE VALUES

Trust is the foundation of all we do.

Respect for the dignity and rights of all.

Understanding our community.

Safety through service excellence.

Transparency at all times.

AREAS OF FOCUS

**COMMUNITY
SAFETY
TOGETHER** 1

**PROFESSIONAL,
DIVERSE AND
SUPPORTIVE
WORKPLACE** 2

**QUALITY
SERVICE
AND FISCAL
RESPONSIBILITY** 3



1. COMMUNITY SAFETY TOGETHER

STRATEGIC OBJECTIVES

ADDRESS CRIME PROACTIVELY THROUGH EFFECTIVE CALL RESPONSE, INVESTIGATIONS, ENFORCEMENT, AND POLICE VISIBILITY.

1.1

1.2

STRENGTHEN COMMUNITY ENGAGEMENT.

1.3

PROVIDE AN INCLUSIVE AND EQUITABLE POLICE SERVICE.

1.4

PROVIDE ASSISTANCE TO VICTIMS OF CRIME.

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 increase awareness of programs targeting community issues.

- Conduct ongoing community consultations.
- Increase engagement with the Peel Regional Police external website and increase social media interaction.
- Participate in policing and community partnership events.
- Enhance partnerships and communication with diverse community groups.
- Use the Community Mobilization Teams to address community concerns.

- Undertake an equity audit.
- Provide bias-free training to all employees.
- Provide information and services in multiple languages and formats.

- Maintain a partnership between Peel Regional Police and Victim Services of Peel.
- Build upon partnerships and support for agencies who provide services to victims of crime.
- Enhance education and crime prevention initiatives to reduce victimization.



1. COMMUNITY SAFETY TOGETHER

STRATEGIC OBJECTIVES

1.5 IMPROVE ROAD SAFETY THROUGH EDUCATION, ENFORCEMENT AND PROACTIVE STRATEGIES.

1.6 ENHANCE YOUTH PROGRAMS AND PARTNERSHIPS.

1.7 CRIME PREVENTION THROUGH COMMUNITY INITIATIVES, AWARENESS, AND EDUCATION.

1.8 STRENGTHEN EMERGENCY MANAGEMENT PLANNING AND RESPONSE.

Performance Indicators

- Implement targeted road safety initiatives and educational campaigns.
- Continue to use analytics to proactively manage traffic safety concerns.
- Reduce the rate per 100,000 for traffic fatalities and personal injury accidents.

- Enhance programs and partnerships committed to youth.
- Maintain a crime rate for youth that is below the provincial and national rates.
- Number of presentations provided in secondary schools and to youth.
- Number of students and training sessions delivered at the Peel Children's Safety Village.

- Enhance crime prevention initiatives.
- Satisfaction and awareness of crime prevention initiatives.
- Number of Crime Prevention community sessions.

- Complete an annual review of Emergency Plan.
- Enhance and develop emergency planning partnerships.



2. PROFESSIONAL, DIVERSE AND SUPPORTIVE WORKPLACE

STRATEGIC OBJECTIVES

**ATTRACT AND RETAIN
PROFESSIONAL, SKILLED
EMPLOYEES THAT
REFLECT THE
COMMUNITY.**

2.1

**PROMOTE THE HEALTH,
WELL-BEING AND
SAFETY OF ALL
EMPLOYEES.**

2.2

**INCREASE EMPLOYEE
ENGAGEMENT AND
COMMUNICATION.**

2.3

**PROVIDE
OPPORTUNITIES FOR
PROFESSIONAL
DEVELOPMENT AND
TRAINING.**

2.4

Performance Indicators

- Percentage of new hires from the identified groups designated in accordance with the Province's Equal Opportunity Principles.
- Representation of designated groups at all levels within the organization.
- Monitor attrition rates.
- Percentage of employees with post-secondary education.
- Number of recruiting outreach initiatives.

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

- Conduct an Employee Survey measuring employee engagement and enablement.
- Enhance employee awareness and feedback through internal communication systems.
- Conduct internal surveys seeking feedback on specific programs and services.

- Number of members enrolled in continuing education courses.
- Number of training hours.
- Number of internal courses offered.
- Number of members who participated in courses and conferences.
- Number of acting hours/professional development opportunities.
- Number of internal job postings.
- Number of external committee memberships (i.e. OACP, CACP, IACP).
- Number of internal standing committees.
- Number of career advancement opportunities.



3. QUALITY SERVICE AND FISCAL RESPONSIBILITY

STRATEGIC OBJECTIVES

3.1 MAINTAIN PUBLIC TRUST, CONFIDENCE AND SATISFACTION BY DELIVERING QUALITY SERVICES AND ENSURING TRANSPARENCY AND ACCOUNTABILITY.

3.2 REVIEW BUSINESS AND RISK MANAGEMENT PROCESSES TO ADDRESS CHANGING DEMANDS.

Performance Indicators

- Conduct Residential and Business Community Surveys to measure levels of community satisfaction during each strategic planning cycle.
- Quarterly reports to the Police Services Board on public complaints.
- Publication of Police Service Act decisions.
- 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 through Excellence Canada in quality and healthy workplace.
- Continue the Proud to be Peel campaign to enhance professionalism and accountability.

- Complete a review of the police staffing formula.
- Complete a geographical review of call volumes.
- Optimize service delivery and resource allocation.
- Develop an annual Business Plan.
- Participate in Provincial/Federal reviews of policing.
- Continuous mitigation of risk through ongoing Risk Management reviews.
- Number and type of audits conducted.



3. QUALITY SERVICE AND FISCAL RESPONSIBILITY

STRATEGIC OBJECTIVES

3.3

LEVERAGE SHARED SERVICES AND STRENGTHEN PARTNERSHIPS.

3.4

PROVIDE FACILITIES, EQUIPMENT, INFORMATION AND TECHNOLOGY TO MEET PRESENT AND FUTURE NEEDS.

3.5

ENGAGE IN RESPONSIBLE ENVIRONMENTAL MANAGEMENT PRACTICES.

Performance Indicators

- Number of external committees.
- Number of Joint Forces Operations.
- Continued pursuit of Provincial and Federal grant funding opportunities.

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

- Demonstrate environmentally responsible management practices.