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# Annual Performance Report 2008





*"Working it out together ..."*

# Mission

As an organization of highly-skilled and dedicated professionals, Peel Regional Police, working together with our community, contributes to a safe environment in which to live, work and visit.

## T.R.U.S.T.

### T RUST

reflects both the trust we hope to instill in the people we serve as well as the trust we must have in each other to perform effectively. It is something which must be earned and cannot be taken for granted.

### R ESPECT

for the dignity of all others.

### U NDERSTANDING

of the law as well as the different challenges faced by individuals in their day-to-day lives.

### S AFETY

protection of the people in our community, their property, ourselves and our fellow officers.

### T RANSPARENCY

in all our practices, beliefs and actions.

# Values



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## Annual Performance

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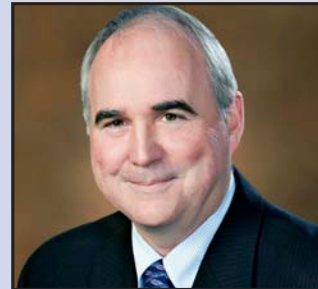
## Peel Police Services Board



Emil Kolb  
**CHAIR**



James Murray  
**VICE CHAIR**



Frank Dale  
Councillor – Mississauga



Susan Fennell  
Mayor – Brampton



Satwinder Gosal



Cheryl Jamieson



Preet Kang



## Chief's Management Group



H.M. (Mike) Metcalf  
**CHIEF OF POLICE**



Jennifer Evans  
**DEPUTY CHIEF**



Dan McDonald  
**DEPUTY CHIEF**



Paul Tetzlaff  
**DEPUTY CHIEF**

## Message From Chair Emil Kolb, Police Services Board & Chief H.M. (Mike) Metcalf



*We*

are pleased to present to you the Peel Regional Police 2008 Annual Performance Report.

The Annual Performance Report is an important document that provides the public and our stakeholders a review of our performance over the past year, as well as significant achievements and successes and our progress towards meeting our corporate goals.

In January 2008, we launched our new 2008 – 2010 Strategic Plan, “Working it out together...”, which identifies various goals and actions that will guide Peel Regional Police over a three year period, to the end of 2010. Our focus is on five key strategic issues, as reflected in our Strategic Plan:

- Community Safety
- Communication & Collaboration
- Quality Service & Fiscal Responsibility
- Growth & Changing Demographics
- Organizational Capacity

The success of Peel Regional Police is rooted on effective strategic planning and community involvement, particularly through citizen feedback. The strategic issues, goals and actions of our Strategic Plan are a direct reflection of the input received from the Discovery Workshop process, which involved a series of input sessions held with various stakeholder groups that included area residents and business owners, policy and decision makers, community leaders, youth and members of Peel Regional Police. Based on feedback, it was apparent that there is a need to enhance public awareness about the work of Peel Regional Police, its policing strategies, successes and challenges. In remaining accountable and transparent to the community, the Annual Performance Report serves to communicate our progress during 2008, and highlight some of the strategies and initiatives that have been implemented by our organization that support our Strategic Plan.

Peel Regional Police has been recognized as one of Canada’s most progressive police organizations. To support the successful implementation of our Strategic Plan, the Management Action Plan System was developed. The system contains management action plans from each department which detail initiatives implemented across the organization, contributing towards the overall success of the Strategic Plan. Presently there are over 700 management action plans. The Annual Performance Report highlights initiatives from a selection of these plans. The system allows for ongoing monitoring of performance, keeping us on the path towards organizational excellence and ensuring that we deliver effective and exceptional service to our community.

Peel Regional Police is dedicated to community focused policing and developing effective and proactive initiatives, crime prevention programs and victim services to ensure our community receives the policing services that they need and expect, as well as ensuring a healthy and professional workplace for our employees. Through collaboration with the citizens of the Region of Peel, the Police Services Board, Regional Council and the communities we serve, we will continue to be actively and strongly committed to our Vision of **“A Safer Community”**.

Emil Kolb

**CHAIR – PEEL POLICE SERVICES BOARD**

H. M. (Mike) Metcalf

**CHIEF OF POLICE – REGION OF PEEL**

# Overview

*The* Annual Performance Report provides feedback to stakeholders on the performance of Peel Regional Police over the past year, and the organization's progress towards meeting the goals and actions within the 2008-2010 Strategic Plan. Overall corporate performance is reflected through various performance measurements that have been included in this report. These measures are in line with our Strategic Plan and with legislative and regulatory standards as reflected in section 30 (1) of the Adequacy Standards Regulations as set forth by the Ontario Ministry of Community Safety & Correctional Services.

Peel Regional Police remains dedicated to meeting the needs of the community and its members, now and into the future. Key accomplishments and selected initiatives and strategies from management action plans, that support the goals of the Strategic Plan, have been highlighted throughout this report.

In 2008, Peel Regional Police saw many accomplishments and changes occur across the organization. Highlights in 2008 include:

- **Significant Changes To The Organizational Chart** – The following organizational changes have been implemented to ensure that Peel Regional Police is positioned to meet the challenges that lie ahead, as well as to ensure the community's needs are met and that employees are provided with the resources needed to meet future challenges. Changes include the addition of two new Deputy Chiefs to the organization. Organizational enhancements also included the addition of the following bureaus:
  - **Risk Management Bureau** – As one of the largest municipal police services in Ontario, Peel Regional Police is faced with varying levels of operational, political, technological, economic, legal and financial risk. The role of the Risk Management Bureau is to identify real or potential risk, review internal systems and policies that will reduce the risk, determine the area(s) that the risk relates to, and identify and implement solutions.
  - **Organizational Wellness** – Peel Regional Police is dedicated to promoting the health, well-being and safety of all of our employees. The Organizational Wellness bureau builds upon the existing services available to members to ensure they are provided with the resources to encourage work-life balance.
  - **Corporate Communications** – This new unit was established to ensure that timely communications are provided to members to keep them apprised of emerging issues and developments that affect them. Additionally, the unit is responsible for monitoring media coverage of Peel Regional Police and ensuring that accurate and fair information is communicated to the public.
- **"New Look" – Cruisers & Uniforms**
  - **New Look Initiative** – In January 2008, the light blue shirt, worn by uniform officers, was replaced with a dark coloured shirt consistent with other police services in Ontario. The traffic vests and raincoats were also changed to a lime green color, providing greater visibility for officers.
  - **Vehicle Decal Redesign** – Using ideas submitted by members of Peel Regional Police, a survey was conducted to obtain feedback from the membership on the redesign of its fleet of marked police cruisers, and to vote for the winning design. The first newly decaled cruiser, which is easily identifiable and bears a modern look, was revealed to the public on July 14, 2008.
- **Better Lights – Safer Vehicles** – Peel Regional Police are proud to roll out Ontario's first police cruiser equipped with intermittent blue lights in its emergency lighting packaging. Cruisers have been retrofitted by adding the blue light to the existing red and white lights in the roof, grill and dash light systems. Research shows that blue light is more visible at night and during the day, and enhances visibility under bad weather conditions such as rain, fog and snow. This initiative, developed by Peel Regional Police members, Mr. Scott Lindsay, Sergeant Gary Carty and Constable Ken Wright, is being followed by most police agencies in Ontario, and has the unanimous support of the Ministry of Transportation, Ministry of Community Safety & Correctional Services, Ontario Association of Chiefs of Police, Ontario Coroners Office and the Police Association of Ontario.
- **New Records Management System** – In April 2008, a new Records Management System was implemented. The enhanced system will contribute towards Peel Regional Police's ability to provide effective and quality services.
- **New Community Station** – Cassie Campbell Police Community Station – In September 2008, a new community station opened in partnership with the City of Brampton. This community station is located within the Cassie Campbell Community Centre. This is the 14th community station to open within the Region of Peel.

Peel Regional Police remains focused on providing effective and efficient services to the citizens of the Region of Peel, by being proactive in its approach to crime prevention and crime reduction, and in the development of strategies and resource planning.

# 2008 Awards & Recipients

*Each*

year there is an extensive list of awards presented to Peel Regional Police members, recognizing their hard work, dedication and successes. The following is a partial list of some of the awards and member recipients recognized during 2008:



## AMERICAN SOCIETY FOR INDUSTRIAL SECURITY

Constable Randy Ackerman  
Constable Chris Fiore  
Constable John So

Constable Jay Bouwkamp  
Mr. Marc Langdon

Detective Rob Crane  
Constable Jeff Mason

**BRAMPTON BOARD OF TRADE** ..... Constable Samantha Nulle

**KNIGHTS OF COLUMBUS HUMANITARIAN AWARD** ..... Inspector Randy Patrick

## LAW ENFORCEMENT AND EMERGENCY SERVICES VIDEO ASSOCIATION AWARDS

**Gold Shield Award** – Internal Communications Category..... Mr. David Delhuarry

**Silver Shield Award** – Community Relations Category..... Mr. David Delhuarry

**MISSISSAUGA REAL ESTATE BOARD**..... Constable Sheri-Lynn Brooks

**CONSTABLE DWAYNE PIUKKALA MEMORIAL AWARD**..... Constable Phillip McLean

**PAUL SCHRAM POLICE EMERGENCY COMMUNICATOR AWARD** ..... Ms. Catherine Ash

## REGIONAL MUNICIPALITY OF PEEL POLICE SERVICES BOARD AWARDS

Constable Mike Bryant  
Constable Paul Corcoran  
Constable Keith Humber  
Constable Michael Mavity  
Constable William Moldrick  
Ms. Leanne Muscat  
Constable Ken Shadlock  
Constable Geoffrey Westgarth

Sergeant Gary Carty  
Ms. Shona Desbiens  
Mr. Scott Lindsay  
Constable Peter McLaughlin  
Constable Heather Morrow  
Constable Bradley Nelson  
A/Sergeant Wayne Vanderlaan  
Constable Ken Wright

Constable Allan Collins  
Mr. Mario Ferrante  
Constable Edward Mante  
Constable Tom Mladen  
Constable James Murtland  
Constable Robert Rondinelli  
Constable Craig Wattier



## 2008 Awards & Recipients



### NATIONAL QUALITY INSTITUTE (NQI) CERTIFICATION

The National Quality Institute (NQI) is an independent, not-for-profit, Canadian authority on workplace excellence that is based on quality systems and healthy workplace standards. NQI certification is comprised of four levels. In 2008, Peel Regional Police achieved Quality & Healthy Workplace – Level One Certification.



### PEEL REGIONAL POLICE CHALLENGE COINS

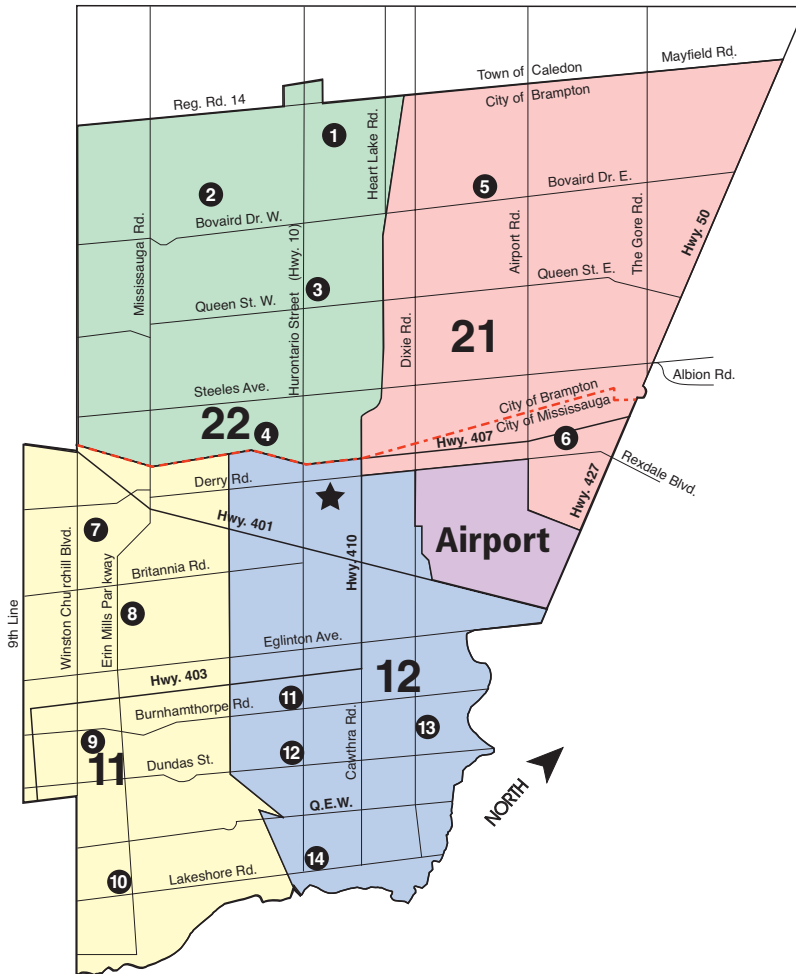
For many years, officers and civilian staff have been invited to Chief's Management Group meetings and personally recognized for their dedication and performance. In 2008, the "Challenge Coin" was introduced, to be presented to selected staff members, who have gone above and beyond, as a token of appreciation by the Chief's Management Group for their hard work and dedication. The Challenge Coin originated in military tradition as a symbol of service, and the use of the coins has gone beyond the military to police services and fire departments as well. There are two Peel Regional Police challenge coins: a gold Chief's version, and a silver version presented by a member of the Chief's Management Group. Both coins are embossed with the Peel Regional Police crest, badge and Values statement, all of which embody the spirit of members' accomplishments.

# In Brief

*Peel*

Regional Police serves the 1,198,854<sup>1</sup> people residing in the cities of Mississauga and Brampton, as well as 32.3 million travellers who pass annually through Pearson International Airport.

In addition to 5 divisions, Peel Regional Police has 14 community stations serving the public. In 2004, Peel Regional Police opened a new police facility, the Emil V. Kolb Centre for Police Excellence, which houses many of Peel Regional Police's specialized units, including the Fraud Bureau, Homicide and Missing Persons, Commercial Auto Crime and the Special Victims Unit.



## DIVISIONAL BUILDINGS

- 11 11 Division
- 12 12 Division
- 21 21 Division
- 22 22 Division
- ★ Emil V. Kolb Centre  
For Police Excellence

## COMMUNITY STATIONS

- 1 Loafers Lake
- 2 Cassie Campbell
- 3 Queen Street
- 4 South Brampton
- 5 Springdale
- 6 Malton
- 7 Meadowvale
- 8 Streetsville
- 9 Erin Mills
- 10 Clarkson
- 11 Square One
- 12 Cooksville
- 13 Bloor
- 14 Lakeshore

### POLICING POPULATION

BRAMPTON & MISSISSAUGA .....1,198,854

### AUTHORIZED COMPLEMENT

POLICE<sup>2</sup> .....1,844  
 CIVILIAN .....739  
 TOTAL ..... **2,583**

### FLEET

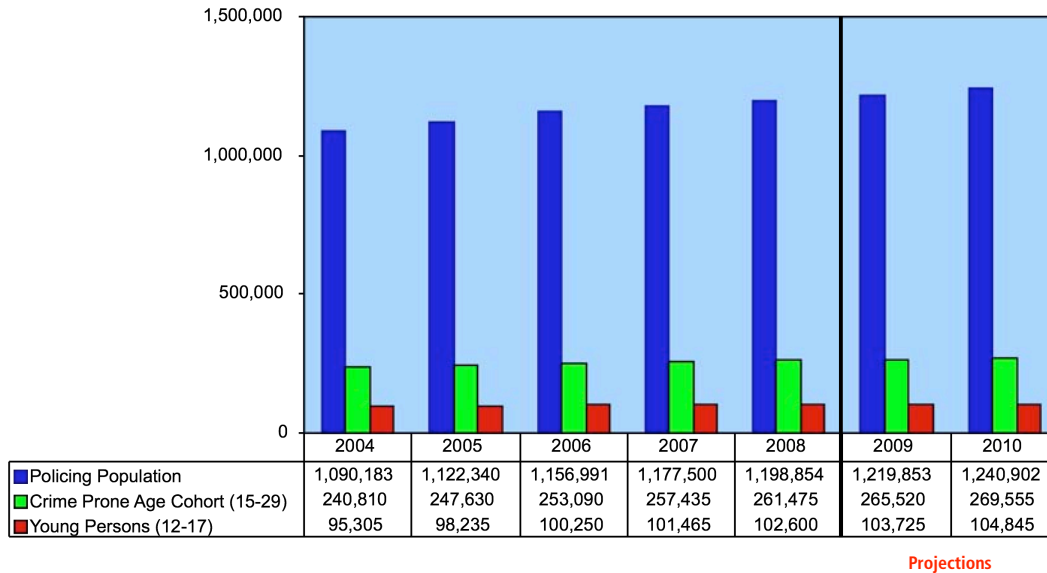
NUMBER OF VEHICLES<sup>3</sup> .....660  
 KILOMETRES TRAVELLED..... 16,124,177

### INCIDENTS

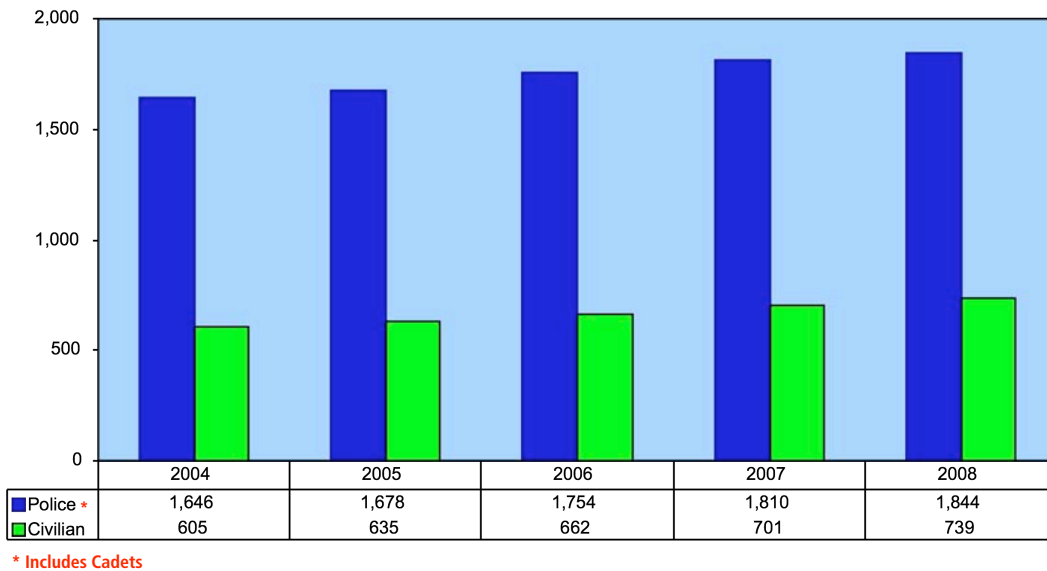
NUMBER OF INCIDENTS .....249,871  
 RATE OF INCIDENTS.....20,842.5  
 (PER 100,000 POPULATION)

<sup>1</sup> 2008 population data provided by the Region of Peel Planning Department  
<sup>2</sup> Includes cadets  
<sup>3</sup> Includes: bicycles & trailers

**POPULATION STATISTICS**  
2004–2010 <sup>4</sup>

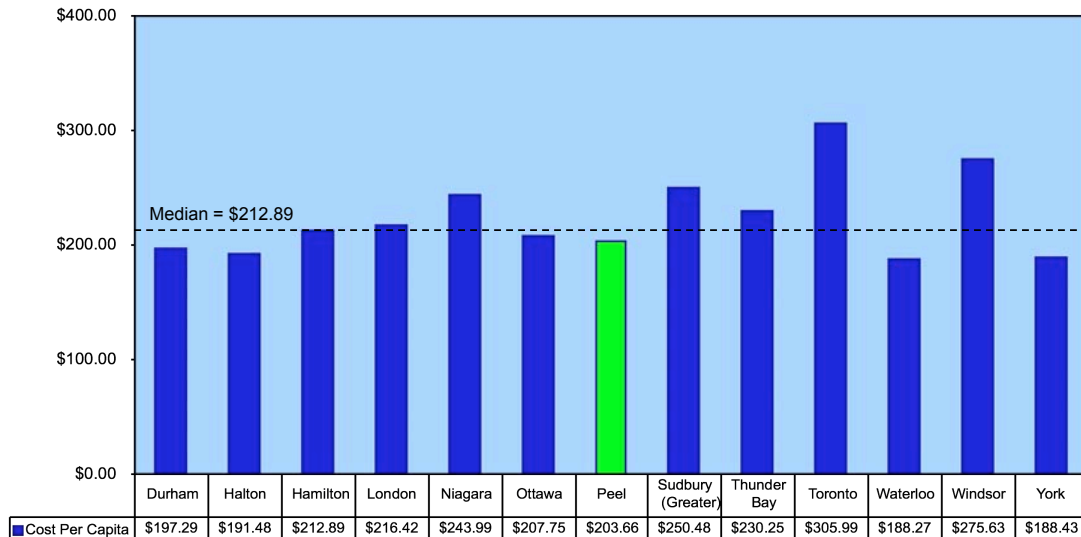


**AUTHORIZED PERSONNEL**  
2004–2008

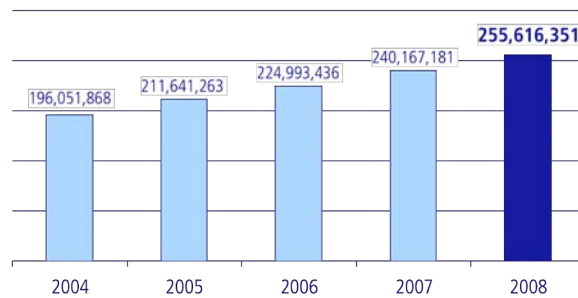


<sup>4</sup> 2004–2010 policing population data provided by the Region of Peel Planning Department • 2004–2009 Crime Prone Age Cohort population data and young persons population data provided by the Region of Peel Planning Department • 2010 data is projected.

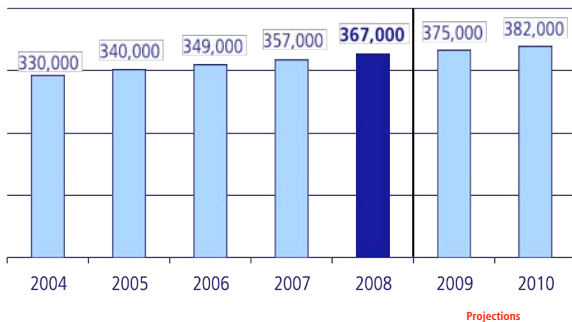
**ONTARIO MUNICIPAL BENCHMARKING INITIATIVE (OMBI) – COST PER CAPITA <sup>5</sup>**  
2007



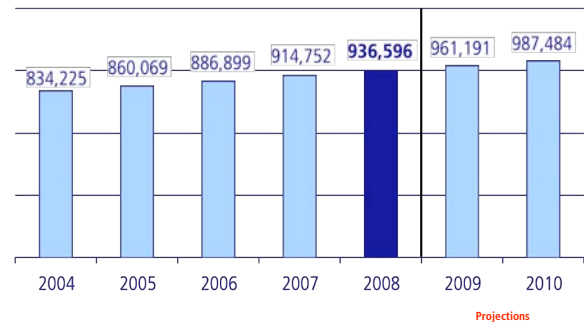
**NET BUDGET <sup>6</sup>**  
2004 – 2008



**NUMBER OF HOUSEHOLDS <sup>7</sup>**  
2004–2010



**NUMBER OF REGISTERED VEHICLES <sup>8</sup>**  
2004–2010



<sup>5</sup> Reflects actual operating cost divided by population; inclusive of revenue received from the Greater Toronto Airports Authority and municipal governments, along with a General Government cost allocation. It does not include other revenue, grants, reserves, or furniture/equipment purchases.

**INFLUENCING FACTORS – Non-residents** – the daily inflow and outflow of commuters, tourists, seasonal residents and attendees at cultural, entertainment or sporting events, is not factored into these population based measures. **Population Source** – Variations: It should be noted that for OMBI calculations based on population, the majority of the municipalities use the most recent estimate of each municipality’s population as provided by their respective Planning Departments. This may result in some differences in population-based results for Police Services from those published by Statistics Canada, which may be based on less current population figures. **Commercial/Industrial Protection** – Police services provided to the commercial, industrial and institutional sectors are not factored into these population based measures. **Specialized Services** – larger municipalities may require specialized services at varying levels that may not be required or required at reduced levels in other municipalities (e.g. Emergency Task Force, Emergency Measures, Intelligence units targeting terrorist groups, providing security for visiting dignitaries, Mounted Unit, Marine Unit, Forensic Identification Unit).

<sup>6</sup> Reflects the budgeted net expenditures funded by the taxpayers of Mississauga and Brampton for policing services.

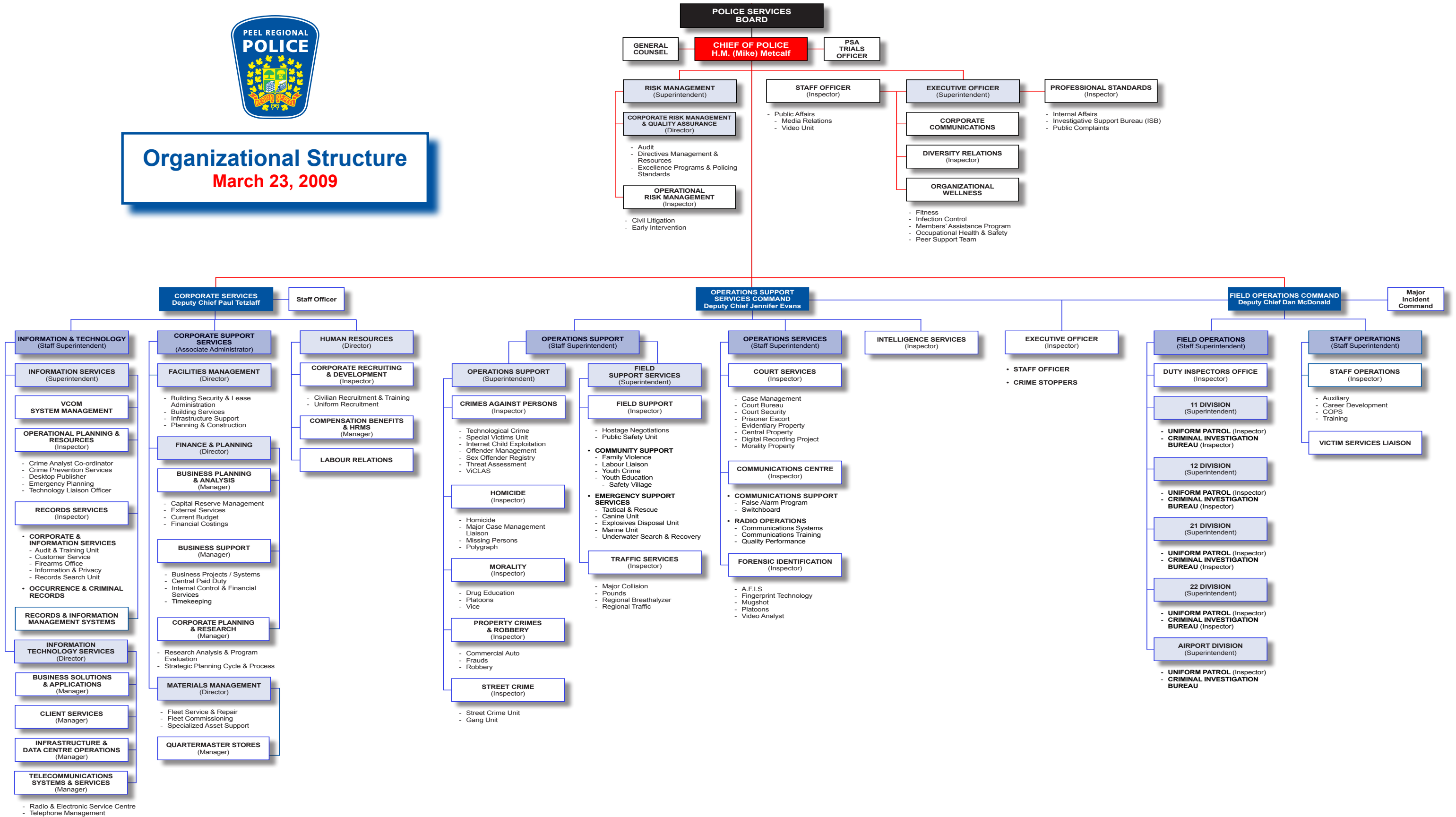
<sup>7</sup> Data provided by the Region of Peel Planning Department.

<sup>8</sup> 2004–2008 data provided by the Ministry of Transportation and includes Brampton, Mississauga and Caledon (2009–2010 data is projected).



# Organizational Structure

March 23, 2009



# STRATEGIC PLAN • 2008 – 2010

**ISSUE: COMMUNITY SAFETY**

GOAL: Enhance & Promote Community Safety As Our Highest Priority.

- ACTIONS:
- 1.1 Protect our community by responding to crime through effective investigation, enforcement, education, and increased police visibility.
  - 1.2 Effectively respond to victims' concerns.
  - 1.3 Identify new crime trends and develop proactive responses.
  - 1.4 Increase community involvement in crime prevention strategies.
  - 1.5 Strengthen emergency management planning and response (internally and externally).

**ISSUE: COMMUNICATION & COLLABORATION**

GOAL: Strengthen employee and community communication and collaboration.

- ACTIONS:
- 2.1 Increase employee awareness, feedback and involvement.
  - 2.2 Increase community awareness, feedback and involvement.
  - 2.3 Strengthen relationships with our youth and our community.

**ISSUE: QUALITY SERVICE & FISCAL RESPONSIBILITY**

GOAL: Deliver quality services ensuring accountability and fiscal responsibility.

- ACTIONS:
- 3.1 Address increasing demands through resource planning.
  - 3.2 Deliver quality services considering public input.
  - 3.3 Optimize the use of information and technology.
  - 3.4 Enhance public trust and confidence through transparency and accountability.
  - 3.5 Demonstrate leadership in responsible environmental management practices and energy use.
  - 3.6 Proactively review service delivery models to ensure efficiency and effectiveness.

**ISSUE: GROWTH & CHANGING DEMOGRAPHICS**

GOAL: Manage service delivery to respond to growth and changing demographics.

- ACTIONS:
- 4.1 Attract and retain a professional and skilled workforce that is reflective of our community.
  - 4.2 Ensure programs meet the needs of our community through effective staffing and deployment of resources.

**ISSUE: ORGANIZATIONAL CAPACITY**

GOAL: Strengthen organizational capacity to meet the needs of the future.

- ACTIONS:
- 5.1 Promote the health, well-being and safety of all employees.
  - 5.2 Ensure appropriate recruitment to meet service demands.
  - 5.3 Continue our commitment to promotional and succession planning.
  - 5.4 Provide opportunities for professional development to meet present and future needs.
  - 5.5 Provide facilities, equipment, technology, and business processes to meet present and future needs.

# Annual PERFORMANCE

## *Progress Of The 2008 – 2010 Strategic Plan*



**STRATEGIC ISSUE**  
**COMMUNITY SAFETY**

**GOAL** Enhance & Promote Community Safety As Our Highest Priority.

**STRATEGIC ACTION**

**1.1 Protect our community by responding to crime through effective investigation, enforcement, education & increased police visibility.**

PERFORMANCE INDICATORS	COMPLIANCE	2008 PROGRESS REPORT
<ul style="list-style-type: none"> <li>Maintain a solvency rate for property crimes that is above the provincial and national rates.</li> </ul>	<input checked="" type="checkbox"/>	In 2007* Peel Regional Police’s solvency rate for property crimes (35%) was above the provincial (25%) and national (21%) solvency rates.
<ul style="list-style-type: none"> <li>Maintain a solvency rate for violent crimes that is above the provincial and national rates.</li> </ul>	<input checked="" type="checkbox"/>	In 2007* Peel Regional Police’s solvency rate for violent crimes (76%) was equal to the provincial (76%) solvency rate and above the national (73%) solvency rate.
<ul style="list-style-type: none"> <li>Maintain a rate for property crimes that is below the national and provincial rates.</li> </ul>	<input checked="" type="checkbox"/>	In 2007* the Regional rate of property crime (2,145 per 100,000 population) was below the national (3,320) and provincial (2,635) rates for property crime.
<ul style="list-style-type: none"> <li>Maintain a rate for violent crimes that is below the national and provincial rates.</li> </ul>	<input checked="" type="checkbox"/>	In 2007* the Regional rate of violent crime (532 per 100,000 population) was below the national (930) and provincial (734) rates for violent crime.

**KEY INITIATIVES UNDERTAKEN DURING 2008**

- ADDRESSING SERIOUS CRIME (THE FIVE-POINT PLAN)** – The Peel Police Services Board, in collaboration with Peel Regional Police, established a five-point plan to address the rise in incidents of serious crime. The plan includes an increase in the number of police officers hired in 2009, an operational review to determine if officers can be redeployed to either preventative or front-line duties and requesting provincial and federal funding in areas which extend beyond Regional borders. Additionally, a committee, lead by the Peel Police Services Board, has been formed, and Peel Regional Police is part of this committee. The committee is currently in the process of developing a website to provide a forum where members of the community can connect with one another; voice their concerns and attempt to connect problems with solutions and ideas to actions. Additionally, a section of the website will be designed to provide the public access to links to various other agencies to get information concerning Bullying, Domestic Violence, Elder Abuse, Cyber Bullying, Gangs, CPTED, etc., to provide them a means to find alternative solutions to their problems.

In 2007 Peel Regional Police maintained a homicide rate (1.3 per 100,000) that was below the national (1.6) and provincial (1.8) rates, however in 2008 there was a significant increase in the number of homicides. The 2008 homicide rate increased to 2.3 per 100,000. The Homicide Bureau is dedicated to achieving a 100% solvency rate through the utilization of established “best practices” and ensuring investigative personnel are provided with effective technology, equipment and training.
- EXPANDING THE PRE-CHARGE DIVERSION PROGRAM** – The pre-charge diversion program is an extra judicial measure targeting youth involved in non-violent criminal offences as a first time offender. Implemented on January 1, 2007 the program referred 179 youths during the first year. 2008 saw an increase to 463 youths referred with only nine youths failing to complete the program. Statistical reviews of the recidivism rate, conducted in 2008, revealed only 9.4% of the youths were subsequently charged with a criminal offence upon completion of the program.
- PROTECTING THE VULNERABLE** – The Peel Regional Police Vice Unit is known throughout Canada as the first to lay criminal charges under the domestic human trafficking section of the Criminal Code. In 2008 the Vice Unit recorded the first two convictions in Canada under this relatively new legislation. As victims are normally young girls and women with a past history of abuse, either mentally, physically or sexually; the Vice Unit has partnered with various social agencies to provide the victims with immediate assistance. The Unit provides lectures to internal and external policing partners, across Canada, sharing their investigative expertise.

\* 2007 data is the latest version of data published by the Canadian Centre for Justice Statistics.



**GOAL**

**Enhance & Promote Community Safety As Our Highest Priority.**

**STRATEGIC ACTION**

**1.2 Effectively respond to victims' concerns.**

PERFORMANCE INDICATORS	COMPLIANCE	2008 PROGRESS REPORT
<ul style="list-style-type: none"> <li>Maintain a partnership between Peel Regional Police and Victim Services of Peel to address the needs of victims.</li> </ul>	<input checked="" type="checkbox"/>	<p>In 2008 Peel Regional Police continued a healthy and successful partnership with Victim Services of Peel to assist victims' needs.</p>

**KEY INITIATIVES UNDERTAKEN DURING 2008**

- DEVELOPED A PROCESS TO SURVEY VICTIMS** – In 2008 the Chief's Management Group approved the process to survey victims of residential break-ins to determine if their needs were met during their interactions with Peel Regional Police members, and that effective and high quality customer service was provided. Surveys will be issued to a random sample of victims of residential break-ins during 2009.
- MAINTAINING PARTNERSHIP WITH VICTIM SERVICES OF PEEL** – Peel Regional Police continues to maintain a strong relationship with Victim Services of Peel; ensuring victims receive the assistance they require. In 2008, volunteers from Peel Regional Police assisted Victim Services of Peel in raising over \$100,000 by organizing the seventh annual Peel Police Golf Charity Classic. Victim Services of Peel's programs and services are designed to help people in Brampton and Mississauga affected by virtually every crime and tragic circumstance. Victim Services administers a variety of programs including:

  - **DVERS (Domestic Violence Emergency Response System) Alarm Program & SupportLink** – Enhanced protection, intensive safety planning and ongoing counselling helps people at high risk of violence, often by an estranged partner, including 911 one-touch emergency cell phones and personal safety alarms directly linked to Peel Regional Police.
  - **Crisis Intervention & Counseling Services** – Victim Services provides both immediate crisis intervention and short-term counseling services to individuals, families, businesses and organizations. Victim Services also provides information and referrals to community services.
  - **Transitional & Housing Support** – Development of structured safety plans to help female victims of violence who choose to leave their assailant and establish violence-free lives. Counselling and resources for female victims is offered to develop personal support networks with individuals and families to help them to achieve their personal goals.
- WITNESS ASSISTANCE PROGRAM** – Advocacy within the judicial process helps ensure victims' rights are upheld and courts take the required steps to ensure their safety. Services include court support, communication on behalf of victims and monitoring of bail hearings.



**GOAL**

**Enhance & Promote Community Safety As Our Highest Priority.**

**STRATEGIC ACTION**

**1.3 Identify new crime trends & develop proactive responses.**

PERFORMANCE INDICATORS	COMPLIANCE	2008 PROGRESS REPORT
<ul style="list-style-type: none"> <li>POP (Problem Oriented Policing) projects initiated to improve quality of life in various neighbourhoods.</li> </ul>		<p>In 2008 the Neighbourhood Policing Units in all four Divisions and the Street Crime Unit, initiated a total of 142 POP projects in response to specific problems and/or concerns.</p>

**KEY INITIATIVES UNDERTAKEN DURING 2008**

- TARGETING GANG ACTIVITY** – Over the past year there has been a marked increase in the number of known gangs within the Region of Peel. In 2007 there were 115 known gangs and 1,645 members/associates within the Region of Peel. In 2008, there were 122 known gangs and 1,834 gang members/associates. Recognizing gang activity manifests itself through a wide variety of criminal offences, an Integrated Gang Enforcement Committee was created consisting of representatives from 11 areas across the organization. The committee meets on a monthly basis to exchange information, discuss trends and to provide expertise to effectively address and combat gang activities.
- ESTABLISHING THE STEP UNIT (STRATEGIC TACTICAL ENFORCEMENT POLICING)** – In mid-November 2007, the STEP Unit (Strategic Tactical Enforcement Policing) was established to focus on gang members and firearm and violent activity in the Region with funding provided by an Ontario Government grant. In 2008, STEP officers seized 69 firearms/weapons, investigated 4,923 persons, investigated 4,746 vehicles, laid 631 Criminal Code charges, and laid 302 Controlled Drugs and Substance Act/Drug charges.
- IMPROVING QUALITY OF LIFE IN THE COMMUNITY** – Problem Oriented Policing Projects – The Street Crime Unit and Divisional Neighbourhood Policing Units, proactively, through analysis of crime patterns and trends and through consultation with Divisional personnel and members of the community, initiate major POP (Problem Oriented Policing) projects targeting incidents and behaviour that negatively impact the quality of life in the community. Examples of 2008 POP projects include:
- OPERATION “YELLOW BUS”** – Yellow Bus was a 3-day initiative, involving 28 officers, which focused on road safety in and around elementary and secondary schools. The project resulted in approximately 500 charges, including 13 incidences of disobey flashing lights on a school bus.
- INVESTIGATION OF GRAFFITI INCIDENTS** – A neighbourhood in Mississauga was plagued with excessive graffiti throughout the community. A POP project was initiated involving community groups and external agencies which resulted in all culprits being identified and 30 criminal charges of mischief being laid.
- STREET CRIME UNIT** – The Street Crime Unit conducted a POP project at two townhouse complexes that housed over 200 residential units. The complexes had historically seen a high level of police presence and calls for service related to quality of life and lawless public behaviour. A meeting was conducted with representatives from the complexes’ property management, residents’ board, divisional Neighbourhood Policing Unit and Crime Prevention Services. Three residences were identified whose occupants were responsible for the underlying cause of the majority of issues and concerns. Various charges and arrests were laid, including a number of criminal and drug related offences. Officers also reported contact with active local street gang members. As a direct result of targeted enforcement, the culprits vacated the three primary problem residences. The initiative effectively deterred the continued growth of lawless public behaviour and enhanced the working relationship between the community and Peel Regional Police.
- INVESTIGATING INTERNET CRIME** – The Internet Child Exploitation Unit (ICE) actively investigates the online victimization of children which may occur through the possession, distribution and/or accessing of child pornography or by the luring of children for a sexual purpose via the internet. The unit is also active in assisting other agencies with multi-jurisdictional investigations. These types of offences often have no jurisdictional boundaries due to the use of the internet to perpetuate these crimes. A great deal of information comes from other agencies, international projects and civilian complaints which are all ‘reactive’ investigations. The ICE unit now has two officers dedicated to undercover online investigations, therefore engaging in more proactive activities to catch the many predators working in cyberspace.
- ANALYZING CRIME TRENDS** – The Criminal Intelligence Analysis Unit consists of professional analysts who work in collaboration with front-line officers in divisions and specialized units, to develop proactive responses to identified crime trends. Due to their network of crime analysts throughout the province, analysts are able to exchange information on crime trends and “best practice” methods.

**GOAL****Enhance & Promote Community Safety As Our Highest Priority.****STRATEGIC ACTION****1.4 Increase community involvement in crime prevention strategies.**

PERFORMANCE INDICATORS	COMPLIANCE	2008 PROGRESS REPORT
• Number of Crime Prevention Academy sessions completed.	☑	In 2008 there were six Crime Prevention Academy sessions, two Parents Crime Prevention Academy sessions and one Cyber Academy session held with the public.
• Number of attendees who successfully completed the Crime Prevention Academy program.	☑	In 2008, 194 residents completed the Crime Prevention Academy, 49 completed the Parents Crime Prevention Academy, and 40 completed the Cyber Academy.
• Commitment to crime prevention strategies.	☑	In addition to on-going programs, Peel Regional Police committed to the following crime prevention strategies in 2008: <ul style="list-style-type: none"> <li>• <b>Taxi Cab Robbery Prevention Initiative</b> – A kit was developed to provide taxi cab drivers with information to reduce and handle robberies and transportation fraud. Training was provided to the taxi cab industry.</li> <li>• <b>“Lock it or Lose it” Campaign</b> – A one-day information session held at Square One Shopping Centre involving the distribution of information to the public, promoting safety tips including topics such as preventing car thefts and theft of property from vehicles.</li> <li>• <b>Cyber Academy</b> – A course focused on educating the public to use the internet safely and avoid cyber risks.</li> <li>• <b>The Police Show</b> – During 2008 there were 12 episodes of the Police Show which included a “Crime Prevention Tip of the Week”.</li> </ul>

**KEY INITIATIVES UNDERTAKEN DURING 2008**

- **PREVENTING CRIME & ENGAGING THE COMMUNITY** – Crime Prevention Services is committed to community based policing principles and community partnerships. The unit is proud to be partnered with the Region’s two crime prevention associations; Brampton Safe City and Safe City Mississauga.
- **EDUCATING THE COMMUNITY (CRIME PREVENTION ACADEMY)** – The Crime Prevention Academy is a fun and interactive way to learn all the basics you need to know to keep you, your family and property safe. The course is offered in one of three specially designed formats, developed by the experts at Peel Regional Police Crime Prevention Services. The original version, known as the Crime Prevention Academy, is a six week program offered one night per week. Graduates of the Crime Prevention Academy have experienced an 80% reduction in their rate of crime. The second academy is a four week program offered one night per week. It is designed to teach parents and guardians the basic information they need to know to keep their children safe and out of trouble. The third academy, the Crossroads Youth Academy, is offered to Mississauga high school students through Safe City Mississauga as part of their award winning Youth Outreach Program. All three programs are offered free of charge to residents and/or people employed in the Region of Peel. Participants must be 16 years or older for the original and parents’ version. A certificate is issued upon completion of the course.

**GOAL**

**Enhance & Promote Community Safety As Our Highest Priority.**

**STRATEGIC ACTION**

**1.5 Strengthen emergency management planning & response (internally & externally).**

PERFORMANCE INDICATORS	COMPLIANCE	2008 PROGRESS REPORT
<ul style="list-style-type: none"> <li>• Ensure an appropriate Emergency Plan is in place.</li> </ul>	<input checked="" type="checkbox"/>	<p>Peel Regional Police has a dedicated Emergency Planning Officer who maintains the Peel Regional Police Major Incident Manual. The organization regularly conducts emergency exercises in partnership with other emergency response agencies.</p>

**KEY INITIATIVES UNDERTAKEN DURING 2008**

- DEVELOPING & PRACTICING EMERGENCY RESPONSE METHODS** – Peel Regional Police has a full-time Emergency Planning Officer who works in partnership with the Region of Peel, City of Brampton, City of Mississauga and the Greater Toronto Airports Authority (GTAA) on the development and maintenance of their emergency plans and in the planning and delivery of training exercises. The Emergency Planning Officer is responsible for ensuring all police emergency plans meet federal and provincial standards and are in line with the Regional and Municipal emergency plans and personnel are trained in emergency response. The Emergency Planning Officer is a member of the Regional Emergency Planning Committee, the GTAA Emergency Planning Committee, the Ontario Association of Emergency Managers, and the Oakville Mississauga CAER Group (Community and Emergency Responders).

In 2008 Peel Regional Police participated in a variety of exercises, including: a simulated chemical fire and toxic chemical spill, a simulated hostage taking incident involving explosives at Pearson International Airport, a pandemic exercise, an ice storm exercise, and a full-scale evacuation of a major automobile manufacturing plant.

A two day Provincial emergency management course was provided to front-line supervisors in June and Peel Regional Police staffed a display focusing on emergency management at the Mississauga Community Crime Awareness Day in September.
- ENSURING SAFE & SECURE SCHOOL ENVIRONMENTS** – SPEAR (School Police Emergency Action Response) – Maintaining safe and secure school environments is a priority for Peel Regional Police. SPEAR (School Police Emergency Action Response) is a database designed to coordinate the response of front-line officers and specialized units when responding to violent and/or large scale incidents at a school and to assist with quick decision making during a response to a major incident. The database includes a detailed profile of each school in the Region of Peel including floor and site plans, area maps, and school information data sheets. In 2008, 380 schools were reviewed and updated as required and five new schools were added. In 2008 SPEAR was expanded to include post-secondary schools and Sheridan College and the University of Toronto, Mississauga Campus, have been added to the database. SPEAR was created by Peel Regional Police in 2004 and is the first program of its kind in Canada.



## STRATEGIC ISSUE

# COMMUNICATION & COLLABORATION

### GOAL

**Strengthen Employee and Community Communication & Collaboration.**

#### STRATEGIC ACTION

##### 2.1 Increase employee awareness, feedback & involvement

PERFORMANCE INDICATORS	COMPLIANCE	2008 PROGRESS REPORT
<ul style="list-style-type: none"> <li>Use of electronic bulletins from Chief to ensure employee awareness.</li> </ul>	<input checked="" type="checkbox"/>	During 2008, 10 messages from the Chief and 25 messages from Corporate Communications were sent directly to all members.
<ul style="list-style-type: none"> <li>Conduct an Employee Survey, once every three years.</li> </ul>	<input checked="" type="checkbox"/>	The last Employee Survey was conducted in 2006. A new survey was formulated in 2008 and will be conducted in early 2009.

#### KEY INITIATIVES UNDERTAKEN DURING 2008

- STRENGTHENING COMMUNICATIONS (CORPORATE COMMUNICATIONS UNIT)** – In May 2008, a Corporate Communications Unit was established to strengthen employee and community communication by increasing awareness, feedback and involvement. Responsibilities of this unit include creating timely communications to employees to keep them apprised of emerging issues and developments, and developing crisis communication strategies during high profile or large scale incidents. Corporate Communications works closely with Media Relations to ensure clear and consistent information is communicated to employees and the community.
- RECEIVING EMPLOYEE INPUT (SURVEYS)** – Peel Regional Police believes it is vital to collect input from staff on key issues that affect them. Throughout the year, the organization has conducted extensive survey research, seeking input and feedback from staff, and increasing involvement on a wide variety of topics. Examples of initiatives which were a direct result of input from employee surveys include:
  - **New Look Initiative** – In January 2008, the light blue shirt, worn by uniform officers, was replaced with a dark coloured shirt consistent with other police services in Ontario. The traffic vests and raincoats were also changed to a lime green color, providing greater visibility for our officers.
  - **Vehicle Decal Redesign** – Using ideas submitted by members of Peel Regional Police, a survey was conducted to obtain feedback from the membership on the redesign of our marked police cruisers, and to vote for the winning design. The first newly decaled cruiser, which is easily identifiable and bears a modern look, was revealed to the public on July 14, 2008.
  - **Shift Schedule Pilot Project** – Through the use of extensive surveys and ballots a new uniform shift schedule was selected for a one year pilot project commencing in February 2009.

A new employee satisfaction survey was formulated and approved in 2008. The survey will be conducted during January and February 2009.
- INCREASING INTERNAL COMMUNICATION** – Communication has been enhanced across the organization through bulletins and messages sent directly from the Chief of Police and from Corporate Communications to the personal e-mail boxes of employees. During 2008, 10 messages from the Chief and 25 messages from Corporate Communications were sent directly to all members. In July 2008, an internal intranet site from the Chiefs Management Group was created to increase internal communication of organizational goals and objectives. Members have access to the minutes from all Chief's Management Group and Operational Commanders meetings.

Throughout 2008, the Public Complaint Investigation Bureau provided information sessions to all divisional uniformed platoons and special services areas aimed at reducing the number of public complaints. In 2008, public complaints decreased by 30% in comparison to the previous year.

**GOAL**

**Strengthen Employee and Community Communication & Collaboration.**

**STRATEGIC ACTION**

**2.2 Increase community awareness, feedback & involvement.**

PERFORMANCE INDICATORS	COMPLIANCE	2008 PROGRESS REPORT
<ul style="list-style-type: none"> <li>Conduct a Residential and Business Community survey, once every 3 years.</li> </ul>	<input checked="" type="checkbox"/>	Results from the last Residential and Business Community survey were communicated in 2006. The next Residential and Business Community survey will be conducted in 2009.
<ul style="list-style-type: none"> <li>Enhancements to the Peel Regional Police website.</li> </ul>	<input checked="" type="checkbox"/>	A number of enhancements were made to the website including: daily media releases and media archive, posting of seasonal safety tips, creation of a traffic complaint form which can be e-mailed directly to Peel Regional Police, and an updated community events calendar.
<ul style="list-style-type: none"> <li>Increase in the number of visits to the Peel Regional Police website.</li> </ul>	<input checked="" type="checkbox"/>	Visits to the Peel Regional Police website increased by 16.8% from 499,140 visits in 2007 to 583,070 visits in 2008.

**KEY INITIATIVES UNDERTAKEN DURING 2008**

- DEVELOPING THE STRATEGIC PLAN FROM INTERNAL & EXTERNAL INPUT** – Peel Regional Police recognizes the importance of feedback and input from the community and stakeholders in developing initiatives and programs, and for overall service delivery. The creation of the 2008-2010 Strategic Plan utilized an innovative process of seeking input from the community and stakeholders on policing priorities for the Region. Six focus group sessions with residents, business owners, community leaders, policy and decision makers, Peel Regional Police employees and youth formed the framework for the Strategic Plan. In early 2008, a newspaper insert was distributed to the residents of Mississauga and Brampton which highlighted the 2008-2010 Strategic Plan and the consultative process used to create it.
- PROMOTING COMMUNITY RELATIONS (THE POLICE SHOW)** – The Police Show continues to be a highly valuable source of information for the community. The Police Show is a live half-hour television show broadcast on Rogers Television Cable 10 and produced by the Peel Regional Police Public Affairs Unit with the assistance of a team of dedicated volunteers. The live phone-in segment allows the public an opportunity to provide input on a variety of issues, thus promoting better community relations. In 2008, 39 half-hour episodes were broadcast. Each episode features a six minute news segment, with the remainder of the episode profiling a specific bureau or special initiative. Several outstanding suspects from the Region of Peel have been profiled on episodes of the "GTA's Most Wanted", also produced by Rogers Television.
- KEEPING THE COMMUNITY INFORMED (THE PEEL REGIONAL POLICE WEBSITE)** – The Peel Regional Police website contains a wealth of information including upcoming community events, crime prevention tips, and recruiting information. Enhancements have been made to the website, many of which are a reflection of information gathered from stakeholder focus groups and public surveys. From 2007 to 2008, the number of visitors to the website has increased by nearly 17%, from 499,140 to 583,070 visitors. News releases are posted online in a timely and cost effective manner on matters such as major investigations, community safety alerts, upcoming community events and crime prevention seminars. News agencies and members of the public have the ability to subscribe to the on-line news release system, where they are automatically notified when Peel Regional Police publishes a news release.
- INCREASING COMMUNICATION AT TORONTO PEARSON INTERNATIONAL AIRPORT** – In 2008 the Airport Criminal Investigation Bureau produced the "Airport Division Newsbeat" quarterly. This newsletter is aimed at employees within Toronto Pearson International Airport and is intended to continue our proactive communication with this community. This newsletter informs readers of crime related matters relevant to the Airport, general interest police information and Crime Stoppers information.
- SUSTAINING PEEL CRIME STOPPERS** – Peel Crime Stoppers is a non-profit organization, which rallies the community, the news media and the police in a collective campaign against crime. Peel Regional Police provides two full-time program coordinators, whose activities are overseen by a volunteer board of directors. In 1993, Peel Crime Stoppers established the first Safe School Crime Stoppers Program at Notre Dame Secondary School in Brampton. Since that time, hundreds of schools across the Province have followed Peel's lead in establishing this very effective program. In 2008, Peel Crime Stoppers received 1,972 "tips", an increase of more than 17 per cent from the previous year, resulting in over \$1,000,000 of stolen property being recovered and over \$8,000,000 in illegal drugs being seized.

**GOAL****Strengthen Employee and Community Communication & Collaboration.****STRATEGIC ACTION****2.3 Strengthen relationships with our youth & our community.**

PERFORMANCE INDICATORS	COMPLIANCE	2008 PROGRESS REPORT
<ul style="list-style-type: none"> <li>Number of school presentations completed by the Neighbourhood Policing Units.</li> </ul>	<input checked="" type="checkbox"/>	<p>The Neighbourhood Policing Unit (NPU) strives to provide a safe learning environment while strengthening relationships with secondary school students. In 2008, NPU members provided 734 presentations to students.</p>
<ul style="list-style-type: none"> <li>Programs and partnerships committed to our youth implemented.</li> </ul>	<input checked="" type="checkbox"/>	<p>The Youth Education Bureau developed and implemented a street gangs and youth violence education program for the 2007/2008 school year. Intended for grade 6 to 8 students, the objective is to define gangs, identify gang member criteria, dispel myths associated with gangs, and identify the consequences of gang association.</p> <p>In March 2008, Associated Youth Services of Peel, Brampton YMCA and Peel Regional Police combined to provide a team building course which partners youths from the pre-charge diversion program with volunteer police officers.</p>
<ul style="list-style-type: none"> <li>Residential and Business community survey results measuring level of community satisfaction with police.</li> </ul>	<input checked="" type="checkbox"/>	<p>The most recent Residential and Business Community survey was conducted in 2005 with the results reported in 2006. 86% of respondents indicated they were satisfied with the service provided by Peel Regional Police. In 2008 an independent marketing consultant was selected to conduct a new survey which is scheduled to commence in 2009.</p>

**KEY INITIATIVES UNDERTAKEN DURING 2008**

- CREATING THE FEEDER SCHOOL PROGRAM** – Divisional Bicycle Patrol Units are tasked with preventing lawless public behaviour in and around parks, jogging trails, right of ways, school yards, plazas and neighbourhoods. In addition to providing increased police visibility, unit members strengthen community relations through their daily interaction with the public. In 2008 the mandate of the Bicycle Patrol Unit was expanded to provide a police liaison, during the winter months, to grades six, seven and eight students and staff in primary schools which are part of the high school feeder program. The Feeder School Program augments the Neighbourhood Policing Unit which has provided a police liaison to students and staff at all high schools, within our policing jurisdiction, since 1991. This program supports positive relationships and encourages open communication between the school community and the local police division.
- MAINTAINING THE NEIGHBOURHOOD POLICING UNIT** – The Neighbourhood Policing Unit (NPU) consists of uniform officers assigned to all secondary schools within the policing jurisdiction. NPU members make presentations to students, participate in school events and meetings, and provide counseling and advice to students on police related matters. Officers are responsible for enforcing a zero tolerance policy in regards to assaults, crimes and drug related offences occurring on school property.

**In 2008 NPU members:**

- provided instruction on personal safety to over 1,100 students in 22 secondary schools
- participated in extra-curricular charity fundraising events at their schools
- volunteered as coaches of school sports teams
- arranged charitable sporting events between school and police teams

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**GOAL****Strengthen Employee and Community Communication & Collaboration.****STRATEGIC ACTION****2.3 Strengthen relationships with our youth & our community.****KEY INITIATIVES UNDERTAKEN DURING 2008**

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- **PROVIDING EDUCATION & AWARENESS TO A DIVERSE COMMUNITY** – The Peel Regional Police Diversity Relations Bureau, in partnership with Neighbourhood Resource Centres, provides presentations to students on hate/bias motivated crime and what impact it has on society. In 2008 the Diversity Relations Bureau attended 35 distinct community events where members were able to engage participants one-on-one, soliciting their ideas and providing honest feedback.

Youth Education Officers provide education to primary school students on topics ranging from traffic safety, youth crime, internet safety, bullying and drug abuse awareness. In 2008 the Youth Education Bureau instituted SAFE (Schools Against Fearful Environment), where the entire student body identifies unwanted behavior unique to their school and then develops an action plan to deal with it. The Youth Education Officer, assigned to the school, assist the principal, staff and students in formulating the plan and arriving at a successful conclusion.

- **TEACHING LEADERSHIP (THE CADET ORGANIZATION POLICE SCHOOL – COPS)** – Peel Regional Police has been a sponsor of the Cadet Organization Police School (COPS) since 1968. The program is part of the Royal Canadian Army Cadet Corps which is the largest federally funded youth program in Canada. Offered free of charge to youth between the ages of 12 and 19 years, Cadets are provided structured activity through a variety of challenging and rewarding activities. Cadets learn valuable life-skills, such as teamwork and leadership. Fitness and healthy living are also goals of the program. Through volunteer opportunities they are encouraged to become responsible members of their community. In 2008 there were 220 Cadets enrolled in COPS, an increase of over six percent from the previous year.





## STRATEGIC ISSUE

# QUALITY SERVICE & FISCAL RESPONSIBILITY

### GOAL

Deliver Quality Services Ensuring Accountability & Fiscal Responsibility.

#### STRATEGIC ACTION

##### 3.1 Address increasing demands through resource planning.

PERFORMANCE INDICATORS	COMPLIANCE	2008 PROGRESS REPORT
<ul style="list-style-type: none"> <li>Working team established to review the staffing formula to estimate future frontline staffing requirements.</li> </ul>	<input checked="" type="checkbox"/>	<p>The Peel Regional Police staffing formula has been reviewed, and was approved in 2007 by the Peel Police Services Board and Regional Council through 2012, to ensure adequate resources are available to meet present and future needs</p>

#### KEY INITIATIVES UNDERTAKEN DURING 2008

- MANAGING CALL VOLUMES** – In 2008 Peel Regional Police reviewed the volume of calls for service in each uniform patrol zone. Using a benchmark of 5,000 calls for service per year, patrol zones were re-aligned to distribute the volume of calls more equitably. The changes ensure effective deployment of resources, with enhancement to overall service delivery.
- ON-GOING STAFFING LEVEL REVIEWS** – Peel Regional Police conducts regular reviews of staffing levels to ensure there are sufficient resources in place for service delivery. Factors such as projected population growth, call volumes, legislated programs and crime trends are considered when formulating any request for additional resources. Annual authorization for additional staff must be received from Regional Council, upon the recommendation of the Police Service Board.
- IMPROVING EFFICIENCY IN FLEET MANAGEMENT** – Fleet Management recognized the inefficiency of having uniform officers deliver vehicles, required for service, from the operational divisions to the Fleet Garage. In 2008 part-time civilian transport operators were hired to perform this function. Other efficiencies were recognized by having fleet technicians attend the divisions to perform minor vehicle repairs. Fleet Management has estimated 2,112 hours (or the equivalent of 1.3 officers) will be diverted to front-line officers annually as a result of these initiatives.
- REVIEWING COURT ATTENDANCE** – Peel Regional Police Witness Case Management – The Witness Case Management Program involves the review of all criminal matters set for trial and determining which witnesses are absolutely essential. Working with the Crown Attorney's Office, agreements are made with defence council on the cancellation of witnesses. In 2008, 3,644 police officers were excluded from having to attend court. Considerable savings were realized by not incurring overtime costs of approximately 16,978 hours for off-duty officers and allowing on-duty officers to remain available for service.
- EXPANDING COMMUNITY PARTNERSHIPS** – In April, 2008, Peel Regional Police, in partnership with the Canadian Mental Health Association and Saint Elizabeth Health Care began the Crisis Outreach and Support Team (COAST) program. A police officer and a mental health professional respond to calls involving persons experiencing a mental health crisis. The team can supply a professional assessment of the individual and provide the appropriate resources. During the first year COAST received 1,219 crisis calls and assisted over 528 individuals. The program has resulted in a significant reduction in time spend by front-line officers dealing with calls of this nature. Piloted in two divisions, the program will be expanded throughout the Region in February 2009.

**GOAL**

**Deliver Quality Services Ensuring Accountability & Fiscal Responsibility.**

**STRATEGIC ACTION**

**3.2 Deliver quality services considering public input.**

PERFORMANCE INDICATORS	COMPLIANCE	2008 PROGRESS REPORT
<ul style="list-style-type: none"> <li>Implement traffic safety initiatives.</li> </ul>	<input checked="" type="checkbox"/>	<p><b>IMPLEMENTING TRAFFIC SAFETY INITIATIVES</b> – With a population growth of 21,354 residents in 2008, and the corresponding increase in the number of vehicles registered within the Region of Peel, traffic safety initiatives continue to be a major component of community protection. 2008 initiatives included:</p> <ul style="list-style-type: none"> <li>- <b>ERASE (Eliminate Racing Activity on Streets Everywhere)</b> – The Regional Traffic Unit was actively involved in addressing the serious issue of street racing within the Region of Peel. Targeted and proactive street racing enforcement campaigns in partnership with other police agencies were conducted throughout the year. The exchange of information with other police services is a vital component to the success of this initiative.</li> <li>- <b>Traffic Safety Campaigns</b> – Targeted safety campaigns were scheduled during the year to address items such as unsafe vehicles, truck inspections, seat belt enforcement, school zone infractions, and on-going RIDE programs.</li> <li>- <b>Annual Festive RIDE Program</b> – The 2008 Festive RIDE program was conducted over a 35 day period ending on December 31, 2008. The program focused on public education and deterrence, with strategic targeted enforcement at known drinking and driving hotspots. While fewer vehicles were investigated in comparison to 2007, (29,456 versus 45,342) the number of drinking and driving charges laid increased by 56% and the number of persons charged increased by 39%. 132 persons were charged for a total of 212 offences in 2008 in comparison to 95 charged with 136 offences in 2007.</li> <li>- <b>Targeted Enforcement</b> – Utilizing crime and statistical analysis, the Regional Traffic Unit targeted intersections identified as having high motor vehicle collision rates.</li> </ul>
<ul style="list-style-type: none"> <li>Conduct a Residential and Business Community survey, once every 3 years</li> </ul>	<input checked="" type="checkbox"/>	<p>In the last survey process, the community was asked to select police programs that were most important to them - one of the top programs indicated was community stations. The community also indicated support for more police visibility as a solution to improve the way in which Peel Regional Police manages community problems. In 2008, the Cassie Campbell Community station opened, supporting the community station initiative and increasing visibility in the community.</p>

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**GOAL****Deliver Quality Services Ensuring Accountability & Fiscal Responsibility.****STRATEGIC ACTION****3.2 Deliver quality services considering public input.****KEY INITIATIVES UNDERTAKEN DURING 2008**

...continued

- **FORMING COMMUNITY PARTNERSHIPS** – Integrated Municipal Enforcement Team – Peel Regional Police administer and chairs all meetings of the Integrated Municipal Enforcement Team (IMET) in both Brampton and Mississauga. IMET is an interagency group who address community concerns through a collaborative process. The team includes representatives from Peel Regional Police, area Councillors, the local municipality, fire department, and other Regional and Provincial agencies. Participation allows for input and feedback from participants to ensure Peel Regional Police is delivering quality service to the community. Using combined recourses available through by-law enforcement, liquor licence inspections, and other agencies, Neighbourhood Policing Officers are able to target problem areas within the community.
- **ENCOURAGING PUBLIC INPUT** – Through dedicated e-mail links on the Peel Regional Police website, the public may forward any policing concerns directly to the command officers of their respective division.



**GOAL**

**Deliver Quality Services Ensuring Accountability & Fiscal Responsibility.**

**STRATEGIC ACTION**

**3.3 Optimize the use of information & technology.**

PERFORMANCE INDICATORS	COMPLIANCE	2008 PROGRESS REPORT
<ul style="list-style-type: none"> <li>Implementation of enhancements to the Records Management System.</li> </ul>	<input checked="" type="checkbox"/>	The new Records Management System is an enhanced system that offers sophisticated capabilities, and will contribute to the organization's ability to provide effective and efficient services to meet present and future needs
<ul style="list-style-type: none"> <li>Implementation of a new Management Action Plan system.</li> </ul>	<input checked="" type="checkbox"/>	To support the successful implementation of the 2008-2010 Strategic Plan, the Management Action Plan System was developed, and over 700 Management Action Plans were submitted from within the organization.

**KEY INITIATIVES UNDERTAKEN DURING 2008**

**• IMPLEMENTING TECHNOLOGY CHANGES**

- **New Records Management System** – On April 2, 2008, Peel Regional Police implemented an organization-wide records management system. The system incorporates powerful search engines and sophisticated search capabilities to provide instant and accurate information directly to front line officers. Single point tasking and workflow was incorporated into the system to allow officers to better manage follow-up investigations, court notifications and other requests and allows supervisors to track requests electronically. While Peel Regional Police is part of the Police Information Portal, which allows 34 Police agencies to share records, the new records management system allows information sharing with a further 77 Police agencies internationally.
- **Mobile Data Units** – Enhancements were made to the mobile data units which allow officers to enter follow-up occurrences directly into the records management system from their patrol vehicles.

**• SUSTAINING THE INFORMATION & TECHNOLOGY MANAGEMENT COMMITTEE** – The Information and Technology Management Committee is comprised of a cross-section of Peel Regional Police members including: Constables, Managers, Directors, Senior Officers, and members of the Chief's Management Group. The committee is mandated to provide guidance on information and technology systems in accordance with the Strategic Plan and direction of the organization. In addition to examining, prioritizing and endorsing initiatives for all major technology related projects, the committee reviews all suggestions for improvement and development of all information and technology systems. The committee is further responsible for helping to determine information and technology priorities and recommending the level and allocation of required funding. The Information and Technology Management Committee reports directly to the Deputy Chief, Corporate Services.

**• ENSURING ACCOUNTABILITY (MANAGEMENT ACTION PLAN SYSTEM)** – With the introduction of the 2008-2010 Strategic Plan in January 2008, an automated management action plan system was developed. This computerized system allows cost centre managers to enter, review, track, measure and report on the progress of their management action plans. The system ensures ongoing monitoring of the progress of the Strategic Plan. By the end of 2008, cost centre managers, in collaboration with their staff, have developed over 700 management action plans. To increase communication throughout the organization, each management actions plan is accessible to all members of Peel Regional Police.

**GOAL****Deliver Quality Services Ensuring Accountability & Fiscal Responsibility.****STRATEGIC ACTION****3.4 Enhance public trust and confidence through transparency & accountability.**

PERFORMANCE INDICATORS	COMPLIANCE	2008 PROGRESS REPORT
<ul style="list-style-type: none"> <li>Respond to public complaints and develop feasible resolutions</li> </ul>	<input checked="" type="checkbox"/>	The Public Complaints Bureau received 59 public complaints and completed 49 complaint resolutions in 2008.
<ul style="list-style-type: none"> <li>Monthly Police Services Board meetings are open to the public.</li> </ul>	<input checked="" type="checkbox"/>	The Regional Municipality of Peel Police Services Board is the civilian body governing the Peel Regional Police, and is responsible for the provision of adequate and effective police services, law enforcement and crime prevention within the Region. The Police Services Board conducts monthly meetings, which are open to the public. The schedule of meetings, agendas and minutes of past meetings are available from the Police Services Board website.
<ul style="list-style-type: none"> <li>Conduct annual review of Peel Regional Police Directives to ensure compliance with Ontario Policing Standards and applicable legislation.</li> </ul>	<input checked="" type="checkbox"/>	Annually, all Peel Regional Police Directives are assessed by their respective policy centres to identify required changes and to ensure that the Directive is in compliance with Ontario Policing Standards and applicable legislation.
<ul style="list-style-type: none"> <li>Commitment to National Quality Institute (N.Q.I.) certification in quality and healthy workplace in the public sector.</li> </ul>	<input checked="" type="checkbox"/>	In 2008, Peel Regional Police adopted the framework and criteria established by the National Quality Institute, to help guide the organization's efforts in providing the resources needed, and the establishment of clear priorities and goals. Throughout 2008, Peel Regional Police was involved in preparing for the first of four levels of certification and achieved certification in the first level.

**KEY INITIATIVES UNDERTAKEN DURING 2008**



- ONGOING WORKPLACE EXCELLENCE (THE NATIONAL QUALITY INSTITUTE)** – Since 1994, Peel Regional Police had been accredited by the Commission on Accreditation for Law Enforcement Agencies' (CALEA) and was the first police service in Ontario to receive this designation. In 2005 Peel Regional Police achieved the Commission's highest designation as a "flagship" agency in 2005. In a desire to move forward in the area of workplace excellence, Peel Regional Police chose to adapt the framework and criteria offered by the National Quality Institute (NQI). The National Quality Institute is an independent, not-for-profit, Canadian authority on workplace excellence. An internal committee, the "Excellence Council", was formed to continually increase organizational excellence and employee satisfaction. NQI certification is comprised of four progressing levels; during 2008 Peel Regional Police received certification in the first level.
- CONTINUING TRANSPARENCY & ACCOUNTABILITY (INTERNAL AUDIT PROCEDURES)** – It is the policy of Peel Regional Police to provide an effective and efficient police service by ensuring resources are utilized in the most effective, professional and economical manner. In 2008, the Audit Unit completed 9 compliance audits and 2 audits in co-operation with the Region of Peel. Additionally, 1 comprehensive audit was completed and findings reported to CMG. Two comprehensive audits are due for completion in 2009. The status of all internal audits is reported to the Police Services Board.
- COMPARING & SHARING (THE ONTARIO MUNICIPAL CAO'S BENCHMARKING INITIATIVE)** – Peel Regional Police is a partner agency in the Ontario Municipal CAOs' Benchmarking Initiative. A public report is prepared each year which compares how municipalities deliver programs and services to their residents. Information can be used to identify areas where municipalities excel and areas where improvements can be realized. This collaborative effort provides an opportunity to share best practices, strengthen accountability and enhance the level of transparency in the way services are reported upon.
- DIMINISHING RISK (THE RISK MANAGEMENT UNIT)** – As the third largest municipal police service in Canada, Peel Regional Police is faced with many levels of risk in our day-to day business; including: operational, political, technological, economic, legal and financial. To meet the needs of our growing and diverse region, the Risk Management Unit was created in February 2008. The unit's mandate is to identify potential or real risk, assess internal systems and policies that will minimize the risk, determine the area/unit the risk relates to, and identify and implement solutions. The creation of Risk Management Unit reinforces the organization's commitment to providing its members with strong leadership and quality resources, and strengthens the ability to deliver exceptional service that is rooted in accountability and transparency to the community.

**GOAL**

**Deliver Quality Services Ensuring Accountability & Fiscal Responsibility.**

**STRATEGIC ACTION**

**3.5 Demonstrate leadership in responsible environmental management practices & energy use.**

PERFORMANCE INDICATORS	COMPLIANCE	2008 PROGRESS REPORT
<ul style="list-style-type: none"> <li>Replacement of some police vehicles with fuel-efficient vehicles</li> </ul>		In 2008 Peel Regional Police enhanced its fleet of vehicles with the purchase of nine hybrid models. Throughout the year, four cylinder, six cylinder and diesel vehicles were added to replace less fuel-efficient eight cylinder models.
<ul style="list-style-type: none"> <li>Commitment to environmentally responsible management practices.</li> </ul>		Peel Regional Police continues to explore different avenues for ensuring employee commitment to responsible environmental practices. Through the Environmental Initiative Committee, established in 2008, the organization continues to promote efficient use of materials and resources throughout its facilities, and strives to continuously improve environmental performance by periodically reviewing the organization's environmental practices with current and future activities.

**KEY INITIATIVES UNDERTAKEN DURING 2008**

- COMMITTING TO ENVIRONMENTAL ISSUES (THE ENVIRONMENTAL INITIATIVE COMMITTEE & ENVIRONMENTAL POLICY)** – In 2008 Peel Regional Police created and adopted an environmental policy outlining the shared commitment to use pollution prevention and environmental best practices when financially feasible. The policy includes a commitment to promote staff awareness, training and information on environmental issues affecting the work environment. The goal is to reduce our carbon footprint through re-use, recycling and purchasing recycled, recyclable, or refurbished products and material where these alternatives are viable and available. In December 2008, an Environmental Initiative Committee, consisting of civilian and uniform members representing a cross-section of the organization, was formed to promote and recommend environmental programs and practices.
- USING ENVIRONMENTALLY RESPONSIBLE MANAGEMENT PRACTICES IN OUR FACILITIES** – Peel Regional Police continues to explore opportunities for environmental and energy efficient systems within all our facilities. Initiatives in 2008 include:

  - The new 21 Division, a joint facility with the Region of Peel and scheduled to open in early 2009, obtained a LEED basic designation for environmental efficiency, including geothermal power.
  - The 11 Division boiler was replaced with a high-efficiency model resulting in both ongoing cost savings and an immediate rebate grant.
  - The service-wide recycling program was increased and further major enhancements are planned for 2009.
  - The Telecommunications Systems & Services Unit expanded their battery recycling program to all divisional facilities.
  - The design for renovations at 12 Division and 22 Division include energy efficient lighting and switches which will automatically turn lights off in low-traffic areas. Renovations are scheduled for 2009.
- REDUCING FUEL CONSUMPTION** – In 2008, nine additional hybrid vehicles were added to the fleet as replacement for less fuel-efficient models. On average, the hybrid vehicles use almost half the fuel of a conventional eight cylinder vehicle. All vehicles for specialty units are gradually being replaced by either four or six cylinder models.

The Airport Division purchased four additional T3 electric motion vehicles for use within Pearson International Airport. These zero emission, battery-powered vehicles have significantly reduced the use of conventional vehicles around the terminals, resulting in lowered fuel consumption for the Airport Division.

**GOAL****Deliver Quality Services Ensuring Accountability & Fiscal Responsibility.****STRATEGIC ACTION****3.6 Proactively review service delivery models to ensure efficiency & effectiveness.**

PERFORMANCE INDICATORS	COMPLIANCE	2008 PROGRESS REPORT
• Complete annual Audit Plan of police bureaus.	☑	The Audit Bureau is governed by the Internal Audit Work Plan for the auditing and reviewing services and functions of various bureaus across the organization. The three year work plan is updated annually, in consultation with the Region of Peel Internal Audit Bureau, is approved by the Chief's Management Group and reported on to the Police Services Board
• Average response times to Priority E and 1 calls for service.	☑	Response times to calls for service are reviewed on a monthly basis to ensure effective and efficient response. Average response times to high priority calls (priority E and priority 1) are reported to the Police Services Board.
• Cost per capita	☑	In 2007 Peel Regional Police's net cost per capita for police services was \$203.66, which is lower than the median cost per capita for participating police services in the Ontario Municipal Benchmarking Initiative, of \$212.89*.

**KEY INITIATIVES UNDERTAKEN DURING 2008**

- **ENHANCING SERVICE DELIVERY (CHANGES TO THE ORGANIZATIONAL STRUCTURE)** – Peel Regional Police undertook several changes to its organizational structure during 2008 to ensure the achievement of the goals and actions of the Strategic Plan, to meet future challenges and to enhance service delivery. Three new units were established to meet the needs of our growing and diverse region and to strengthen our commitment to the well-being of, and accountability to, our employees. The Corporate Communications Unit was created to enhance communication within the organization and externally with the public. Risk Management Bureau was formed to address risk in the organization's everyday activities including operational, political, technological, economic, legal and financial. The Organizational Wellness Unit was established to ensure Peel Regional Police employees are provided access to the resources they need to assist in maintaining a healthy and balanced lifestyle.
- **REALIZING EFFICIENCY (COURT PACKAGE PROCESSORS)** – In 2007 Peel Regional Police introduced 12 civilian positions of Court Package Processor to prepare the court documentation required after an arrest. The civilian positions provided an additional 15,900 hours of availability for front-line officers in the first year. In 2008, two additional Court Package Processors were added to each division resulting in a further 10,600 hours of available response time annually.
- **EXPANDING AVAILABILITY (ONLINE COURSE ENROLLMENT & DELIVERY)** – As of August 2008, Uniform members are able to view course availability and enroll themselves in course sessions via any police networked computer. The initiative delivers on-line enrollment for mandated courses including use of force, suspect apprehension pursuit training, specialized weapons training and first aid courses. Improved efficiencies created by this initiative allow all uniform members to plan training dates with their supervisors and enroll in the training at any time from any police facility.  
Peel Regional Police, in partnership with the Canadian Police Knowledge Network, successfully implemented a mandated on-line suspect apprehension pursuit training course available via any computer connected to the internet. The internet course allows officers to complete training at their own pace during non-peak periods.
- **ENSURING EFFECTIVE & EFFICIENT USAGE OF RESOURCES (THE AUDIT PROCESS)** – In 2008, the Audit Unit completed 9 compliance audits and 2 audits in co-operation with the Region of Peel. Additionally, 1 comprehensive audit was completed and findings reported to CMG. Two comprehensive audits are due for completion in 2009. The Audit Bureau uses a systematic and disciplined investigative approach consistent with the guidelines established by the Institute of Internal Auditors. Internal audits provide opportunities for improving and streamlining police operations, help identify the need for additional resources, and determine whether program results are consistent with established goals and objectives. Regular audits ensure compliance with applicable federal and provincial statutes, regulations, adequacy standards, the Police Services Act, Municipal bylaws, and internal policies. The status of all internal audits is reported to the Peel Police Services Board.

\*Source – Ontario Municipal Benchmarking Initiative (OMBI) – 2007 median of participating OMBI municipalities. 2008 OMBI median data is unavailable.

Note – Influencing factors such as population source variation can have an affect on this measure. This may result in some differences in population-based results for Police Services from those published by Statistics Canada, which may be based on less current population figures). See footnote 5 on page 9.



## STRATEGIC ISSUE GROWTH & CHANGING DEMOGRAPHICS

### GOAL

Manage Service Delivery To Respond To Growth & Changing Demographics.

#### STRATEGIC ACTION

4.1 Attract and retain a professional & skilled workforce that is reflective of our community.

PERFORMANCE INDICATORS	COMPLIANCE	2008 PROGRESS REPORT																																																													
<ul style="list-style-type: none"> <li>Percentage of new hires from designated groups, consistent with the province's equal opportunity guidelines.</li> </ul>		<p>In 2008 there were 239 new hires. The representation of new hires by designated groups is reflected in the following table:</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th colspan="3">New Hires By Designated Group</th> </tr> <tr> <th></th> <th>#</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>Aboriginal</td> <td style="text-align: center;">6</td> <td style="text-align: center;">2.5</td> </tr> <tr> <td>Racialized Persons</td> <td style="text-align: center;">59</td> <td style="text-align: center;">24.7</td> </tr> <tr> <td>Persons With Disabilities</td> <td style="text-align: center;">4</td> <td style="text-align: center;">1.7</td> </tr> <tr> <td>Female</td> <td style="text-align: center;">71</td> <td style="text-align: center;">29.7</td> </tr> </tbody> </table>	New Hires By Designated Group				#	%	Aboriginal	6	2.5	Racialized Persons	59	24.7	Persons With Disabilities	4	1.7	Female	71	29.7																																											
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<ul style="list-style-type: none"> <li>Representation of designated groups at all levels within the organization</li> </ul>		<p>The representation of designated groups is for all levels in the organization for 2008 is shown in the table below:</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th rowspan="3"></th> <th colspan="8">Number of Members By Designated Group &amp; Rank</th> </tr> <tr> <th colspan="2">Aboriginal</th> <th colspan="2">Racialized Persons</th> <th colspan="2">Persons With Disabilities</th> <th colspan="2">Female</th> </tr> <tr> <th>#</th> <th>%</th> <th>#</th> <th>%</th> <th>#</th> <th>%</th> <th>#</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>Senior Officer / Civilian Manager *</td> <td style="text-align: center;">1</td> <td style="text-align: center;">1.2</td> <td style="text-align: center;">4</td> <td style="text-align: center;">4.9</td> <td style="text-align: center;">2</td> <td style="text-align: center;">2.5</td> <td style="text-align: center;">23</td> <td style="text-align: center;">28.4</td> </tr> <tr> <td>Cadet</td> <td style="text-align: center;">0</td> <td style="text-align: center;">0.0</td> <td style="text-align: center;">2</td> <td style="text-align: center;">8.3</td> <td style="text-align: center;">0.0</td> <td style="text-align: center;">0.0</td> <td style="text-align: center;">3</td> <td style="text-align: center;">12.5</td> </tr> <tr> <td>Uniform / Civilian</td> <td style="text-align: center;">22</td> <td style="text-align: center;">0.9</td> <td style="text-align: center;">323</td> <td style="text-align: center;">12.7</td> <td style="text-align: center;">35</td> <td style="text-align: center;">1.4</td> <td style="text-align: center;">861</td> <td style="text-align: center;">34.0</td> </tr> <tr> <td><b>TOTAL</b></td> <td style="text-align: center;"><b>23</b></td> <td style="text-align: center;"><b>0.9</b></td> <td style="text-align: center;"><b>329</b></td> <td style="text-align: center;"><b>12.5</b></td> <td style="text-align: center;"><b>37</b></td> <td style="text-align: center;"><b>1.4</b></td> <td style="text-align: center;"><b>887</b></td> <td style="text-align: center;"><b>33.6</b></td> </tr> </tbody> </table> <p style="text-align: right; font-size: small;">* Includes all members of the Senior Officers' Association.</p>		Number of Members By Designated Group & Rank								Aboriginal		Racialized Persons		Persons With Disabilities		Female		#	%	#	%	#	%	#	%	Senior Officer / Civilian Manager *	1	1.2	4	4.9	2	2.5	23	28.4	Cadet	0	0.0	2	8.3	0.0	0.0	3	12.5	Uniform / Civilian	22	0.9	323	12.7	35	1.4	861	34.0	<b>TOTAL</b>	<b>23</b>	<b>0.9</b>	<b>329</b>	<b>12.5</b>	<b>37</b>	<b>1.4</b>	<b>887</b>	<b>33.6</b>
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#### KEY INITIATIVES UNDERTAKEN DURING 2008

- PROVIDING SUPPORT TO NEW RECRUITS** – Ensuring that Peel Regional Police attracts and retain a workforce that is reflective of our community is important to addressing the needs of the community and ensuring that the organization is able to meet future challenges and growth in the Region. In early 2008, a new program, called the Diversity Mentoring Program, was implemented that is aimed at supporting recruit officers from diverse backgrounds. It was recognized that factors such as culture, family and amount of time spent in this country can have a significant impact on how recruit officers adjust in their new profession. Essentially, a mentor officer is assigned to a recruit officer based upon various factors such as ethnicity, gender, age and time in Canada. The mentor officer offers information, assistance and answers questions the recruit officer might not be able to direct elsewhere. The overall goal of the program is to attract and retain officers in order to better reflect the community that Peel Regional Police serves. In 2008, 25 members, representing a cross-section of the organization, were chosen as mentors.
- CONDUCTING EXIT INTERVIEWS** – In 2008, responsibility for conducting exit interviews, with members who are resigning or retiring from Peel Regional Police, was moved from the Career Development Sergeant to the member's respective Command Officer. Members are also provided with a confidential survey which provides an opportunity to supply candid information concerning their employment experience and reasons for seeking alternate employment. Feedback received from the exit interviews and surveys is used to assist in the determination of enhancements or changes within the organization which may assist in employee retention.



**GOAL****Manage Service Delivery To Respond To Growth & Changing Demographics.****STRATEGIC ACTION****4.2 Ensure programs meet the needs of our community through effective staffing and deployment of resources.**

PERFORMANCE INDICATORS	COMPLIANCE	2008 PROGRESS REPORT
• Annual review of staffing formula conducted	☑	The Peel Regional Police staffing formula is reviewed annually, to ensure adequate front-line police staffing is available to meet growth and future needs.
• Residential and Business Community survey results	☑	In the last survey process, citizens were asked to select the police programs that were most important to them. Results indicated that the most important programs were: Community Patrol, School Liaison Program, Additional Crime Prevention Programs, Impaired Driving Programs, Bike Patrol Programs, and Community Stations.
• Annual review of patrol zone call volume	☑	Peel Regional Police undertook a review of the volume of calls for service in patrol zones across its policing jurisdiction. Following the review, a number of patrol zones were re-aligned to distribute the number of calls in each zone more efficiently. A benchmark for the number of calls for service for each patrol zone was established, where each patrol zone is not to exceed 5,000 calls for service per year.
• Annual review of Business Plan.	☑	Peel Regional Police conducts an annual review of budgetary requirements for the organization and an overall needs assessment (i.e. staffing, operational expenses, equipment, facilities and other infrastructure needs). Annually, as part of this process, bureaus are required to review resources and submit business cases for additional staffing requirements to ensure effective staffing levels to meet present and future needs. The review was completed for 2008.

**KEY INITIATIVES UNDERTAKEN DURING 2008**

- **MANAGING SERVICE DELIVERY IN RESPONSE TO GROWTH (REVIEW OF CALL VOLUME)** – From 2007 to 2008, the population of the Region of Peel increased by two percent. In 2008 Peel Regional Police reviewed the volume of calls for service in each uniform patrol zone and re-aligned the zones to distribute the volume of calls more equitably. As the number of calls for service increase due to population growth, additional patrol areas will be added and staffed accordingly.
- **RESPONDING TO COMMUNITY NEEDS (HATE CRIME HOTLINE)** – In 2008, Peel Regional Police launched a lesbian, gay, bisexual, and transgendered hate crime hotline. Believed to be the first of its kind in North America, this hotline serves individuals who want advice and follow-up on incidents where no immediate danger exists. During 2008, 10 calls were received on the hotline. The establishment of this initiative demonstrates Peel Regional Police's commitment to providing prompt, fair and equitable services to everyone in the community.
- **ENHANCING SERVICE DELIVERY** – On September 2, 2008, Peel Regional Police opened a new community station in the Cassie Campbell Community Centre located at 1050 Sandalwood Parkway West in the City of Brampton. The opening of the Cassie Campbell Community Station brings the total number of community stations to 14, within the Region. The Cassie Campbell Community Station offers a wide range of services to the local residents including assistance with traffic complaints, minor thefts, community issues, "ongoing" neighbourhood problems and crime prevention information. Community station officers host a variety of information seminars throughout the year including: crime prevention, personal protection, landlord and tenant rights, small claims court, and Neighbourhood Watch.
- **ENSURING EFFECTIVE DEPLOYMENT OF RESOURCES (CALL DIVERSION PROGRAM)** – The call diversion program ensures the efficient management of low priority, non-emergent calls for service. Calls received by the Communications Centre, which do not meet mobile response criteria, are assessed for diversion to officers assigned to a community station. 18,177 calls for service, which otherwise would have required a mobile response, were diverted to community stations in 2008. An additional 18,029 calls for service were generated by walk-in traffic to the community stations. Total calls to the community stations decreased slightly by -0.9 per cent from the previous year.

## STRATEGIC ISSUE

# ORGANIZATIONAL CAPACITY

### GOAL

Strengthen Organizational Capacity To Meet The Needs Of The Future.

#### STRATEGIC ACTION

5.1 Promote the health, well-being and safety of all employees.

PERFORMANCE INDICATORS	COMPLIANCE	2008 PROGRESS REPORT
<ul style="list-style-type: none"> <li>Number of internal health and wellness seminars conducted and number of attendees.</li> </ul>	<input checked="" type="checkbox"/>	The Organization Wellness Bureau conducted three internal health and wellness related seminars. There were 150 members who attended these seminars.
<ul style="list-style-type: none"> <li>Workplace inspections by the Health &amp; Safety Committee</li> </ul>	<input checked="" type="checkbox"/>	The Health and Safety Committee continued to conduct workplace inspections.
<ul style="list-style-type: none"> <li>Workplace injuries.</li> </ul>	<input checked="" type="checkbox"/>	Peel Regional Police is committed to reducing the frequency and severity of injury to its employees, and continually measures its performance in this area. In 2008, there were 41 lost time injuries/accidents and 84 Health Care only claims. During the same timeframe, there were 125 reportable WSIB incidents.

#### KEY INITIATIVES UNDERTAKEN DURING 2008

• **PROMOTING EMPLOYEE WELLNESS** – The Organization Wellness Bureau was created in late 2008 with the vision of achieving employee satisfaction and well-being. The bureau consists of several key areas that share the common purpose of “wellness” including: peer support, the member’s assistance program, fitness, infection control and occupational health and safety. The mission of the Organizational Wellness Bureau is to engage all members of Peel Regional Police in achieving and maintaining satisfying, balanced and healthy personal and professional lifestyles. The Organizational Wellness Bureau is working to develop comprehensive programs to promote healthy lifestyle choices, and to provide effective support systems for members experiencing stress-related issues (chronic or crisis), addictions or those who are engaged in, or returning from, active military service.

**Initiatives in 2008 include:**

- Establishing a procedure to support members who are on military leave including: pre-deployment interviews, establishment of a liaison officer, maintaining communication with the serving member’s family, a return greeting by a delegation of Peel Regional Police members, critical incident stress debriefing, and post deployment briefings.
- The Fitness Unit targeted heart health awareness and education during 2008. The Fitness Unit created and distributed informative and educational newsletters, administered the “Arterial Pursuit” incentive, and hosted a variety of blood pressure clinics.

**continued ...**

**GOAL****Strengthen Organizational Capacity To Meet The Needs Of The Future.****STRATEGIC ACTION****5.1 Promote the health, well-being and safety of all employees.****KEY INITIATIVES UNDERTAKEN DURING 2008**

...continued

- **ENSURING EMPLOYEE SUPPORT** – The Early Intervention System (EIS) is a proactive, confidential and non-disciplinary management tool, created to ensure all members have access to the support and resources necessary to perform in a professional manner. Introduced throughout the organization in 2008, EIS is a voluntary program designed to identify atypical employee performance issues. The EIS program can monitor performance based on input from three different referral paths: communication, repetitive stress and direct referral. Referrals are assessed to determine if the remedy requires additional training or a wellness approach. The program is designed to assist with overall employee success, reduce liability and risk exposure, and to ensure supervisory accountability.
- **MAINTAINING A HEALTHY WORKPLACE** – The Joint Occupational Health and Safety Committee (JOHSC) is comprised of eight members, four management representatives and four worker representatives, who report to the Chief's Management Group. In accordance with the Ontario Health and Safety Act, the committee has joint Chairs - one from the management group and one from the worker group. The mandate of JOHSC includes:
  - Identifying, evaluating and recommending resolutions on all matters pertaining to health and safety in the workplace.
  - Making recommendations for education and training programs.
  - Addressing matters relating to regulations.
  - Dealing with occupational health and safety matters as deemed appropriate.
  - Performing workplace inspections.
  - Carrying out all duties as outlined in the Ontario Occupational Health and Safety Act.
  - In 2008, the JOHSC held five meetings and conducted workplace inspections.



**GOAL**

**Strengthen Organizational Capacity To Meet The Needs Of The Future.**

**STRATEGIC ACTION**

**5.2 Ensure appropriate recruitment to meet service demands.**

PERFORMANCE INDICATORS	COMPLIANCE	2008 PROGRESS REPORT
• Police to population ratio.	☑	Peel Regional Police’s population per officer sits at 719, and is above the Canadian average of 509, and the provincial average of 517. In comparison to other local police agencies Peel’s population per officer was higher than Toronto (479) and lower compared to Halton (800), York (740) and Durham (720).*
• Hiring rates	☑	From 2007 to 2008, there was an increase in the number of uniform hires, from 129 in 2007, to 144 in 2008 – an increase of 15 (or 11.6%). During the same time period, there was a decrease in the number of civilian hires, from 127 in 2007 to 95 in 2008 – a decrease of 32 (or -25.2%).
• Attrition rates	☑	Attrition (includes resignations, retirements, and other separations of full-time members) rates for 2008 for uniform members was 4.85%, and 1.11% for civilian members. During 2008, 88 uniform members and 8 full-time civilian members left the service (excludes part-time/temporary members).

**KEY INITIATIVES UNDERTAKEN DURING 2008**

• **INCREASING RECRUITING INITIATIVES** – The Peel Regional Police Recruiting Bureau is actively involved in campaigns and outreach initiatives to attract a professional and highly skilled workforce that is reflective of the community. The Recruiting Bureau regularly provides presentations, throughout Ontario, to community college students in the police foundations program and to university students in the justice studies program, promoting Peel Regional Police as an excellent employer. Regular employment information sessions are held throughout the year with some sessions particularly designed to attract specific cultural groups. Outreach initiatives include representation at venues from British Columbia to the Maritimes. In 2008 the Recruiting Bureau participated in 260 outreach events.

**2008 initiatives included:**

- an extensive advertising campaign utilizing billboards, Mississauga and Brampton transit buses, cultural newspapers, and cable television stations
- adopting the standardized PREP (physical readiness evaluation for police) test used by other Ontario police services
- implementing a new shift schedule to provide more availability during weekends and evenings

• **LOOKING WITHIN (CADET ORGANIZATION POLICE SCHOOL – COPS)** – Peel Regional Police has been a sponsor of the Cadet Organization Police School (COPS) since 1968. The program, which is part of the Royal Canadian Army Cadet Corps is designed for youths between the ages of 12 -19. Recognizing the leadership qualities and community spirit displayed by Army Cadets who have reached the age limitation, the office-in-charge of the COPS program has been encouraging them to consider joining Peel Regional Police as a Police Cadet and ultimately to become a Police Constable. In 2008, two former COPS Cadets were hired by Peel Regional Police. The Auxiliary Unit consists of dedicated volunteers who support the police service in areas such as: crowd control, searching for missing persons or evidence, and providing assistance with traffic enforcement programs. In 2008, seven Auxiliary Officers were hired as constables with Peel Regional Police.

• **CADET PROGRAM** – The Cadet Program’s purpose is to develop a pool of dedicated employees to draw upon for future recruitment as police Constables. The program targets applicants from the age of 18 years. Cadets attend a 2-week orientation, and once the orientation is complete, Cadets are assigned on a rotational basis to one of a variety of bureaus, such as Communications, Forensic Identification Services, Traffic, Courts, Records or a Divisional front desk, where they learn on the job. Cadets also receive a variety of additional training such as Use of Force training. In 2008, 15 new cadets were hired, and 14 of the existing 25 cadets advanced to Recruit Constables.

\* **Source:** Canadian Centre For Justice Statistics Publication “Police Resources in Canada 2008”, published in December 2008. Population per officer is based on 2007 population and 2008 actual officers on May 15 for individual cities.

**GOAL****Strengthen Organizational Capacity To Meet The Needs Of The Future.****STRATEGIC ACTION****5.3 Continue our commitment to promotional and succession planning.**

PERFORMANCE INDICATORS	COMPLIANCE	2008 PROGRESS REPORT
<ul style="list-style-type: none"> <li>• Ensure an appropriate promotional process is in place.</li> </ul>	<input checked="" type="checkbox"/>	<p>The promotional process is a thorough procedure and consists of a combination of written testing and a formal interview process. During 2008, there were 203 uniform promotions. During the same timeframe, 39 civilian members were promoted.</p>
<ul style="list-style-type: none"> <li>• Training courses (e.g. supervisory leadership)</li> </ul>	<input checked="" type="checkbox"/>	<p>A variety of supervisory leadership courses are offered to members of Peel Regional Police:</p> <ul style="list-style-type: none"> <li>- In 2008, Peel Regional Police hosted two Middle Management Training Days.</li> <li>- There were 59 members who attended the Front Line Supervisor's Course at the Ontario Police College.</li> <li>- A new Civilian Supervisory Training Program is currently being developed.</li> <li>- A variety of supervisory development courses are offered through the Region of Peel to enhance employee's professional development. There were 150 members who attended computer courses, 119 members who attended Employee Development Courses, and 59 members who attended Supervisory Management Courses.</li> </ul>

**KEY INITIATIVES UNDERTAKEN DURING 2008**

- **MAINTAINING OUR COMMITMENT TO PROMOTIONAL OPPORTUNITIES** – In 2008, Peel Regional Police experienced promotions within virtually every level of the organization. In April 2008, the Peel Police Services Board promoted two officers to the position of Deputy Chief. Additionally, there were 23 promotions either to, or within, the Senior Officers' Association. Overall, 203 uniform and 39 civilian members were promoted in 2008.
- **ENHANCING PROFESSIONAL DEVELOPMENT** – In 2008 Human Resources conducted a needs analysis for formalized civilian supervisor training, by interviewing Managers and Inspectors and conducting a focus group with civilian supervisors. As a result of the analysis, Human Resources will be designing a training program, specific to civilian supervisors, to provide instruction on leadership, coaching, communication, and performance management.
- **DEVELOPING LEADERSHIP CAPACITY (SUCCESSION PLANNING)** – It is the policy of the Peel Police Services Board that succession planning is an organizational priority to develop leadership and leadership capacity. The Chief of Police annually reports to the Board the status of the succession plan, including identifying to the Board the number of individuals identified for each rank and each applicable civilian position deemed to be able to either assume immediately a leadership position, or have leadership capacity. Peel Regional Police utilizes a combination of opportunities to provide development for leadership candidates, including but not limited to: utilization of 'acting' positions for the purpose of gaining experience; training programs; educational courses and accelerated learning; secondments; lateral transfers to gain knowledge of different areas of the organization; and mentoring.

**GOAL**

**Strengthen Organizational Capacity To Meet The Needs Of The Future.**

**STRATEGIC ACTION**

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

PERFORMANCE INDICATORS	COMPLIANCE	2008 PROGRESS REPORT
• Number of members taking continuing education courses.	☑	In 2008, there were 64 civilian members who were taking 121 continuing education courses, and 199 uniform members who were taking 368 continuing education courses.
• Number of training hours	☑	In 2008, there were approximately 233,000 training hours taken.

**KEY INITIATIVES UNDERTAKEN DURING 2008**

- **PROVIDING OPPORTUNITIES FOR PROFESSIONAL DEVELOPMENT** – A portion of the policing budget is allocated to training and professional development for both uniform and civilian members. The Career Development Bureau provides career counseling services to uniform members and the Supervisor of Learning and Development, Human Resources, provides career counseling services to civilian members. In addition to in-service training courses, courses are offered to employees through the Ontario Police College, the Canadian Police College, and through the Region of Peel.
 

**Initiatives in 2008 include:**

  - Middle Management training day hosted by the Chief’s Management Group
  - Organizational Risk and Ethical Decision Making seminar
  - Ethics and Racial Profiling – mandated training for all employees
- **RECOGNIZING LEADERSHIP – EXECUTIVE DEVELOPMENT**
  - **Rotman Executive Development Program** – Developed in partnership with the Ontario Association of Chiefs of Police and the University of Toronto’s Rotman School of Management, the executive development program is an MBA-style curriculum that is designed specifically for police executives. The course covers a variety of management and leadership concepts including: strategy, financial management, human resources, leadership, police service delivery, community knowledge, political astuteness and communications. In 2008, two members of Peel Regional Police graduated from this course.
  - **The Canadian Police College** – An executive development program is also offered by the Canadian Police College. The program is designed to provide police executives (both senior officers and civilian members) an edge in leading dynamic and complex police organizations, while building executive competencies. Key topics include team building, accountability, crisis and issue management and strategic communications. In 2008, two members of Peel Regional Police graduated from this course.
  - **Institute For Strategic International Studies** – This unique executive development program, intended for senior leaders in policing, was developed and is offered through the Canadian Association of Chiefs of Police. The program is designed around the problem-based learning model with the ultimate goal of creating systemic changes to police culture and practices in Canada. In 2008, one member of Peel Regional Police graduated from this course.

**GOAL****Strengthen Organizational Capacity To Meet The Needs Of The Future.****STRATEGIC ACTION****5.5 Provide facilities, equipment, technology, and business processes to meet present and future needs.**

PERFORMANCE INDICATORS	COMPLIANCE	2008 PROGRESS REPORT
• Completion of joint use facility.	☑	Throughout 2008, Peel Regional Police were actively involved in the construction of a new facility to be jointly used by the Region of Peel and Peel Regional Police, and has been substantially completed. The new six-storey facility will house 21 Division and various Regional services. Occupancy is scheduled for early 2009.
• Updated facilities plan.	☑	In early 2008, the Peel Regional Police Facility Plan 2008-2010 was developed and was approved by the Peel Police Services Board.
• Development of an annual 10-year Capital Plan	☑	The 2009 10-year Capital Plan was developed in 2008. The Capital Plan was approved by the Peel Police Services Board and Regional Council.

**KEY INITIATIVES UNDERTAKEN DURING 2008**

- **ASSESSING NEEDS (10 YEAR CAPITAL BUDGET PLAN)** – Planning for the future is vital to ensure Peel Regional Police remains in the forefront of policing in Canada. As part of the 10 Year Capital Budget Plan, Peel Regional Police conducts an annual review of budgetary requirements for the organization and an overall needs assessment (i.e. equipment and facilities needs). The review is conducted by the Chief's Management Group in collaboration with staff from Finance and Planning.
- **ENSURING ACCOUNTABILITY (TANGIBLE CAPITAL ASSETS)** – Effective with the 2009 financial statements, municipalities must present information on the value of tangible capital assets and amortization which will provide the annual cost of using those assets to deliver programs and services. Working in partnership with the Peel Finance, and as a member of the tangible capital assets project team, Peel Regional Police successfully compiled the value all tangible assets under this new accounting formula during 2008.
- **EVALUATING FACILITY REQUIREMENTS (THE THREE YEAR FACILITIES PLAN)** – In early 2008, the Peel Regional Police three year facilities plan was developed and approved by the Peel Police Services Board. In formulating the 2008 Facilities Plan, each property owned or leased by the Region of Peel for Peel Regional Police was reported upon under the following categories: current state, staffing capacity, issues, and long-term requirements. Based upon projected staff increases, population growth and current building / renovation initiatives; owned and leased facilities will continue to meet the long-term needs of Peel Regional Police. Facilities Management will be conducting a complete building condition assessment on all Peel Police facilities owned by the Region of Peel in 2009. Strategic management action plans are in place for the management of all buildings including the revitalization and replacement of aging infrastructure.

**Initiatives in 2008 include:**

- **Joint Use Facility** – Throughout 2008, Peel Regional Police were actively involved in the construction of a new facility to be jointly used by the Region of Peel and Peel Regional Police. The new six-storey facility will serve a replacement for 21 Division and will house various Regional services which are currently located in leased properties. The facility will provide greater public access to regional and policing programs and will accommodate long-term staffing needs. Occupancy is scheduled for early 2009.
- **Emil V. Kolb Centre For Police Excellence** – In 2008, construction began on the vacant third floor of the Emil V. Kolb Centre for Police Excellence. The completion of the third floor will accommodate current and future growth needs of specialty units.
- **Headquarters Reconfiguration** – To accommodate current and projected growth, renovations were made to the basement and third floor of Peel Regional Police Headquarters during 2008.

# Statistical HIGHLIGHTS

*The*

following section provides an overview of reported incidents and a selection of performance measures. Comparative statistics are provided for 2007 and 2008. As well, a five year summary of selected measures is provided for the period 2004-2008 on page 45.

Crime related data reflects actual crimes reported to Peel Regional Police. Data is based on a download date from the system on March 9, 2009. Caution should be taken when making comparisons, as data are live, and as such, statistics here are a "snapshot" in time, and can change on a daily basis. Statistics can change due to various reasons (i.e. incidents being reclassified, later reporting of incidents). The system is continuously being updated and as a result, some changes to statistics published in previous statistical reports may occur. As well, various other statistics are included in this section, and are taken from systems maintained by individual bureaus/units that are responsible for maintaining these statistics.

Additionally, it should be also be noted that statistics provided in this report may differ from those used by Statistics Canada and other police agencies due to differences in methodologies used. For example, Statistics Canada generally counts only the most serious offence per incident, while others may count all offences in each incident. It is important to note these differences when comparing our crime statistics to those provided by Statistics Canada or by other police agencies.

## DEFINITIONS

### Percent Solved

Reflects the total number of incidents cleared (by charge, or otherwise) during the year divided by the total number of incidents during the year. A criminal incident may be solved months or years after it was reported to police. Hence, it is possible for the number of incidents cleared in a year to be greater than the total number of "actual" incidents that year, and therefore, for the clearance rate to exceed 100%.

### Rate per 100,000

Represents the total number of incidents per 100,000 population. It is a rate proportional to the number of persons in a population and reflects the prevalence of incidents per 100,000 population, allowing one to compare values among groups of different size.

### Variance in Actuals (#)

Represents the year-over-year change (increase or decrease) in actual number of incidents.

### Variance in Actuals (%)

Represents the year-over-year percentage change (increase or decrease) in actual number of incidents.

### Variance in Rates (%)

Represents the year-over-year percentage change (increase or decrease) in the rate per 100,000 population.



- Policing population increased by 1.8% (+21,354) from 2007 (1,177,500) to 2008 (1,198,854)
- The number of public complaints showed a decrease of -29.8% in 2008. There were 59 public complaints in 2008 - down from 84 public complaints in 2007.
- In 2008, Peel Regional Police saw a significant increase in the number of homicides. From 2007 to 2008, total homicides increased from 15 to 27 – an increase of 12 homicides (or +80%). Peel's solvency rate for homicides for 2008 was 81.5%.
- Despite the increase in homicides, the aggregate number of violent crimes remained relatively stable between 2007 and 2008. In 2007 there were 6,268 violent crimes, compared to 2008 where there were 6,287 violent crimes – a difference of 19 (or +0.3%)
- Domestic/Family disputes/disturbances increased by 9.5%.
- Total robberies showed an increase of 5.0% in 2008. There were 1,158 robberies in 2008 – up (+55) from 1,103 in 2007.
- The total number of young persons charged (defined as persons aged 12-17 years) showed a decrease in crimes of violence, crimes against property, criminal driving offences and drugs.
- Proportionately, the percentage of youths charged to total persons charged, remained relatively stable between 2007 and 2008 in all of the above categories (crimes of violence, crimes against property, criminal driving offences and drugs).
- The total number of Property Crimes decreased slightly between 2007 and 2008 – from 25,260 in 2007 to 24,292 in 2008 (-968/-3.8%).
- The number of firearms seized increased by 9.7% from 2007 to 2008. There were a total of 514 firearms seized in 2007, and 564 seized firearms in 2008.
- Total Break and Enters decreased from 4,564 in 2007 to 4,453 in 2008 (-111/-2.4%).
- Total Drug occurrences decreased between 2007 and 2008 by 12.2% - from 3,861 in 2007, to 3,389 in 2008.
- Total Highway Traffic Act (H.T.A.) charges decreased slightly (-1.8%) between 2007 and 2008 – from 101,772 H.T.A. charges in 2007, to 99,988 H.T.A. charges in 2008.

Crimes of Violence	2007 *			2008			Variance 2007 – 2008		
	Number	Percent Solved	Rate Per 100,000	Number	Percent Solved	Rate Per 100,000	In Actuals (#)	In Actuals (%)	In Rates (%)
<b>Crimes of Violence</b>	6,268	76.1	532.3	6,287	76.5	524.4	19	0.3	-1.5
Homicide	15	106.7	1.3	27	81.5	2.3	12	80.0	76.8
Attempt murder	15	93.3	1.3	15	66.7	1.3	0	0.0	-1.8
Total assaults	5,036	84.2	427.7	4,959	85.7	413.6	-77	-1.5	-3.3
Assaults with weapons	1,157	82.9	98.3	1,074	85.8	89.6	-83	-7.2	-8.8
Sexual assault	484	68.2	41.1	428	73.4	35.7	-56	-11.6	-13.1
Other assaults	3,395	86.9	288.3	3,457	77.6	288.4	62	1.8	0.0
Total robberies	1,103	36.8	93.7	1,158	35.2	96.6	55	5.0	3.1
Robberies with weapons	554	37.9	47.0	549	29.9	45.8	-5	-0.9	-2.7
Robberies without weapons	549	35.7	46.6	609	40.1	50.8	60	10.9	9.0
Other sexual offences <b>1</b>	89	97.8	7.6	117	99.1	9.8	28	31.5	29.1
Abduction	10	40.0	0.8	11	18.2	0.9	1	10.0	8.0
<b>Disputes / Disturbances</b>									
Domestic/family disputes/disturbances	11,631	25.0	987.8	12,731	21.9	1,061.9	1,100	9.5	7.5
<b>Elder Abuse</b>									
Elder abuse occurrences	42	47.6	3.6	58	29.3	4.8	16	38.1	33.3

Crimes Against Property	2007 *			2008			Variance 2007 – 2008		
	Number	Percent Solved	Rate Per 100,000	Number	Percent Solved	Rate Per 100,000	In Actuals (#)	In Actuals (%)	In Rates (%)
<b>Crimes Against Property</b>	25,260	35.3	2,145.2	24,292	34.8	2,026.3	-968	-3.8	-5.5
Break and enter - total	4,564	24.6	387.6	4,453	26.1	371.4	-111	-2.4	-4.2
residence	2,716	25.4	230.7	2,494	21.1	208.0	-222	-8.2	-9.8
business	1,775	23.9	150.7	1,712	33.2	142.8	-63	-3.5	-5.3
other <b>2</b>	73	12.3	6.2	247	27.5	20.6	174	238.4	232.3
Theft motor vehicle	2,990	15.3	253.9	3,217	12.1	268.3	227	7.6	5.7
Theft over & under \$5,000	14,842	36.6	1,260.5	14,034	37.7	1,170.6	-808	-5.4	-7.1
bicycles	590	5.8	50.1	505	5.9	42.1	-85	-14.4	-15.9
from motor vehicle	4,976	14.2	422.6	4,950	17.5	412.9	-26	-0.5	-2.3
shoplifting	4,489	88.1	381.2	3,941	89.6	328.7	-548	-12.2	-13.8
other	4,787	15.2	406.5	4,638	18.7	386.9	-149	-3.1	-4.8
Possession of property obtained by crime	850	97.5	72.2	753	98.9	62.8	-97	-11.4	-13.0
Frauds	2,014	53.2	171.0	1,835	46.9	153.1	-179	-8.9	-10.5

\* 2007 Data Restated

**1** Includes: Sexual intercourse with female under 14, Sexual intercourse with female 14-16, Sexual Interference, Invitation to Sexual Touching, Sexual Exploitation, Incest, Anal intercourse.

**2** Includes: apartment lockers, apartment mailrooms, miscellaneous

Crime Prevention	2007	2008	Variance 2007 – 2008	
	Number	Number	In Actuals (#)	In Actuals (%)
<b>Crime Stoppers</b>				
Calls received	1,675	1,972	297	17.7
Arrests made	132	119	-13	-9.8
Cases cleared	104	131	27	26.0
Charges laid	351	308	-43	-12.3
Property recovered	\$804,317	\$1,142,795	\$338,478	42.1
Drugs seized	\$14,538,389	\$8,321,316	-\$6,217,073	-42.8
Re-enactments	2	8	6	300.0
Presentations	14	13	-1	-7.1
<b>Youth Education</b>				
Students attending Safety Village	14,497	13,707	-790	-5.4
R.A.I.D. (Reduce Abuse in Drugs) program				
Students	5,940	5,955	15	0.3
Classes	1,372	1,377	5	0.4
Students participating in internet safety awareness activities	39,630	31,080	-8,550	-21.6
Partnerships with:	Peel Health, Peel District School Board, Dufferin-Peel Catholic District School Board			
Other programs:	Bullying, Youth and the Law, Stranger Awareness, Policing as a Career, Community Helpers, Safe School Protocol			
<b>Crime Prevention Unit</b>				
CPTED/security audits	46	61	15	32.6
Site plan reviews	161	133	-28	-17.4
Lectures/presentations	205	231	26	12.7

School Occurrences	2007	2008	Variance 2007 – 2008	
	Number	Number	In Actuals (#)	In Actuals (%)
<b>School Occurrences 3</b>	2,208	2,275	67	3.0
Crimes of violence	385	389	4	1.0
Crimes against property	245	278	33	13.5
Other criminal code occurrences & drugs	498	598	100	20.1
Non criminal code occurrences	1,080	1,010	-70	-6.5

Drug Control			2007 *			2008			Variance 2007 – 2008		
	Number	Percent Solved	Rate Per 100,000	Number	Percent Solved	Rate Per 100,000	In Actuals (#)	In Actuals (%)	In Rates (%)		
<b>Drugs</b>	3,861	98.7	327.9	3,389	99.0	282.7	-472	-12.2	-13.8		
Trafficking	539	98.1	45.8	435	99.1	36.3	-104	-19.3	-20.7		
heroin	11	100.0	0.9	7	100.0	0.6	-4	-36.4	-37.5		
cocaine	237	96.2	20.1	180	100.6	15.0	-57	-24.1	-25.4		
cannabis	229	100.0	19.4	179	98.3	14.9	-50	-21.8	-23.2		
other	62	98.4	5.3	69	97.1	5.8	7	11.3	9.3		
Possession	3,248	99.6	275.8	2,898	99.6	241.7	-350	-10.8	-12.4		
heroin	10	100.0	0.8	16	93.8	1.3	6	60.0	57.2		
cocaine	577	98.8	49.0	456	99.1	38.0	-121	-21.0	-22.4		
cannabis	2,478	99.8	210.4	2,231	99.7	186.1	-247	-10.0	-11.6		
other	183	100.0	15.5	195	99.5	16.3	12	6.6	4.7		
Other <b>4</b>	74	62.2	6.3	56	67.9	4.7	-18	-24.3	-25.7		
	Number			Number			In Actuals (#)	In Actuals (%)			
<b>Drug Education</b>											
Adults											
Persons <b>5</b>	7,153			5,939			-1,214		-17.0		
Lectures	92			141			49		53.3		
<b>Morality Activity</b>											
Marijuana grow labs / clandestine labs / methamphetamine labs											
Operations dismantled	105			61			-44		-41.9		

Persons Charged		2007		2008	
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*Data counts each person charged once under the most serious classification associated with the occurrence. **6***

	Adults	Young Persons	Total Charged	% Young Persons	Young Adults	Young Persons	Total Charged	% Young Persons	Crime Prone Age Cohort	%
Crimes of violence	3,242	1,051	4,293	24.5	3,144	1,040	4,184	24.9	2,255	53.9
Crimes against property	4,279	878	5,157	17.0	3,916	817	4,733	17.3	2,563	54.2
Criminal driving offences <b>7</b>	1,269	12	1,281	0.9	1,145	7	1,152	0.6	374	32.5
Total drugs	1,986	275	2,261	12.2	1,261	177	1,438	12.3	1,043	72.5
Total persons charged	14,782	3,081	17,863	17.2	13,410	2,891	16,301	17.7	9,188	56.4

\* 2007 Data Restated  
**4** Drugs–Other: import/export, production  
**5** Increase in available resources has resulted in additional lectures being provided  
**6** Person may be counted for multiple occurrences  
**7** Includes: Impaired, fail/refuse to provide blood/breath sample, fail to stop/remain

Traffic Management	2007		2008		Variance 2007 – 2008		
	Number	Rate Per 100,000 Population	Number	Rate Per 100,000 Population	In Actuals (#)	In Actuals (%)	In Rates (%)
<b>Motor Vehicle Collisions</b>	30,090	2,555.4	<b>30,490</b>	<b>2,543.3</b>	400	1.3	-0.5
Reportable collisions-total <b>8</b>	17,268	1,466.5	<b>17,547</b>	<b>1,463.6</b>	279	1.6	-0.2
Fatal collisions	30	2.5	<b>26</b>	<b>2.2</b>	-4	-13.3	-14.9
Personal injury	2,643	224.5	<b>2,362</b>	<b>197.0</b>	-281	-10.6	-12.2
Property damage	14,595	1,239.5	<b>15,159</b>	<b>1,264.5</b>	564	3.9	2.0
Non-reportable collisions <b>9</b>	12,822	1,088.9	<b>12,943</b>	<b>1,079.6</b>	121	0.9	-0.9
<b>Traffic Enforcement (Highway Traffic Act) *</b>							
Total HTA charges	101,772	8,643.1	<b>99,988</b>	<b>8,340.3</b>	-1,784	-1.8	-3.5
Seat belt charges	7,999	679.3	<b>6,140</b>	<b>512.2</b>	-1,859	-23.2	-24.6
Careless driving	3,576	303.7	<b>3,421</b>	<b>285.4</b>	-155	-4.3	-6.0
Speeding	48,763	4,141.2	<b>41,599</b>	<b>3,469.9</b>	-7,164	-14.7	-16.2
Total HTA cautions	26,526	2,252.7	<b>14,639</b>	<b>1,221.1</b>	-11,887	-44.8	-45.8
<b>R.I.D.E. Program</b>							
Vehicles checked	63,837	5,421.4	<b>40,838</b>	<b>3,406.4</b>	-22,999	-36.0	-37.2
12 hour suspensions	383	32.5	<b>301</b>	<b>25.1</b>	-82	-21.4	-22.8
Impaired driving	29	2.5	<b>44</b>	<b>3.7</b>	15	51.7	49.0
Excess blood alcohol	64	5.4	<b>84</b>	<b>7.0</b>	20	31.3	28.9
<b>Criminal Driving Offences *</b>							
Impaired driving	1,293	109.8	<b>1,218</b>	<b>101.6</b>	-75	-5.8	-7.5
Fail/refuse breath/blood sample	140	11.9	<b>158</b>	<b>13.2</b>	18	12.9	10.8
Fail to stop/remain	2,905	246.7	<b>3,168</b>	<b>264.3</b>	263	9.1	7.1

\* 2007 Data Restated

**8** Damage over \$1,000 or injury

**9** Damage under \$1,000 – no injury

Additional Organizational Statistics	2007	2008	Variance 2007 – 2008	
	Number	Number	In Actuals (#)	In Actuals (%)
<b>Calls for Service</b>				
Emergency calls for service (9-1-1)	281,520	296,153	14,633	5.2
Priority E incidents	53,852	52,953	-899	-1.7
Priority 1 incidents	15,554	16,199	645	4.1
Priority 2 incidents	64,818	64,072	-746	-1.2
Priority 3 incidents	57,060	56,300	-760	-1.3
Priority 4 incidents	60,129	60,347	218	0.4
Total incidents	251,413	249,871	-1,542	-0.6
Community station incidents	*36,536	36,206	-330	-0.9
<b>Request For Assistance 10</b>	6,036	6,496	460	7.6
<b>Lawless Public Behaviour Incidents</b>	22,739	22,654	-85	-0.4
<b>Liquor License Act Charges</b>	5,175	4,556	-619	-12.0
<b>Property Damage Criminal Offences</b>	*5,613	4,885	-728	-13.0
<b>Bicycle Patrol</b>				
Incidents	1,734	1,518	-216	-12.5
<b>Auxiliary Officers</b>				
Number of officers	100	87	-13	-13.0
Hours of volunteer time	18,190	13,303	-4,887	-26.9
<b>Public Complaints</b>				
Public complaints	84	59	-25	-29.8
Complaint resolution	96	49	-47	-49.0
<b>Firearms Seized</b>	514	564	50	9.7

\* 2007 Data Restated

10 Includes: Injured/sick person, compassionate message, assist other departments, mentally ill person, accidental damage to property, animal complaint, property under supervision, nuisance phone calls, dangerous conditions, assist private citizen, other requests for assistance not included in above.

5 Year Summary	2004	2005	2006	2007	2008
<b>Population</b>					
Policing jurisdiction	1,090,183	1,122,340	1,156,991	1,177,500	1,198,854
Density per square kilometre	2,023.0	2,082.6	2,146.9	2,185.0	2,224.6
<b>Complement: Authorized</b>					
Police (includes cadets)	1,646	1,678	① 1,754	1,810	1,844
Civilians	605	635	662	701	739
Total	2,251	2,313	2,416	2,511	2,583
<b>Calls</b>					
To 9-1-1	290,072	274,537	265,480	281,520	296,153
To Communications	559,394	549,032	541,752	564,959	596,907
Incidents	258,029	255,140	253,347	251,413	249,871
Incidents per 100,000 population	23,668.4	22,732.9	21,897.0	21,351.4	20,842.5
Occurrences ②	99,521	98,438	106,471	107,140	108,502
<b>Fleet</b>					
Police fleet (vehicles, bicycles, trailers)	598	* 595	621	640	660
Kilometres travelled	16,227,013	16,371,942	16,426,836	16,476,423	16,124,177
<b>Budget</b>					
Net budget	\$196,051,868	\$211,641,263	\$224,993,436	\$240,167,181	\$255,616,351
<b>Total Canadian Criminal Code Offences ③</b>					
Offences	44,314	43,065	46,992	46,379	43,760
Rate per 100,000 population	4,064.8	3,837.1	4,061.6	3,938.8	3,650.2
Percent (%) solved	52.5	55.5	51.8	50.1	50.0
<b>Violent Crime Occurrences</b>					
Total	5,232	5,419	6,224	* 6,268	6,287
Rate per 100,000 population	479.9	482.8	537.9	532.3	524.4
Percent (%) solved	79.4	81.2	79.4	76.1	76.5
<b>Property Crime Occurrences</b>					
Total	24,471	22,841	25,082	* 25,260	24,292
Rate per 100,000 population	2,244.7	2,035.1	2,167.9	2,145.2	2,026.3
Percent (%) solved	36.7	39.5	35.5	35.3	34.8
<b>Drug Occurrences</b>					
Total	3,381	3,930	4,258	3,861	3,389
Rate per 100,000 population	310.1	350.2	368.0	327.9	282.7
Percent (%) solved	95.9	97.9	99.0	98.7	99.0

① Includes: 15 Cadets added to complement from 2006-2008.

② Where a report is taken on an "Incident" – Includes: occurrence reports, MVC reports, and prosecution sheets.

③ Includes: Violent, Property, Other CCC.

\* Data Restated









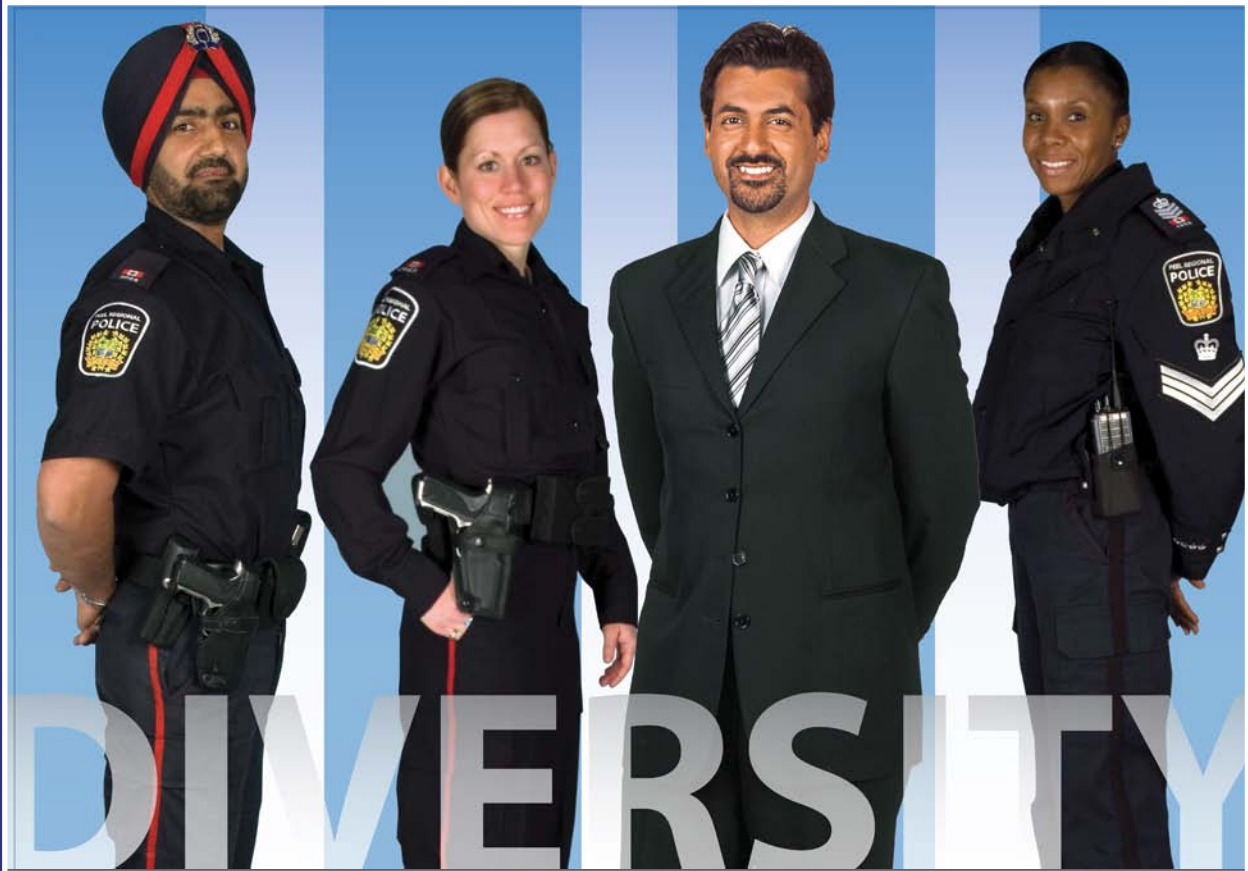
## Police Facilities

<b>Headquarters</b> .....	7750 Hurontario Street.....	905-453-3311
<b>Emil V. Kolb Centre For Police Excellence</b> .....	180 Derry Road East.....	905-453-3311
<b>11 Division</b> .....	3030 Erin Mills Parkway .....	905-453-3311
Clarkson Community Station .....	2057 Royal Windsor Dr. #3-4 .....	905-456-5820
Erin Mills Community Station .....	3476 Glen Erin Drive .....	905-456-5818
Meadowvale Community Station .....	6677 Meadowvale Town Centre Circle (Meadowvale Town Centre) .....	905-858-5970
Streetsville Community Station .....	85 Queen Street South .....	905-456-5815
<b>12 Division</b> .....	4600 Dixie Road.....	905-453-3311
Bloor Street Community Station. ....	3461 Dixie Road.....	905-456-5841
Cooksville Community Station.....	3038 Hurontario Street.....	905-306-8222
Lakeshore Community Station.....	264 Lakeshore Rd. E.....	905-456-5840
Square One Community Station .....	100 City Centre Drive .....	905-456-5839
<b>21 Division</b> .....	10 Peel Centre Drive.....	905-453-3311
Malton Community Station .....	7205 Goreway Drive (Westwood Mall) .....	905-677-3534
Springdale Community Station .....	51 Mountainash Road.....	905-456-5860
<b>22 Division</b> .....	7750 Hurontario Street.....	905-453-3311
Cassie Campbell Community Station .....	1050 Sandalwood Parkway West .....	905-456-6143
Loafers Lake Community Station .....	30 Loafers Lake Lane (Loafers Lake Rec. Centre) .....	905-846-4628
Queen Street Community Station .....	148 Queen Street East.....	905-456-0412
South Brampton Community Station.....	499 Ray Lawson Blvd .....	905-453-3818
<b>Airport Division</b> .....	2951 Convair Drive.....	905-453-3311
<b>Field &amp; Operations Support</b> .....	180 Derry Road East.....	905-453-3311

**Community Station** – a smaller police facility strategically located in the community it serves. It provides a central location for police and residents to work together, solving problems of mutual concern, dispensing a wide variety of information and advice to the public. Each station is tailored to reflect the individuality and uniqueness of the community in which it is located.

## Contact Numbers

<b>Emergency</b> .....	<b>9-1-1</b>
Non-Emergency .....	905-453-3311
Non-Emergency (if you know the ext.#) .....	905-453-2121
Website .....	<a href="http://www.peelpolice.ca">www.peelpolice.ca</a>



The **Peel Regional Police** is an organization of highly-skilled and dedicated professionals, working together with our community, to contribute to a safe environment in which to live, work and visit.

If you are both career and community minded, consider joining Canada's most progressive police service! As an employee of the Peel Regional Police, you will be part of a dedicated team that is committed to providing a vital service to the community.

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

REPORT PREPARED BY

Peel Regional Police • Corporate Planning & Research • 7750 Hurontario Street • Brampton, Ontario • L6V 3W6

[www.peelpolice.ca](http://www.peelpolice.ca) • 905-453-2121 • Ext. 4729 / 4731