



# 2017 – 2019 STRATEGIC PLAN



A Safer Community Together

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



## MESSAGE FROM THE CHAIR

We will continue to work to enhance the public's trust in our police service, while embracing Peel's enviable position as one of the most diverse communities in Canada. Our plan is to provide modern and high quality police services to our residents in a way that is transparent, accountable and inclusive. We have much to be proud of in Peel Region – especially pride in our police service, which we all want to be the best in Canada.

The Board would like to thank Chief Evans, and our sworn and civilian employees who continue to serve our community with integrity, professionalism, compassion, dedication and courage. We have one of the finest police services in Canada and are committed to keeping Peel Region a safe and prosperous community.

Thank you to all our partners and residents in assisting us to develop a strategic roadmap for policing over the next three years, and look forward to fulfilling the commitments outlined in this plan.

AMRIK SINGH AHLUWALIA  
Chair, Regional Municipality of Peel Police Services Board



## 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 fluid and cursive, with the first name "Jennifer" written in a large, stylized loop.

JENNIFER EVANS  
Chief of Police, Region of Peel



## **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.

# **2017 – 2019 STRATEGIC PLAN OVERVIEW**

## Areas of Focus

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# COMMUNITY SAFETY TOGETHER

1

## STRATEGIC OBJECTIVES

1.1

### ADDRESS

crime proactively through effective call response, investigations, enforcement, and police visibility

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.

## 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.

# PROFESSIONAL, DIVERSE AND SUPPORTIVE WORKPLACE

2

## STRATEGIC OBJECTIVES

2.1

**ATTRACT AND RETAIN**  
professional, skilled employees that  
reflect the community

2.2

**PROMOTE**  
the health, well-being and  
safety of all employees

## 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.



## STRATEGIC OBJECTIVES

2.3

**INCREASE**  
employee engagement and  
communication

2.4

**PROVIDE**  
opportunities for professional  
development and training

## PERFORMANCE INDICATORS

- 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.

# QUALITY SERVICE AND FISCAL RESPONSIBILITY

3

## 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.

## 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.

# 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



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



Wspólne działanie – bezpieczniejsza okolica

Uma comunidade mais segura, juntos

ਇਕੱਠੇ 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