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ANNUAL PERFORMANCE REPORT 2009



Constable Artem "James" Ochakovsky #3382 (1973 – 2010)

Constable Artem Ochakovsky was known by all as "James". He was born in 1973 in the city of Kishinev in the Republic of Moldova, formerly part of the Soviet Union. At the age of eighteen, James immigrated to Israel on his own where he worked as a chef. James remained in Israel for approximately three and a half years before moving to Canada in October, 1995 after visiting here the year before.

James joined Peel Regional Police in August, 2008, and was assigned to 21 Division 'G' Platoon in east Brampton. He possessed all of the qualities required to police a large and diverse community like Peel Region. James quickly impressed his peers and supervisors with a strong work ethic and straightforward personality. Although new on the job, James gained the respect of his colleagues due to his mature and extremely calm character.

James was proud to be a Peel Regional Police officer. He embraced the challenges and demands of his job, and his determination and commitment to do well inspired those around him.

On March 1, 2010, James was patrolling the City of Brampton and was on his way to assist a colleague when he was involved in a motor vehicle collision. James was transported to hospital where, sadly, he died on March 2, 2010.

Artem "James" Ochakovsky was a dedicated police officer. He was a loving husband and father, and was an avid outdoorsman who loved to hunt, fish and play hockey. He will forever be missed by his family, his colleagues and his community.

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



We are pleased to present to you the Peel Regional Police 2009 Annual Performance Report.

The Report showcases our performance over the last year and provides an update on our progress towards meeting the goals outlined in our 2008-2010 Strategic Plan, **"Working it Out Together."** It also outlines the broad array of programs and initiatives that the dedicated women and men of Peel Regional Police undertake to make Peel Region, **"A Safer Community."**

We have had tremendous success in 2009 in many areas, including taking action on serious crime as part of the Region of Peel Police Services Board's five-point plan to combat violence. We have also increased community feedback through the 2009 Residential and Business Community Survey, as well as employee feedback through the inaugural Employee Satisfaction survey.

As part of the Board's five-point plan, Peel Regional Police undertook an operational review to free up officers for front-line duties. As a result of the review, and community input received through the 2009 Residential and Business Community Survey where respondents indicated strong support for community patrol and weaker support for community stations, it was determined that six community stations would be closed resulting in eighteen officers being redeployed to front-line duties and six civilians reassigned to enhance service delivery.

With continuous improvement as a corporate philosophy, we look for ways to maximize service while delivering high quality programs to the people who live, work and visit Peel Region. We continue to provide a low net cost per capita in policing services, and continue to pursue opportunities to collaborate with the provincial and federal governments to fund priority policing initiatives. We have also focused on strategic technology enhancements to improve administrative processes and facilitate better deployment of officers in the community.

We will continue in our efforts to investigate and combat crime, improve victim and youth services, build community partnerships, and encourage safety through effective traffic enforcement and innovative crime prevention programs. I would like to take this opportunity to thank Peel Regional Police staff for continuing to bring a high level of expertise and enthusiasm to serve this great community, and the citizens of Peel for their continued support and collaboration.

Emil Kolb
CHAIR – PEEL POLICE SERVICES BOARD

H. M. (Mike) Metcalf
CHIEF OF POLICE – REGION OF PEEL



Peel Police Services Board (2009)



Emil Kolb
CHAIR



Preet Kang
VICE CHAIR
Effective May 2010



James Murray
VICE CHAIR
Retired April 2010



Frank Dale
Councillor – Mississauga



Susan Fennell
Mayor – Brampton



Satwinder Gosal



Cheryl Jamieson



Laurie Williamson
New Member
May 2010



Chief's Management Group



H.M. (Mike) Metcalf
CHIEF OF POLICE



Jennifer Evans
DEPUTY CHIEF



Dan McDonald
DEPUTY CHIEF



Paul Tetzlaff
DEPUTY CHIEF

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Community Involvement

Year

after year, Peel Regional Police employees continue to dedicate countless hours and financial support to help those in our community that are most in need. In 2009, in partnership with the community, employees raised almost \$1.4 million for local charities and programs, bringing our total to just over \$5 million since 2006. The major campaigns included: Race Against Racism, Cops for Cancer, Victim Services Golf Tournament, Breakfast for Learning Fundraiser, United Way, The Inside Ride, Kids, Cops and Canadian Tire Fishing Days, Juvenile Diabetes Research Foundation, Special Olympics Ontario, National McHappy Day, Annual Elmer Safety Recognition Awards, Toys for Tots, "Cram-A-Cruiser" Food Drive and Fundraiser, Diversity Cup Scholarship, and, "Backpacks for Kids" Campaign.

These fundraising initiatives not only raised important funding for local charities and programs, but they serve to strengthen our relationship with the community.



In November 2009, the Children's Aid Foundation named Peel Regional Police Chief Mike Metcalf as the Foundation's inaugural Champion. The "Champion for Children" is an individual who believes in the Foundation's mandate, and whose own work underscores the importance of helping children living with abuse, poverty and neglect.



TIM HORTONS • CAMP DAY



DETECTIVE CATHERINE HEANEY MEMORIAL RUN FOR SPECIAL OLYMPICS



COPS FOR CANCER HEAD SHAVE

Corporate Citizenship



TOYS FOR TOTS • KICK-OFF

CRAM-A-CRUISER • FOR LOCAL FOOD BANKS

DIVERSITY CUP BASKETBALL TOURNAMENT

RACE AGAINST RACISM

POLICE DAY BBQ • IN SUPPORT OF JUVENILE DIABETES RESEARCH FOUNDATION

2009 Awards and 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 2009:



**AMERICAN SOCIETY FOR INDUSTRIAL SECURITY
COMPUTER/TECHNOLOGICAL CRIME INVESTIGATION**

Detective Jeff Mitchell
Constable Ryan Duquette
Constable Dan Kral

Constable Dave Burton
Mr. Tyler Elliot
Constable Shawn Quinn

Constable Gary Lancaster
Constable Chris MacDonald

BRAMPTON BOARD OF TRADE Constable Fiona Thivierge

CONSTABLE DWAYNE PIUKKALA MEMORIAL AWARD Constable Jared Davis

DETECTIVE ROBERT BOYNE MEMORIAL CRIME PREVENTION AWARD Constable Dirk Niles

HUMAN RIGHTS AND RACE RELATIONS AWARD Constable Ingrid Van Roosmalen

INSPECTOR FRANK FERNANDES MEMORIAL AWARD Detective Stephen Lamourie
Constable Robert Hofstetter / Constable Ian Hulzebosch
Constable Derrick St.Denis / Constable Dale Stansbury

KNIGHTS OF COLUMBUS HUMANITARIAN AWARD Constable John Henry

LAW ENFORCEMENT AND EMERGENCY SERVICES VIDEO ASSOCIATION AWARDS

Silver Shield Award – Community Relations Category Ken Pyette and James Worthington

MISSISSAUGA REAL ESTATE BOARD Constable Robert Boyer and Constable Adam Holland

NEW YORK FESTIVAL WORLD MEDIA COMPETITION

World Silver Medal Ken Pyette and James Worthington

PAUL SCHRAM POLICE EMERGENCY COMMUNICATOR AWARD Ms. Teresa Toscani

2009 Awards and Recipients

PROMOTIONAL LIST

Superintendent

Brian Adams
Michael MacMullen

Inspector

Gary Martin
David Jarvis
Anthony Roselli

Director

Robert Johnson
Scott Lindsay
Judy Moffat

Staff Sergeant / Detective Sergeant

Dave Andrews
Scott Murray

Geoff Gorlick
Doug Schulz

Kevin MacBean

Sergeant / Detective

Sean Brennan
Dennis Edwards
Yvonne Galley
Peter Lang
Ken McBain
Tim Nagetgaal
John Pitsadiotis

Wendy Britton
William Ford
Michael Gravelle
Todd Leach
John McDonald
Mark Noble
Darren Sheridan

Todd Christie
Mike Francisco
Mark Herren
Kevin Lindegaard
Christine McIntyre
Debbie Pendlebury

REGIONAL MUNICIPALITY OF PEEL POLICE SERVICES BOARD AWARDS (POLICE COMMENDATIONS)

Constable Chris Anderson
Constable Mark Bowles
Ms. Karyn Carty
Constable Joe Dimaline
Sergeant Shawn McCowell
Constable Melissa Ryan
Constable Stephen Van Seggelen
Constable Michael Wood

Staff Superintendent Steve Asanin
A/Sergeant Darren Brennan
Constable Allan Collins
Constable Ian Hazell
Constable Geraldine McNulty
Constable Maria Smith
Constable Aleks Velikov

Ms. Kimberly Bethune
Constable Lawrence Burns
Constable Rob Corbeil
Constable Paul Kim
Constable Eric Piotrowski
Sergeant Tim VanBokhorst
Sergeant Peter Willets

ZONTA – 2009 WOMEN OF ACHIEVEMENT AWARDS Deputy Chief Jennifer Evans

The Zonta Club of Brampton – Caledon, Women of Achievement Awards recognizes women from the Brampton – Caledon area, who motivate us and who are the leaders in our homes, businesses, school and communities. The Business/Professional trades award recognizes those leaders who successfully inspire and motivate positive changes in their profession, trade or workplace and/or who have provided an example for others to follow, through the creation and operation of a successful business that benefits the community. Deputy Chief Jennifer Evans was the recipient of the 2009 Zonta Women of Achievement award for Business/Professional Trade.

Overview

Peel

Regional Police strives for a high standard of policing excellence which includes developing more efficient, accountable, transparent and innovative approaches to meet the challenges of policing our growing community. Central to these efforts is showcasing to our employees and our community the broad range of organizational activities and accomplishments, including our progress towards achieving the goals of the 2008 – 2010 Strategic Plan “Working it out together.”

The 2009 Annual Performance Report demonstrates that we are achieving the goals and actions set forth in the Strategic Plan. Overall corporate performance has been assessed through various performance measurements along with the legislative and regulatory standards of the Adequacy Standards Regulations as set forth by the Ontario Ministry of Community Safety and Correctional Services.

Highlights of 2009

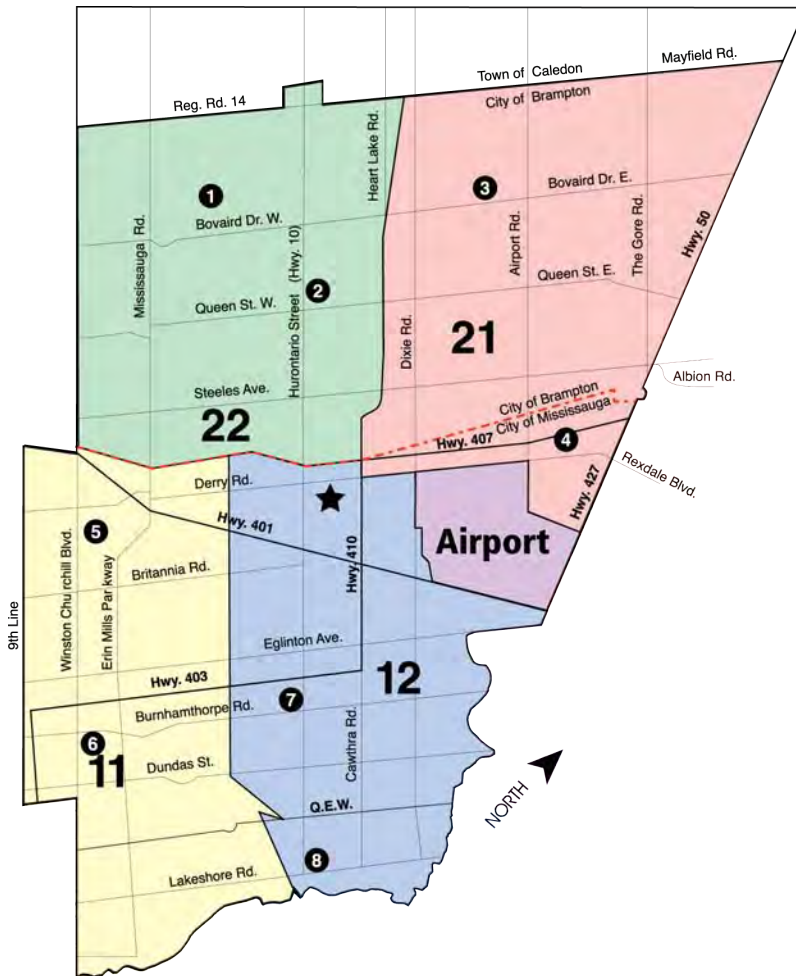
- **A Safe Community – Low Crime Rates and High Solvency Rates** – Peel Region continues to be one of the safest communities in Canada. The 2009 rate of crimes against persons occurrences was at the lowest level in five years. The 2008 rate for violent and non-violent crimes was well below the national and provincial rates. Our officers continue to effectively enforce the law, aggressively investigate and solve crimes and maintain a homicide solvency rate that is above the national and provincial rates. The assignment of a Crown Attorney in each division that began in 2008 has continued to be successful in enhancing the administration of criminal investigations. Crime Analysts also continue to successfully collaborate with front-line officers to develop proactive responses to identified crime trends that help to keep the community safe.
- **Increasing Police Visibility and Enhancing Front-line Service Delivery** – Enhancing and promoting community safety is our highest priority. Feedback from the community indicates strong support for community patrol and weaker support for community stations. In 2009, we assigned 75 more officers to the front-line, including 18 officers from the closing of six community stations. The public will still have easy access to eight community stations located throughout the Region of Peel. To build community partnerships, we also continued our tradition of being highly visible and accessible in our schools, on our roads, and at cultural, charity and recruiting events.
- **Pursuing Provincial and Federal Funding Opportunities** – Continued collaborative efforts were undertaken with the federal and provincial governments to implement our vision of “A Safer Community.” This resulted in over \$300,000 from the Provincial Strategy to Protect Children from Sexual Abuse and Exploitation on the Internet, approval of \$6 million under the Federal/Provincial Infrastructure Stimulus Fund for a new Materials Management Centre, and \$1.4 million under the Provincial Anti-Violence Intervention Strategy to combat gun and gang violence.
- **Community Engagement – Residential and Business Community Survey** – To ensure that Peel Regional Police programs and services are aligned with community expectations, the organization continued the tradition of soliciting the community for feedback on policing related issues, potential solutions and priority programs. The 2009 survey was the largest sample since Peel Regional Police began community surveying in the early 1990s, and revealed that four out of five residents continue to be satisfied that we are doing a good job of keeping the community safe.
- **Employee Engagement – Inaugural Employee Satisfaction Survey** – Peel Regional Police values our employees and continuously seeks to provide a workplace environment that reflects our core values around T.R.U.S.T (trust, respect, understanding, safety and transparency). This initial survey will serve as a benchmark of employee satisfaction over time. Action plans have been implemented to proactively address issues identified through the survey process, including promoting healthy workplace/lifestyle initiatives, addressing heavy workloads, and improving the promotion and transfer processes. The organization is also strengthening communications with employees through the launch of two new employee publications, “This Week in Peel” and a healthy lifestyle publication, “Under the Umbrella.”
- **Supporting Future Police Leaders – Youth In Policing Initiative (YIPI)** – Peel Regional Police welcomed 10 summer students under YIPI which is funded by the Provincial Ministry of Children and Youth Services. YIPI is designed to strengthen relationships with youth by providing a positive learning and mentoring environment, and to promote policing as a career. In its inaugural year at Peel Regional Police, the students indicated they gained valuable life skills.
- **Emergency Preparedness – Business Continuity Pandemic Plan** – There is a critical need to be prepared for a broad spectrum of emergency situations so that confidence in the ability of Peel Regional Police to provide effective policing services to Peel residents is maintained. In collaboration with the Region of Peel and the cities of Mississauga and Brampton, Peel Regional Police completed a comprehensive Business Continuity Pandemic Plan.
- **Strategic Technology Enhancements** – Peel Regional Police has introduced a number of enhancements to ensure more efficient and effective administrative processes, including a new officer and court scheduling application, improved access to crime information in the cruisers, and process improvements for vehicle suspensions resulting in Peel Regional Police processing the highest number of suspension notices on-line in the province.
- **New Joint Use Facility (21 Division)** – Under one roof, the community will now be able to access regional and policing services. In April 2009, the new facility, which houses 21 Division and other Region of Peel programs and services, was opened. In our commitment to environmentally responsible practices, the new facility obtained a Leadership in Energy and Environmental Design (LEED) basic designation for environmental efficiency.
- **Adopting a New Public Complaints Process** – With the introduction of the Office of the Independent Police Review Director in October 2009, a new process has been developed for the intake and assignment of public complaints. Peel Regional Police provided staff information sessions and distributed new pamphlets and signage to all divisional and public police facilities to ensure awareness of the new process.

In Brief

Peel

Regional Police serves the 1,219,852¹ people residing in the cities of Mississauga and Brampton, as well as 30.4 million travellers who pass annually through Pearson International Airport.

In addition to 5 divisions, Peel Regional Police has 8 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 Cassie Campbell
- 2 Queen Street
- 3 Springdale
- 4 Malton
- 5 Meadowvale
- 6 Erin Mills
- 7 Square One
- 8 Lakeshore

POLICING POPULATION

BRAMPTON and MISSISSAUGA1,219,852

AUTHORIZED COMPLEMENT

POLICE²1,899
 CIVILIAN759
 TOTAL **2,658**

FLEET

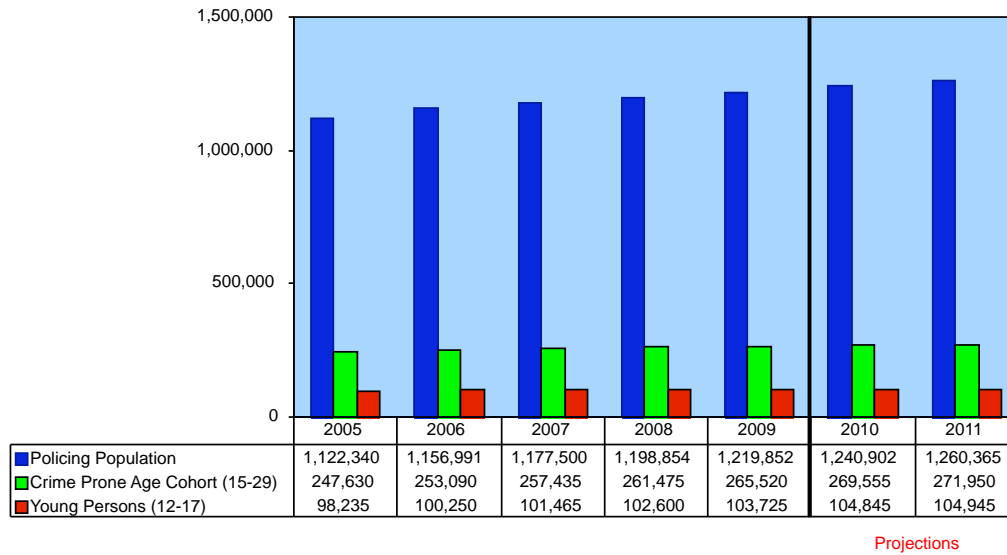
NUMBER OF VEHICLES³690
 KILOMETRES TRAVELLED 16,839,810

INCIDENTS

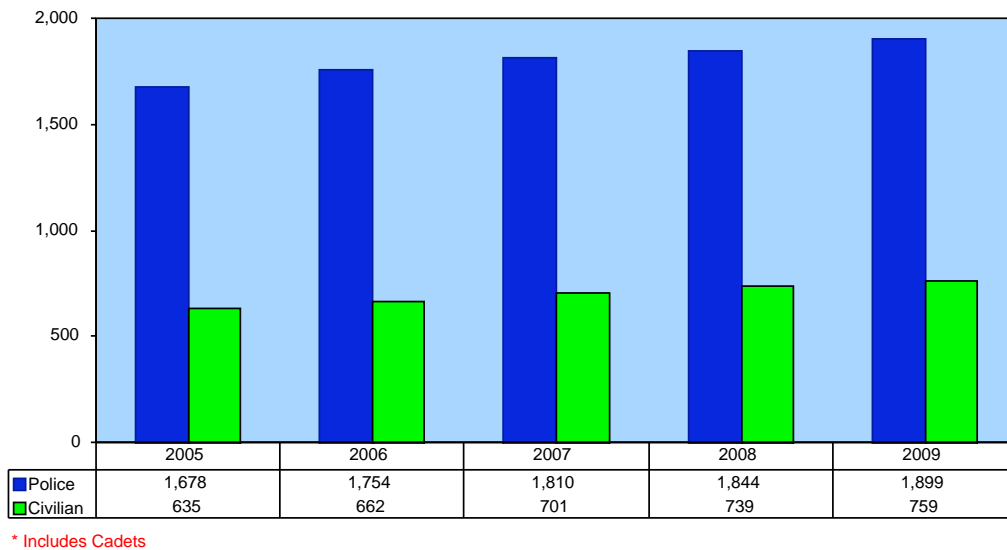
NUMBER OF INCIDENTS238,476
 RATE OF INCIDENTS19,549.6
 (PER 100,000 POPULATION)

¹ 2009 population data provided by the Region of Peel Planning Department
² Includes cadets
³ Includes bicycles and trailers

POPULATION STATISTICS
2005–2011 ⁴

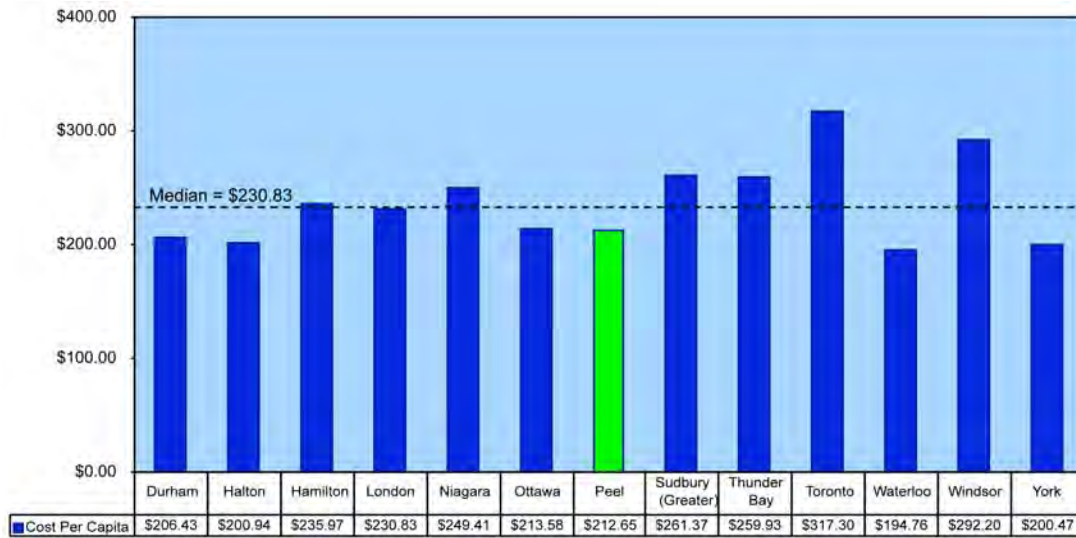


AUTHORIZED PERSONNEL
2005–2009

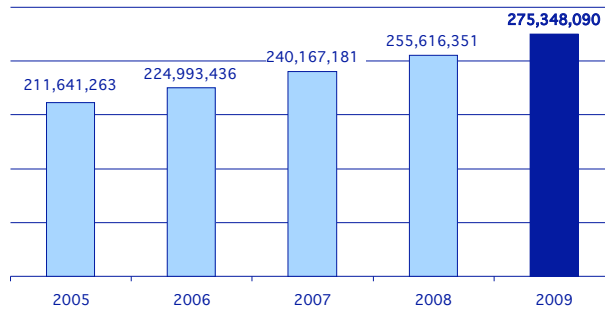


⁴ 2005–2011 policing population data provided by the Region of Peel Planning Department • 2005–2010 Crime Prone Age Cohort population data and young persons population data provided by the Region of Peel Planning Department • 2011 data is projected.

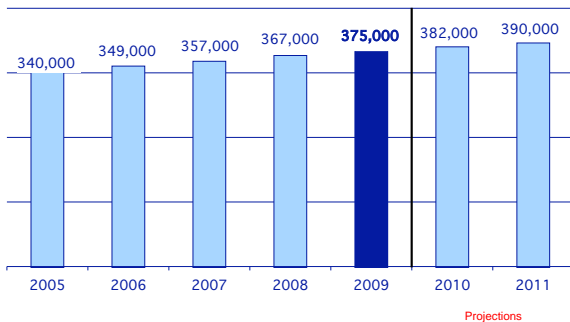
ONTARIO MUNICIPAL BENCHMARKING INITIATIVE (OMBI) – COST PER CAPITA ⁵
2008



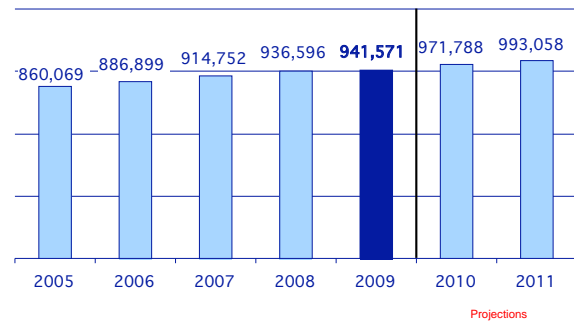
NET BUDGET ⁶
2005 – 2009



NUMBER OF HOUSEHOLDS ⁷
2005–2011



NUMBER OF REGISTERED VEHICLES ⁸
2005–2011



⁵ 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).

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

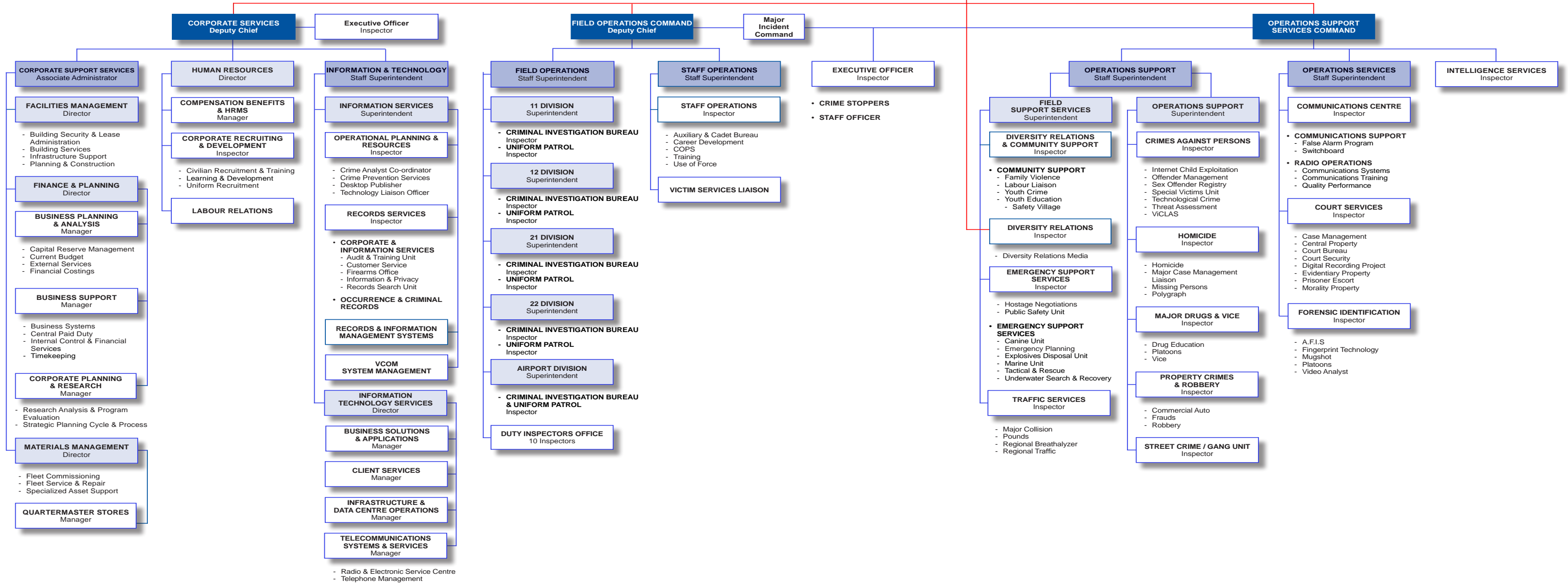
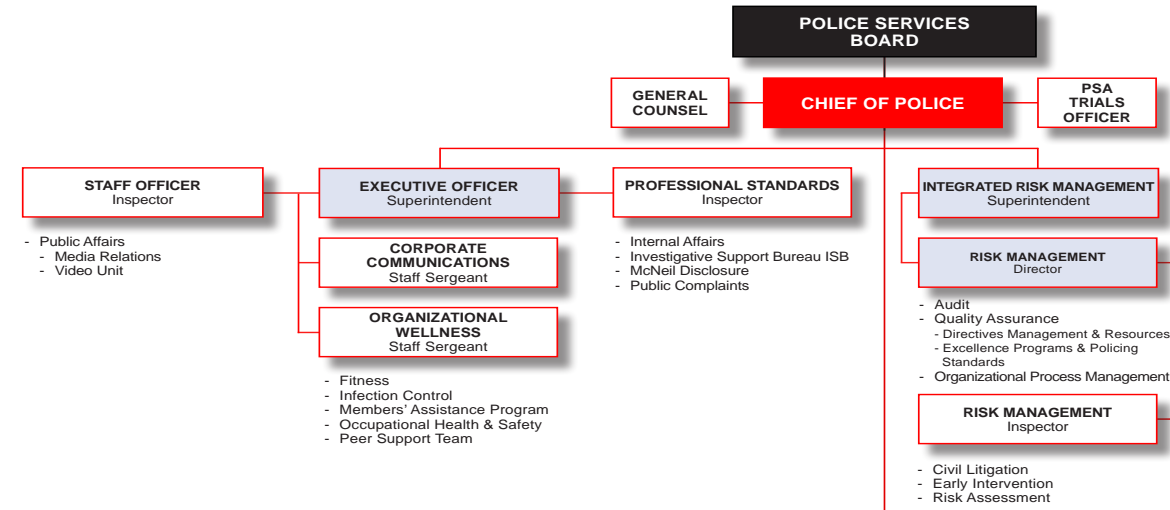
⁷ Data provided by the Region of Peel Planning Department.

⁸ 2005–2009 data provided by the Ministry of Transportation and includes Brampton, Mississauga and Caledon (2010–2011 data is projected).



Organizational Structure

November 26, 2009



STRATEGIC PLAN • 2008 – 2010

ISSUE: COMMUNITY SAFETY

GOAL: Enhance and 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 AND 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 AND 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 AND 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.



*Progress of the
2008 – 2010 Strategic Plan*

New 21 Division – A Joint Use Facility With Region Of Peel

STRATEGIC ISSUE COMMUNITY SAFETY

GOAL

Enhance And Promote Community Safety As Our Highest Priority.

STRATEGIC ACTION

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

PERFORMANCE INDICATORS	COMPLIANCE	2009 PROGRESS REPORT
• Maintain a solvency rate for non violent crimes that is above the provincial and national rates.	☑	In 2008* Peel Regional Police's solvency rate for non violent crimes (37%) was above the national (32%) and provincial (33%) solvency rates.
• Maintain a solvency rate for violent crimes that is above the provincial and national rates.	☑	In 2008* Peel Regional Police's solvency rate for violent crimes (72%) was above the national (70%) and consistent with the provincial (72%) solvency rates.
• Maintain a rate for non violent crimes that is below the national and provincial rates.	☑	In 2008* the Regional rate of non violent crime (2,643 per 100,000 population) was below the national (5,262) and provincial (3,834) rates.
• Maintain a rate for violent crimes that is below the national and provincial rates.	☑	In 2008* the Regional rate of violent crime (657 per 100,000 population) was below the national (1,326) and provincial (1,043) rates.

KEY INITIATIVES UNDERTAKEN DURING 2009

- TAKING ACTION ON SERIOUS CRIME (Five-Point Plan)** – In December 2008, the Peel Police Services Board, in collaboration with Peel Regional Police, announced the establishment of a five-point plan to take action over the increase in serious crime during 2008 when the homicide rate increased to 2.3 per 100,000, from 1.3 per 100,000 in 2007. Within the plan, 2009 Peel Regional Police initiatives that are enhancing and promoting community safety include:
 - **More Police Visibility (75 More Officers on the Front-line)** – Peel Regional Police has put more officers on the front-line by adding 47 more police officers including 13 funded via the Federal Police Officers Recruitment Fund and completing an Operational Review, resulting in the reallocation of 28 officers to front-line duties.
 - **More Provincial Funding (\$1.7 Million to March 2011)** – Secured provincial government funding to target gangs and fight internet child abuse, \$1,360,000 to reduce gang-related activity under the Provincial Anti-Violence Intervention Strategy and \$340,970 under the Provincial Strategy to Protect Children from Sexual Abuse and Exploitation on the Internet.
 - **More Community Engagement And Education (Connect2ENDviolence.ca Website)** – The Peel Police Services Board launched the Connect2ENDviolence website, allowing citizens to engage in a dialogue with Peel Regional Police and collaboratively develop a 'made in Peel' strategy to combat violence. During the year, 5,269 hits were made to the website.
- EFFECTIVE INVESTIGATION AND ENFORCEMENT** – Peel Regional Police is committed to effectively investigating all crimes and enforcing the law to protect the community. To solve crimes, investigative personnel utilize "best practices" and are provided with leading technology, equipment and training.
 - **Solving Crimes (Homicides)** – Peel Regional Police solvency rates for homicides have consistently been exemplary by exceeding the national rates throughout the years. In 2008, Peel Regional Police's homicide solvency rate (82%) was above the national (70%) and provincial (75%) solvency rates. In 2009, the homicide solvency rate for Peel Regional Police was 104.5%, which includes a homicide from a previous year that was solved.
 - **Fostering Agency Partnerships for a Safer Community** – To enhance the administration of criminal investigations in 2008, a Crown Attorney was assigned in each division of Peel Regional Police. This professional collaboration, combined with diligent investigative skills of Peel's officers, has been successful in bringing criminals to justice and providing a safer community. For example, in 2009, working with Mississauga Animal Control, Mississauga By-Law, and Canada Post, Peel Regional Police officers were able to effectively resolve an ongoing neighbour dispute. Diligent investigative work by officers enabled a solid case for the Divisional Crown Attorney to bring the culprit to justice.

* 2008 data is the latest version of data published by the Canadian Centre for Justice Statistics.

GOAL**Enhance And Promote Community Safety As Our Highest Priority.****STRATEGIC ACTION****1.2 Effectively respond to victims' concerns.****PERFORMANCE INDICATORS**

- Maintain a partnership between Peel Regional Police and Victim Services of Peel to address the needs of victims.

COMPLIANCE**2009 PROGRESS REPORT**

Peel Regional Police continues to maintain a strong partnership with Victim Services of Peel to ensure victims receive assistance when affected by serious crime or tragic circumstances.

KEY INITIATIVES UNDERTAKEN DURING 2009

- **PARTNERING WITH VICTIM SERVICES OF PEEL TO SUPPORT VICTIMS** – Financial support and increased community awareness of services and programs offered by Victim Services is provided through Peel Regional Police volunteers organizing the eighth annual Peel Police Golf Charity Classic (where over \$100,000 was raised) and support of the Celebrity Chef Challenge. This support allows Victim Services to continue to administer a variety of effective community programs including:
 - **DVERS (Domestic Violence Emergency Response System) Alarm Program And Support Link** – 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.
 - **Transitional and Housing Support** – Development of structured safety plans to help female victims of violence who choose to leave their assailant and establish violence-free lives.
 - **Crisis Intervention and Counselling Services** – Victim Services provides both immediate crisis intervention and short-term counselling services to individuals, families, businesses and organizations, as well as referrals to community services.
- **VICTIM 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.
- **ENHANCING THE VICTIM MANAGEMENT PROCESS** – A "best practices" guideline was implemented for officers in 2009 to improve officers' initial contact with major collision victims and their families, and to better coordinate with Crown Attorneys relating to communicating court and legal issues to victims and their families.
- **RESPONDING TO VICTIMS' CONCERNS** – In our commitment to continuous improvement, initiated processes for receiving feedback from victims about the services provided including:
 - **Victims of Domestic Violence** – Commencing in 2009, Peel Regional Police partnered with Victim Services of Peel and the Victim Witness Assistance Program to conduct a survey to collect feedback from individuals involved in occurrences relating to domestic violence.
 - **Victims of Break And Enters** – Conducted a survey of victims of residential break-ins to measure client satisfaction with service provided by Peel Regional Police. The feedback received will be used to tailor services to further meet victims' needs. Results from the survey process will also provide a foundation for developing a framework for measuring public satisfaction with other police services.



GOAL

Enhance And Promote Community Safety As Our Highest Priority.

STRATEGIC ACTION

1.3 Identify new crime trends and develop proactive responses.

PERFORMANCE INDICATORS	COMPLIANCE	2009 PROGRESS REPORT
<ul style="list-style-type: none"> • Problem Oriented Policing (POP) projects initiated to improve quality of life in various neighborhoods. 		<p>In 2009, the Neighbourhood Policing Units in all four Divisions and the Street Crime Unit, initiated a total of 208 POP projects in response to specific problems and/or concerns.</p>

KEY INITIATIVES UNDERTAKEN DURING 2009

- **IMPROVING THE QUALITY OF LIFE IN THE COMMUNITY – Problem Oriented Policing Projects (POPs)** – The Street Crime Unit and Divisional Neighbourhood Policing Units, proactively, through analysis of crime patterns and trends, and through community consultation initiate POPs. These projects target incidents and behaviour that negatively impact the community. Over 200 projects were initiated in 2009, including:
 - Police seized nearly \$200,000 in cash and charged 26 people as a result of a project that identified a jewelry theft ring that targeted more than 55 homes.
 - An intensive investigation of a drug dealing operation in a residence near a school resulted in the main target being apprehended.
- **TARGETING GANG ACTIVITY** – The 2009 Residential and Business Community Survey revealed that half of Peel residents consider youth gang activity one of the top five issues impacting the safety of their community. Over the years, there has been an increase in the number of known gangs within the Region of Peel. In 2009, there were 133 identified gangs and 1,915 gang members/associates. In response to gang activity, Peel Regional Police has established the:
 - **Gang Enforcement Committee** – In recognition that gang activity manifests itself through a wide variety of criminal offences, the integrated Gang Enforcement Committee consisting of representatives from 11 areas across the organization, meets on a monthly basis to exchange information, discuss trends and to provide expertise to combat gang activities.
 - **Consolidated Street Crime / Gang Unit** – To provide a more visible and tactical enforcement focus, in April 2009 the Gang Unit and the Street Crime Unit were amalgamated to undertake a number of key projects, including:
 - A project initiated to investigate a violent daytime gang shooting resulted in a drug house being dismantled and several gang members charged with drug related crimes.
 - A joint project with York Regional Police focused on gang members involved in heavy drug and firearm trafficking. During the investigation, officers seized drugs, guns and cash.
- **STRATEGIC TACTICAL ENFORCEMENT POLICING (S.T.E.P.)** – In 2007, the S.T.E.P. Unit was created to target gang activity, with funding provided under the Provincial Anti-Violence Intervention Strategy. In 2009, the Province provided renewed funding, and STEP officers increased community safety by seizing 22 firearms/weapons, investigating 3,156 vehicles and 3,756 persons, and, laying 185 criminal code charges and 181 controlled Drugs and Substance Act/Drug Charges.
- **TARGETING INTERNET CRIMES** – To help continue the fight against the abuse and exploitation of children on the Internet, Peel Regional Police’s Internet Child Exploitation (I.C.E) Unit received a two-year funding commitment of over \$300,000 from the Provincial Government. Peel Regional Police has proactively developed crime prevention strategies to address internet exploitation including providing internet safety presentations for parents and children. Notable results included the arrest of two men during a Canada-wide project with other agencies that was intended to identify individuals using the internet to distribute child pornography.
- **IDENTIFYING AND ANALYZING CRIME TRENDS** – Peel Regional Police Criminal Intelligence Analysts collaborate with front-line officers to develop proactive responses to identified crime trends. Due to their expansive network throughout the Province, as well as nationally and internationally, analysts are able to share criminal activity trends and establish “best practice” methods to help solve crimes. Examples from 2009 include:
 - Analysis of calls for service to assist with the development of targeted patrol strategies, and Problem Oriented Policing Projects.
 - Geographic profile analysis of break-ins was developed in collaboration with the Toronto Police and Montreal Police services to identify emerging modus operandi trends in the Greater Toronto Area.
 - Offender behavioral pattern analysis was conducted relating to multiple unsolved suspicious person involvement in indecent acts. Based on the analysis, these multiple occurrences were linked to the same culprit.

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

PERFORMANCE INDICATORS	COMPLIANCE	2009 PROGRESS REPORT
• Number of Crime Prevention Academy Sessions completed.	☑	In 2009, Peel Regional Police held six Crime Prevention Academy sessions, four Parents Crime Prevention Academy sessions and one Cyber Academy session.
• Number of attendees who successfully completed the Crime Prevention Academy program.	☑	In 2009, 165 residents completed the Crime Prevention Academy, 79 completed the Parents Crime Prevention Academy and 38 completed the Cyber Academy.
• Commitment to crime prevention strategies.	☑	In addition to on-going programs, Peel Regional Police committed to a number of crime prevention strategies in 2009 including: <ul style="list-style-type: none"> - Know Your Neighbour Form – Fundamental to maintaining home and community safety, the form is designed to serve as a means to get to know your neighbours to exchange contact information. - Project Protect – Promotes awareness and preventative techniques to safeguard Peel's business community against credit and debit card frauds. - The Police Show – Significantly increased the number of episodes to 29 in 2009, from 12 in 2008 that included a Crime Prevention Tip of the Week. Three episodes featured the Crime Prevention Week Challenge, Taxi Cab Robbery Prevention, and Neighbourhood Watch.

KEY INITIATIVES UNDERTAKEN DURING 2009

- **PREVENTING CRIME, ENGAGING AND EDUCATING OUR DIVERSE COMMUNITY** – Proactively seeking outreach opportunities to collaborate and educate our diverse community on crime prevention strategies, Peel Regional Police Crime Prevention Services presented 186 sessions to almost 12,000 community members on a range of issues that included: Robbery, Prevention, ID Theft, Cyber bullying, Internet Safety, Gangs, and Youth Violence, Personal Safety, Fraud, Road Rage, Senior Safety and Workplace Safety. The Cyber Safety session was broadcast to over 2,000 high school students.
- **INTERNET SAFETY INITIATIVES** – Continued two innovative internet crime prevention programs, "Cyberproofed?" –an internet-based program on internet safety targeted to children in grades three through ten, and "The Cyber Academy" a four night internet safety course for parents and caregivers. Crime Prevention Services also held a one day seminar, "The Pedophile, the Predator and the Bully."
- **CRIME PREVENTION ACADEMY** – The Crime Prevention Academy, an interactive way for the public to learn the basics about keeping safe, is a free course offered by Peel Regional Police in three specially designed formats for the general public, parents and youth.
- **COMMUNITY BASED PARTNERSHIPS** – Crime Prevention Services is committed to community based policing principles and fostering strong partnerships with Brampton Safe City, Safe City Mississauga and other community agencies, such as the Dixie/Bloor Neighbourhood Community Centre and Brampton Caledon Community Living.
- **GUN STOPPERS PROGRAM** – Gun Stoppers Program, a powerful crime prevention tool helps maintain the safety of students and staff in schools and reduces the number of illegal guns and weapons in Peel. Students are encouraged to report any weapons hidden or found in schools through to Crime Stoppers. Since its launch in 2002, the program has been responsible for seizure of 112 guns, 35 knives, 2 machetes and 1 baseball bat.

GOAL

Enhance And Promote Community Safety As Our Highest Priority.

STRATEGIC ACTION

1.5 Strengthen emergency management planning and response (internally and externally).

PERFORMANCE INDICATORS	COMPLIANCE	2009 PROGRESS REPORT
<ul style="list-style-type: none"> • Ensure an appropriate Emergency Plan is in place. 	<input checked="" type="checkbox"/>	<p>In 2009, Peel Regional Police, in collaboration with the Region of Peel, and the cities of Mississauga and Brampton, successfully completed the Business Continuity Pandemic Plan. The plan will be reviewed annually.</p>

KEY INITIATIVES UNDERTAKEN DURING 2009

- **ESTABLISHING A BUSINESS CONTINUITY PANDEMIC PLAN** – Maintaining public confidence in the ability of Peel Regional Police to provide effective policing services to Peel residents during a pandemic or other emergency is a priority for the organization. In 2009, Peel Regional Police completed a comprehensive Business Continuity Pandemic Plan to:
 - Ensure the efficient deployment and coordination of resources.
 - Maintain front-line policing services during a pandemic, or other extended emergency.
 - Maintain essential support services for front-line policing services.
 - Provide timely, authoritative information to the members of Peel Regional Police on the provision of services.
 - Provide timely, authoritative information to the public and the media on the provision of police services to the Region of Peel.
- **STRENGTHENING EMERGENCY RESPONSE** – Peel Regional Police partners with the Region of Peel, City of Brampton, City of Mississauga and the Greater Toronto Airports Authority on the development and coordination of emergency plans, and in the planning and delivery of training exercises. In 2009, the organization participated in an emergency preparedness day with the Region of Peel and the City of Mississauga, a Region of Peel Emergency Operations Centre open house, and an emergency shelter activation with the City of Mississauga.
- **PARTNERING TO DEVELOP A UNIFIED OPERATIONAL PLAN FOR THE G8/G20 SUMMITS** – World leaders will be convening in Huntsville and Toronto, Ontario on June 25-27, 2010 to discuss approaches to urgent world challenges for the 2010 G8/G20 Summits. In preparation, Peel Regional Police has established a G8/G20 Summit Planning Committee in collaboration with the RCMP, OPP, and Toronto Police to prepare a Unified Operational Plan. This includes planning and implementation of security operations and facilitating the safe arrival and departure of delegates and dignitaries from across the globe.
- **ENSURING SAFE AND SECURE SCHOOL ENVIRONMENTS (S.P.E.A.R.)** – To keep schools safe, S.P.E.A.R. (School Police Emergency Action Response) was developed by Peel Regional Police in 2004 and is the first program of its kind in Canada. S.P.E.A.R. is a database designed to coordinate an effective response by Peel officers to school incidents. The database includes updated, detailed profiles of 390 schools in Peel, including floor and site plans, and area maps. In 2009, the database was expanded to include schools in the French Catholic and French Public School Boards.



STRATEGIC ISSUE

COMMUNICATION AND COLLABORATION

GOAL

Strengthen Employee And Community Communication And Collaboration.

STRATEGIC ACTION

2.1 Increase employee awareness, feedback and involvement.

PERFORMANCE INDICATORS	COMPLIANCE	2009 PROGRESS REPORT
<ul style="list-style-type: none"> • Use of electronic bulletins from Chief to ensure employee awareness. 	<input checked="" type="checkbox"/>	Direct communications with employees is increasing. During 2009, 20 messages from the Chief and 172 messages from Corporate Communications were sent directly to all employees. This represented a significant increase from 2008 when 10 Chief messages and 25 Corporate Communications messages were issued.
<ul style="list-style-type: none"> • Conduct an Employee Satisfaction Survey annually. 	<input checked="" type="checkbox"/>	In 2009, conducted an initial Employee Satisfaction Survey resulting in a 60% response rate. Results were shared with employees and actions on the findings were established. This survey will serve as the benchmark that future surveys will be measured against.

KEY INITIATIVES UNDERTAKEN DURING 2009

- **STRENGTHENING COMMUNICATIONS WITH EMPLOYEES** – Committed to keeping employees informed and engaged, in 2008 Peel Regional Police established the Corporate Communications Bureau. In 2009, the Bureau continued to undertake initiatives to strengthen communications with employees including:
 - **New Employee Publications** – “This Week in Peel” is a weekly newsletter to keep employees informed of current events and initiatives across the organization and, “Under the Umbrella” was launched by the Organizational Wellness Bureau and focuses on the health, safety and well-being of employees.
 - **Enhanced Internal Intranet Site** – updated to make it more useful, interactive and relevant for employees and, development of an internal broadcast system “PRP TV” that will provide real-time updates about daily news, special events, and training bulletins has been commenced.
- **EXPANDING OPPORTUNITIES FOR EMPLOYEE INPUT** – Committed to regularly solicit employee input on a variety of issues, an initial Employee Satisfaction Survey was undertaken. In addition to implementing action plans based on employee feedback, the survey results will be used to benchmark changes over time in employee satisfaction and the impact of new and enhanced policies and procedures. Chiefs’ focus groups were also implemented to expand opportunities for employees to provide direct input and advice to the Chief. Chief Management Group panels and Constable/Civilian seminars provided opportunities for employees to collaboratively address issues and find solutions.
- **ACTING ON EMPLOYEE INPUT** – In 2009, significant progress was made by the organization to proactively address issues that were identified through the employee survey process including, improving the promotion and transfer processes, addressing heavy workloads, enhancing recognition policies and guidelines, empowering the Organizational Wellness Bureau and Committee, and cultivating a more visible and accessible senior management team.

GOAL

Strengthen Employee And Community Communication And Collaboration.

STRATEGIC ACTION

2.2 Increase community awareness, feedback and involvement.

PERFORMANCE INDICATORS	COMPLIANCE	2009 PROGRESS REPORT
<ul style="list-style-type: none"> • Conduct a Residential and Business Community Survey every 3 years. 	<input checked="" type="checkbox"/>	<p>In 2009, Peel Regional Police conducted a Residential and Business Community Survey - with approximately 200 businesses and 1,400 residents providing valuable feedback regarding police-related issues, possible solutions and policing priorities. The 2009 survey sample is the largest and most representative since the launch of community surveying in the early 1990's. Survey results were presented to the Police Services Board, released to the public and posted on Peel Regional Police's website.</p>
<ul style="list-style-type: none"> • Enhancements to the Peel Regional Police website. 	<input checked="" type="checkbox"/>	<p>The internet is a growing source of information on policing in the community. A number of enhancements were made to the website including: creating an Accessibility Portal, access to a "Know Your Neighbour" form to support community crime prevention, and updates to the on-line internet safety program "Cyberproofed?".</p>
<ul style="list-style-type: none"> • Increase the number of visits to the Peel Regional Police website. 	<input checked="" type="checkbox"/>	<p>Peel Regional Police continues to reach the community through the internet. Visits to the Peel Regional Police website increased by almost 10% from 583,070 visits in 2008 to 637,889 visits in 2009.</p>

KEY INITIATIVES UNDERTAKEN DURING 2009

- **KEEPING THE COMMUNITY INFORMED** – In addition to ongoing media releases and community events, a number of initiatives were undertaken to keep the community informed:
 - **2008 Annual Performance Report** – In 2009, a new Annual Performance Report was developed and made available to the public which focused on showcasing the successful programs and initiatives implemented to meet the goals of the Strategic Plan. The new format was a direct result of feedback from the community during development of the 2008 – 2010 Strategic Plan "Working it out together" when it was identified that the community wants to be better informed about the organization's activities.
 - **The Police Show** – The Police Show continues to be a highly valuable source of information for the community, with 39 episodes broadcast in 2009. Awareness is growing, as indicated by the 2009 Residential and Community Survey that revealed there has been an increase of almost 7% in reported viewing from 2005 to 2009. Broadcast on Rogers Television Cable 10, the live phone-in segment allows the public an opportunity to provide input and seek advice on a variety of issues.
 - **Peel Regional Police Website** – The website contains a wealth of information for the community including upcoming community events, crime prevention tips, and recruiting information. In 2009, as a result of community and employee feedback, enhancements included: a new Accessibility Portal, a Neighbourhood Policing Unit page, and fully translated versions of the Residential and Business Community Survey posters in six different languages.
- **PEEL CRIME STOPPERS** – Peel Crime Stoppers is a non-profit organization which partners with the community, the media and Peel Regional Police in a campaign against crime. In 2009, 2,318 "tips" were received from the public, an increase of more than 18% from 2008, resulting in almost \$600,000 of stolen property being recovered and \$26 million in illegal drugs being taken off the streets.

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

PERFORMANCE INDICATORS	COMPLIANCE	2009 PROGRESS REPORT
<ul style="list-style-type: none"> Number of school presentations completed by the Neighbourhood Policing Units. 	<input checked="" type="checkbox"/>	The Neighbourhood Policing Unit (NPU) strives to provide a safe learning environment while strengthening relations with secondary school students. In 2009, NPU members provided 1,015 presentations to students.
<ul style="list-style-type: none"> Programs and partnerships committed to our youth implemented. 	<input checked="" type="checkbox"/>	<p>In 2009, Peel Regional Police continued to commit to a wide variety of programs and partnerships to support youth, including the Feeder School Program (grades 6-8). In 2009, a survey of Feeder School principals revealed satisfaction was over 90% related to officers' ability to address concerns at the school, their interaction with the students, and overall service.</p> <p>In 2009, new initiatives committed to youth include:</p> <ul style="list-style-type: none"> - Addition of eight more officers as Youth Crime Investigators. - Youth summer employment program – "Youth In Policing Initiative."
<ul style="list-style-type: none"> Residential and Business Community Survey results measuring level of community satisfaction with police. 	<input checked="" type="checkbox"/>	The 2009 Residential and Business Community Survey revealed four out of five Peel residents continue to be satisfied that Peel Regional Police is doing a good job of keeping the community safe.

KEY INITIATIVES UNDERTAKEN DURING 2009

- STRENGTHENING RELATIONSHIPS WITH YOUTH** – The Neighbourhood Policing Unit (NPU) consisting of uniform officers assigned to all secondary schools, provide presentations to students, participate in school events and meetings, and provide counselling 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 2009, NPU members continued to interact with youth to foster relationships, including:

 - Providing instruction on personal safety to secondary school students.
 - Participating in a variety of youth initiatives including the McDonald's Rewards program that provides McDonald's coupons to over 8,000 children each year for wearing proper safety gear while riding bikes.
 - Participating in a number of extra-curricular charity fundraising events, such as the Cops for Cancer head shave at St. Marcellinus High School, a Toys for Tots Hockey Game with Heartlake Secondary School, a basketball game with residents of YMCA's Acorn Place, and a Winter Coat Drive where in excess of 700 winter coats were collected for distribution to local schools and charities.
 - Partnering with the Peel Youth Violence Prevention Network and IMPACT to host a youth forum of 100 youth at Playdium in Mississauga and with the Associated Youth Services of Peel to facilitate rock climbing sessions with at risk youth.
- PROVIDING EDUCATION AND AWARENESS TO OUR YOUTH** – Youth Education Officers educate primary students on a diverse range of safety issues including internet, traffic, bullying and drug abuse. In 2009, over 15,000 primary school students were taught about road and personal safety at the Peel Children's Safety Village. Youth Education Officers are also responsible for the S.A.F.E. (Schools Against Fearful Environments) program which facilitates staff, parents and the police collaborating through focused plans of action for safe school environments.

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GOAL**Strengthen Employee And Community Communication And Collaboration.****STRATEGIC ACTION****2.3 Strengthen relationships with our youth and our community.****KEY INITIATIVES UNDERTAKEN DURING 2009**

... continued

- **SUPPORTING OUR DIVERSE COMMUNITY** – In 2009, the Peel Regional Police Diversity Relations Bureau supported cultural events and strengthened partnerships by attending 70 community events hosted by various community groups. The Bureau also provides presentations to students on hate/bias motivated crime and the impact it has on society. In 2009, the Bureau launched a new advertising campaign to promote the "Lesbian Gay Bisexual Transgender (LGBT) Hate Crime Hotline." LGBT complaints can now be received via the internet.
In addition to outreach and support provided to the diverse community groups in Peel, Peel Regional Police works with community groups to resolve issues, including working with the South Asian community in 2009 to advise of the health hazards attributed to the illegal drug "Doda."
- **STRENGTHENING YOUTH LEADERSHIP** – Peel Regional Police continues to develop future leaders by supporting the following initiatives:
 - **Youth In Policing Initiative (YIPI)** – Funded by the Ministry of Children and Youth Services, this new summer student employment program placed ten Peel secondary school students to work in various areas of the organization to expose them to a policing environment, provide a positive learning and mentoring environment, and promote policing as a career. Students selected to participate in the initiative reflected the cultural diversity of Peel Region, and have an interest in a law enforcement career.
 - **The Cadet Organization Police School (COPS)** – Offered free of charge through the federally funded Royal Canadian Army Cadet Corps to youth between the ages of 12 and 19 years, the COPS Program sponsored by Peel Police Cadets provides 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 2009, 220 Cadets were enrolled in COPS.
- **SUPPORTING THE YOUTH INTERVENTION AND MONITORING PROGRAM** – Peel Regional Police continues to support this proactive program that fosters a safe environment in Peel's secondary schools. The program was initiated as a pilot program in the summer of 2005, and expanded in the 2005 school year due to positive results. Neighbourhood Policing Unit officers build rapport with youth at high risk to re-offend, and partner with a broad range of community stakeholders to assist in youth rehabilitation.



STRATEGIC ISSUE

QUALITY SERVICE AND FISCAL RESPONSIBILITY

GOAL

Deliver Quality Services Ensuring Accountability And Fiscal Responsibility.

STRATEGIC ACTION

3.1 Address increasing demands through resource planning.

PERFORMANCE INDICATORS	COMPLIANCE	2009 PROGRESS REPORT
<ul style="list-style-type: none"> Working team established to review the staffing formula to estimate future front-line staffing requirements. 		<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 2009

- MORE EFFICIENT AND EFFECTIVE SERVICE DELIVERY** – During 2009, a number of initiatives were continued or implemented to ensure efficient and effective service delivery, given increasing community demands for policing services:
 - **Routine Staffing Level Reviews** – To ensure there are sufficient resources in place to deliver quality services, regular reviews of staffing levels are conducted, with factors such as projected population growth, call volumes, legislated programs and crime trends as well as stakeholder feedback are taken into consideration.
 - **Routine Calls For Service Analysis** – The routine analysis of calls for service data is undertaken to ensure there is a strategic approach to the deployment of officers, particularly in high demand/problem areas.
 - **New Shift Schedule (12 Hour Shift)** – A new pilot shift schedule was adopted in 2009 to better meet the needs of officers and the community they serve, allowing officers to be more effectively deployed in peak hours.
- PURSuing EXTERNAL FUNDING OPPORTUNITIES** – Given the increasing demands that face the organization, Peel Regional Police cannot work alone to implement its vision of “A Safer Community.” Opportunities to collaborate with the federal and provincial governments to fund new initiatives are actively pursued, including:
 - \$910,000 per year in grant funding for five years for 13 officers under the Federal Police Officer’s Recruitment Fund.
 - \$38,000 to fund 10 youths as part of the Provincial Youth In Policing Initiative.
 - \$31,000 under the Provincial Human Trafficking and Prostitution and Education Awareness and Retention Strategy initiatives.
 - \$198,000 from the Ministry of Citizenship and Immigration for Diversity Relations outreach activities to support community connections through information and orientation activities.
 - \$340,970 to March 2011 from the Provincial Strategy to Protect Children from Sexual Abuse and Exploitation on the Internet.

In 2009, other significant funding partnerships included:

 - **Infrastructure Stimulus Funding (\$6 Million – New 72,000 Sq. Foot Facility)** – In 2009, Peel Regional Police received approval for \$6 million in funding to undertake construction of a new Materials Management Centre to be completed in March 2011 under the Federal/Provincial Infrastructure Stimulus Funding program. The new facility will house Fleet Services, Quartermaster Stores, and Telecommunications Systems and Services.
 - **Provincial Anti-Violence Intervention Strategy (\$1.4 Million)** – In 2009, under the Provincial Anti-Violence Intervention Strategy, \$1,360,000 to March 2011 was approved for specialized rapid response teams to suppress gun and gang violence.
- EXPANDING COMMUNITY PARTNERSHIPS (C.O.A.S.T.)** – Initially implemented in 2008 in Mississauga as a pilot project, Peel Regional Police, in partnership with the Canadian Mental Health Association and Saint Elizabeth Health Care expanded the Crisis Outreach and Support Team (COAST) program to Brampton in March 2009. An officer and a mental health professional team respond to calls involving persons experiencing a mental health crisis, allowing for a professional assessment and provision of appropriate resources. The program has resulted in a significant reduction in time spent by front-line officers dealing with occurrences related to mental health issues. During 2009, COAST received 3,305 crisis calls and assisted over 710 individuals.

GOAL

Deliver Quality Services Ensuring Accountability And Fiscal Responsibility.

STRATEGIC ACTION

3.2 Deliver quality services considering public input.

PERFORMANCE INDICATORS	COMPLIANCE	2009 PROGRESS REPORT
<ul style="list-style-type: none"> Implement traffic safety initiatives. 	<input checked="" type="checkbox"/>	<p>The 2009 Residential and Business Community Survey revealed that, of the five problems that the community felt are the most serious, over half (55%) of respondents indicated that aggressive driving is the top community issue. In 2009, traffic safety initiatives continued to be a major component of community protection and included:</p> <ul style="list-style-type: none"> - E.R.A.S.E. (Eliminate Racing Activity On Streets Everywhere) – Targeted and proactive street racing enforcement campaigns in partnership with other police agencies were conducted throughout the year. 124 officers participated in enforcement activities, with 1,802 vehicles being investigated, with a total of 610 charges. - Annual Festive R.I.D.E. Program – The 2009 Festive RIDE campaign was conducted over a 35 day period commencing in November, which resulted in: 43,113 vehicles that were stopped (representing a 46% increase over 2008 when 29,456 vehicles were stopped), and 150 people were charged, with a total of 236 offences. - Targeted Enforcement – Utilizing advanced crime and statistical analysis, Peel Regional Police identified intersections having high motor vehicle collision rates. These intersections were proactively and aggressively targeted by Traffic Services. As a result, in 2009, 14,147 vehicles were stopped, 13,918 tickets were issued, and 3,463 cautions were issued.
<ul style="list-style-type: none"> Conduct a Residential and Business Community Survey, every 3 years. 	<input checked="" type="checkbox"/>	<p>A Residential and Business Community Survey was conducted in 2009. Feedback from respondents indicated strong support for the community patrol program (56%) and weaker support for community stations (31%). In order to ensure that services are aligned with community expectations, resources were reallocated from community stations, closing six of fourteen community stations, to enhance the community patrol program and front-line response.</p>
<ul style="list-style-type: none"> • TRAFFIC SAFETY CAMPAIGNS – Along with our partners in road safety, Peel Regional Police continues to combine engineering, enforcement, and education to reduce the human and financial cost of motor vehicle collisions. In 2009, there were 29 fatal collisions resulting in 30 deaths. Ten of these fatalities involved pedestrians. Targeted safety campaigns in 2009 included: <ul style="list-style-type: none"> - Operation Impact – In October 2009, Peel Regional Police participated in this national road safety campaign, working towards making Canada’s roads the safest in the world. Peel Regional Police’s efforts focused on aggressive driving, occupant restraints and impaired driving. As a result, officers charged 17 persons with Impaired Driving related offences, issued 32 persons with 3-day suspensions, issued 26 persons with seatbelt related tickets, and issued 890 aggressive driving related tickets. - Project Spring Break – A three day traffic enforcement project, focused attention around high school and community safety zones. Officers handed out 295 Highway Traffic Act tickets, 99 warnings, 3 insurance violations, and 4 drug charges were laid. - International Truck Inspection – Two full days of inspections resulted in 161 vehicles being taken off the roadways for safety violations and a number of charges laid including, 208 Highway Traffic Act charges, 10 Other Provincial Charges, and 6 Dangerous Goods charges. - Child Safety Car Seat Inspection – To assist with the safe installation of child car seats, Peel Regional Police’s Auxiliary Officer Car Safety Seat Team continued to hold a number of clinics and information booths throughout Peel Region. 		

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GOAL**Deliver Quality Services Ensuring Accountability And Fiscal Responsibility.****STRATEGIC ACTION****3.2 Deliver quality services considering public input.****KEY INITIATIVES UNDERTAKEN DURING 2009**

... continued

- ENCOURAGING PUBLIC INPUT** – Community input is encouraged through the Residential and Business Community Survey, as well as supporting in person, telephone and electronic contact at any of our Divisions or directly to the Office of the Chief of Police. The public also has access to e-mail links on the Peel Regional Police website, where they can forward any policing concerns directly to divisional command officers. To ensure input from residents with accessibility issues, translator, hearing loss and vision-impaired services are provided. As well, extensive community outreach initiatives including at community events, schools, businesses, town hall meetings, etc., provide ample opportunities for the community to provide input to shape policing services.
- ESTABLISHING COMMUNITY PARTNERSHIPS** – Peel Regional Police administers 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 resources available through by-law enforcement, liquor license inspections, and other agencies, Neighbourhood Policing Officers are able to target problem areas within the community.



GOAL

Deliver Quality Services Ensuring Accountability And Fiscal Responsibility.

STRATEGIC ACTION

3.3 Optimize the use of information and technology.

PERFORMANCE INDICATORS	COMPLIANCE	2009 PROGRESS REPORT
<ul style="list-style-type: none"> Implementation of enhancements to the Records Management System. 	<input checked="" type="checkbox"/>	In 2009, enhancements to the Records Management System included automating the process to gather operational performance measurement data and the introduction of the Officer and Court Scheduling Application.
<ul style="list-style-type: none"> Implementation of a new Management Action Plan system. 	<input checked="" type="checkbox"/>	To support the successful implementation for the 2008-2010 Strategic Plan, the Management Action Plan System was developed and includes approximately 700 Management Action Plans, detailing the broad range of initiatives across Peel Regional Police. In 2009, improvements were made to the system to enhance user capability.

KEY INITIATIVES UNDERTAKEN DURING 2009

- IMPLEMENTING TECHNOLOGY ENHANCEMENTS** – Peel Regional Police has invested in strategic technology enhancements that can help decrease workload, streamline tasks, provide a safe environment, and provide better quality services.

 - RECORDS MANAGEMENT SYSTEM ENHANCEMENTS**

 - Automating Performance Sheets** – In 2009, Peel Regional Police improvements to the system included automating the process to gather operational performance measurement data. This enhancement improves administrative processes through the elimination of manual completion of performance sheets and is a direct result of employee feedback.
 - New Officer And Court Scheduling Application** – Peel Regional Police introduced the Officer and Court Scheduling Application to improve the efficiency and accuracy of work processes, including court officer assignment and the generation of the Patrol Zone Designation Sheet Report to better manage patrol zones.
 - MOBILE DATA UNIT (MDU) ENHANCEMENTS**

 - Police Query Tool (PQT)** – PQT is an in-house developed application that is available at the desktop and on the MDU in the cruiser. It was upgraded to provide officers improved access to crime information including: enhanced access to mug shots, new Canadian Police Information Centre features, along with enhanced firearm query abilities.
 - MDU Mapping** – was enhanced to quickly and accurately locate residential lots when patrol officers respond to calls for service.
 - Ministry of Transportation (MTO) Query Tool And The Suspension And Impoundment Management System (SIMS) Access** – Peel Regional Police has made enhancements to make it easier for officers to access driver’s license information through the Ministry of Transportation. In addition, significant administrative improvements for vehicle suspensions and impoundments have been made. Officers have access in their cars to SIMS which facilitates entering and printing suspension notices directly on-line rather than paper/fax applications. In 2009, Peel Regional Police had the highest suspension notices (93%) entered on-line in the province.
 - CENTRAL VIDEO RECORDING IN HOLDING FACILITIES**

 - In 2009, Peel Regional Police approved and commenced implementation of the Central Video Recording System to record activity of all holding facilities with a focus on recording risk areas related to prisoner management.
- ENSURING ACCOUNTABILITY** – The Management Action Plan System (MAP), initiated in 2008 to support the implementation of the 2008-2010 Strategic Plan, continues to support the implementation and monitoring of action plans that contribute towards meeting the Strategic Plan goals. Improvements were made in 2009 to enhance user capability. The MAP system’s capabilities include providing quick and easy employee access to all action plans. This is another avenue to increase employee awareness of the broad range of activities of the organization, and promotes opportunities for more collaborative initiatives to deliver better quality services.
- ASSISTING THE VULNERABLE (Project Lifesaver)** – An implementation plan was developed in 2009 and officers trained to support Project Lifesaver which uses radio technology to locate children and adults with a history of wandering due to a cognitive disability or impairment.

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

PERFORMANCE INDICATORS	COMPLIANCE	2009 PROGRESS REPORT
<ul style="list-style-type: none"> Respond to public complaints and develop feasible resolutions. 	☑	The Public Complaints Bureau received 79 public complaints and completed 77 complaint resolutions in 2009.
<ul style="list-style-type: none"> Monthly Police Services Board Meetings are open to the public. 	☑	The 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 Board conducts monthly meetings, open to the public. The schedule of meetings, agendas and minutes of past meetings are available on the Peel Police Services Board website.
<ul style="list-style-type: none"> Conduct annual review of Peel Regional Police Directives to ensure compliance with the Ontario Policing Standards and applicable legislation. 	☑	Annually, all Peel Regional Police Directives are assessed by their respective policy centres to identify required changes and to ensure that Directives are in compliance with Ontario Policing Standards and applicable legislation. Directives are rescinded and created as needed. In 2009, there were approximately 260 Directives.
<ul style="list-style-type: none"> Commitment to National Quality Institute (N.Q.I.) certification in quality and healthy workplace in the public sector. 	☑	In 2008, Peel Regional Police adopted the framework and criteria established by the National Quality Institute to achieve workplace excellence and achieved level one certification. In 2009, preparation towards achieving level two certification, including holding employee focus groups, was undertaken.

KEY INITIATIVES UNDERTAKEN DURING 2009

- ADOPTING A NEW PUBLIC COMPLAINTS PROCESS** – With the introduction of the Office of the Independent Police Review Director (OIPRD) in October 2009, a new process has been developed for the intake and assignment of public complaints. Complaints against the conduct of any police officer may be filed on the OIPRD website, by mail, fax or in person at the OIPRD offices or at any police division in the province.
 All police services throughout Ontario are required to display information about the complaints process in an area that is readily accessible to the public and in the form provided by the OIPRD. Pamphlets and signage have been distributed to all Divisions and public police facilities in order to comply with the new process.
- CONTINUING TRANSPARENCY AND ACCOUNTABILITY (Internal Audit Procedures)** – Peel Regional Police is committed and accountable to the residents of Peel Region to provide a police service that is efficient, effective and in compliance with professional standards. In 2009, in addition to the annual review of Peel Police Directives to ensure compliance with Ontario Policing standards and related legislation, the Audit Unit completed nine compliance audits and one audit in co-operation with the Region of Peel. Additionally, three comprehensive audits were completed and findings reported to the Chief's Management Group. The status of all internal audits is reported to the Police Services Board.
- COMPARING AND SHARING (The Ontario Municipal CAO's Benchmarking Initiative)** – Peel Regional Police is a partner agency in the Ontario Municipal CAO's 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.

GOAL

Deliver Quality Services Ensuring Accountability And Fiscal Responsibility.

STRATEGIC ACTION

3.5 Demonstrate leadership in responsible environmental management practices and energy use.

PERFORMANCE INDICATORS	COMPLIANCE	2009 PROGRESS REPORT
<ul style="list-style-type: none"> Replacement of some police vehicles with fuel efficient vehicles. 	<input checked="" type="checkbox"/>	<p>In 2009, Peel Regional Police enhanced its fleet of vehicles with the purchase of 13 hybrid models. Throughout the year, four cylinder, six cylinder and diesel vehicles were added to replace less fuel-efficient eight cylinder models.</p>
<ul style="list-style-type: none"> Commitment to environmentally responsible management practices. 	<input checked="" type="checkbox"/>	<p>Through the Environmental Initiative Committee, the organization continues to promote efficient use of materials and resources throughout its facilities, and strives to continuously improve environmental performance by reviewing the organization's environmental practices with current and future activities.</p> <p>In April 2009, a new joint facility was opened with a Leadership in Energy and Environmental Design (LEED) basic designation for environmental efficiency, including geothermal power. LEED is a third-party certification program and an internationally accepted benchmark for the design, construction and operation of high performance green buildings.</p>

KEY INITIATIVES UNDERTAKEN DURING 2009

- ENVIRONMENTAL STEWARDSHIP** – In 2009, a number of initiatives were undertaken to showcase our commitment to environmentally responsible practices in facility design and energy efficiency:

 - Committing that new building construction projects shall meet a minimum of LEED Silver Certification.
 - Renovating 12 Division and 22 Division to include energy efficient lighting and switches which will automatically turn lights off in low-traffic areas.
 - Completing a Building Condition Assessment on all Peel Police facilities.
 - An equipment replacement program is being reviewed for future projects to meet emerging energy efficiency standards.
 - Reviewing how to implement Solar Energy in two locations to supplement hot water heating for 11 Division and Derry Road.
 - Reviewing design briefs which are an overview of energy guidelines for best practice when designing/constructing new facilities for the future.
 - Approving new light-emitting diode (L.E.D.) lights for all front-line personnel.
- REDUCING, REUSING AND RECYCLING** – Peel Regional Police is committed to reducing, reusing and recycling:

 - **Reducing Fuel Consumption** – In 2009, 13 additional hybrid vehicles replaced less fuel-efficient models. On average, the hybrid vehicles use almost half the amount of fuel of a conventional eight cylinder vehicle. All vehicles for specialty units are gradually being replaced by either four or six cylinder models.
 - **Reducing Paper** – The Environmental Initiatives Committee continued to evaluate administrative practices to implement paper reduction initiatives, including using photocopiers as printers, encouraging double-sided printing, and where possible, distributing internal publications electronically.
 - **Battery Recycling Program** – Peel Regional Police's Telecommunications Systems and Services Unit continued the battery recycling program for radio, telephone and electronic equipment. This program commenced in 2008 in all divisional facilities.
 - **Community Recycling Program** – A service-wide recycling program was fully implemented in 2009 and included new recycling receptacles throughout police facilities. Recycling has been encouraged at major events such as "Police Week" and "Open Houses".
 - **Participation In "Lights Out For Earth Hour"** – The Environmental Initiative Committee successfully encouraged employees through an email campaign to join the global movement to protect the environment by turning out the lights for one hour either at home or at work on Saturday March 28, 2009. An employee survey conducted following Earth Hour, indicated that 39% of respondents turned off their lights at work, and 89% participated at home.

GOAL

Deliver Quality Services Ensuring Accountability And Fiscal Responsibility.

STRATEGIC ACTION

3.6 Proactively review service delivery models to ensure efficiency and effectiveness.

PERFORMANCE INDICATORS	COMPLIANCE	2009 PROGRESS REPORT
<ul style="list-style-type: none"> Complete annual Audit Plan of police bureaux. 	<input checked="" type="checkbox"/>	The Audit Bureau is governed by the Internal Audit Work Plan for auditing and reviewing services and functions of various bureaux across the organization. The 3-year work plan, updated annually, is approved by the Chief's Management Group and reported to the Police Services Board.
<ul style="list-style-type: none"> Average response times to Priority E and 1 calls for service. 	<input checked="" type="checkbox"/>	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.
<ul style="list-style-type: none"> Cost per capita. 	<input checked="" type="checkbox"/>	In 2008, Peel Regional Police's net cost per capita for police services was \$213 which is lower than the median cost per capita for participating police services in the Ontario Municipal Benchmarking Initiative, of \$231.*

KEY INITIATIVES UNDERTAKEN DURING 2009

- ENSURING EFFECTIVE AND EFFICIENT USAGE OF RESOURCES** – Peel Regional Police is committed to ensuring effective and efficient usage of resources:
 - Ensuring Value for Money (Low Net Cost Per Capita Policing Services)** – Peel Regional Police is committed to continuously improving its services to maximize efficiencies, ensuring value for money in the services provided to the community, while providing quality services. In 2008*, net cost per capita for police services was \$213 which is lower than the median cost per capita for participating police services in the Ontario Municipal Benchmarking Initiative, of \$231.
 - The Audit Process** – Peel Regional Police's Audit Bureau provides independent, objective assurance that resources, including personnel, equipment and public funds are utilized in the most effective, efficient and economical manner, and that programs, controls, and systems achieve their intended goals. For example, in 2009 after an audit of the Tactical and Rescue Unit revealed an additional Staff Sergeant position within Emergency Support Services would improve operational efficiencies and reduce organizational risk and liability, the recommendation was implemented.
 - Reviewing Service Delivery (Customer Satisfaction Surveys)** – To ensure high quality, efficient and effective services that meet the needs of the community and its employees, it is the policy of Peel Regional Police to regularly gather input on the services it provides. In addition to the Residential and Business Community Survey and the Employee Satisfaction Survey, community surveys conducted in 2009 included: Break and Enter Victims, Domestic Violence Victims, and Feeder School Program Principals. Employee surveys conducted included: Customer Service Satisfaction with Facilities, Advanced Patrol Techniques Training – Needs Assessment, Uniform Member Orientation Survey, and Driver Training Simulator Study.
 - Realizing Administrative Savings (\$1.6 Million)** – To ensure prudent fiscal and risk management in the provision of insured welfare benefits to all employees, a new Administrative Services Only benefit plan funding arrangement was implemented which has resulted in \$1.6 million in one-time savings in 2009.

*Source – Ontario Municipal Benchmarking Initiatives (OMBI) - 2008 median of participating OMBI municipalities. 2009 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 11.

STRATEGIC ISSUE

GROWTH AND CHANGING DEMOGRAPHICS

GOAL Manage Service Delivery To Respond To Growth And Changing Demographics.

STRATEGIC ACTION

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

PERFORMANCE INDICATORS	COMPLIANCE	2009 PROGRESS REPORT
<ul style="list-style-type: none"> Percentage of new hires from designated groups, consistent with the province’s equal opportunity guidelines. 	<input checked="" type="checkbox"/>	<p>In 2009, there were 251 new hires which included: 0.8% aboriginal, 27.9% racialized persons, and 2% persons with disabilities. The percentage of female hires has increased from 29.7% in 2008, to 37.1% in 2009.</p>
<ul style="list-style-type: none"> Representation of designated groups at all levels within the organization. 	<input checked="" type="checkbox"/>	<p>In 2009, designated groups were represented in the organization as follows: 0.9% aboriginal, 13.2% racialized persons, 1.3% persons with disabilities, and 33.3% females. A review indicates that the designated groups are represented at all levels of the organization.</p>

KEY INITIATIVES UNDERTAKEN DURING 2009

- INCREASING DIVERSITY RECRUITING INITIATIVES** – Peel Regional Police’s Recruiting Bureau is actively involved in campaigns and outreach initiatives to attract a professional and highly skilled workforce that is reflective of the community. Regular employment information sessions are held throughout the year with some sessions particularly designed to attract specific cultural groups.

In 2009, the Recruiting Bureau participated in 240 outreach events including an extensive advertising campaign utilizing billboards, Mississauga and Brampton transit buses, cultural newspapers and cable television stations. In 2009, specific initiatives aimed at recruiting from Peel’s diverse population included:

 - Showcasing a new innovative recruiting video to encourage youth and culturally diverse members of the community to consider a career in policing.
 - Attending a Francophone Secondary School Job Fair, Gay/Lesbian Job Fair, South Asian female only event “Mela Teeyan Da”, and South Asian Temples in the Peel Region.
 - Recruiting booths at Kingdom Covenant Ministries and the Diversity Cup.
 - Hosting “Women Only” information sessions and practice fitness sessions, and “South Asian” information sessions.
 - Providing an information session at Brampton East Employment Centre, writing articles in two Punjabi weekly papers, and appearing as a guest on Urdu and Punjabi radio and TV shows.
- PROVIDING SUPPORT TO NEW RECRUITS (Diversity Mentoring Program)** – Peel Regional Police is committed to attracting and retaining a workforce that is reflective of our community and ensuring that new recruits have the support they need to meet policing challenges. In recognition that factors such as culture, ethnicity, gender, family and amount of time spent in Canada can have a significant impact on how recruit officers adjust to their new profession, in 2008, the Diversity Mentoring Program was implemented. The program assigns a mentor officer to a recruit officer to provide information and assistance, and share practical experiences. In 2009, 23 mentors were assigned to new recruits.

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

PERFORMANCE INDICATORS	COMPLIANCE	2009 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 2009 survey process, citizens indicated that the three most important programs were: Community Patrol, School Liaison Program, and additional Crime Prevention Programs. Peel Regional Police continues to focus resources in these areas.
• Annual review of patrol zone call volume.	☑	Following a review of the volume of calls for service in patrol zones across the policing jurisdiction, a number of patrol zones were re-aligned to distribute the number of calls in each zone more efficiently. A benchmark 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 and an overall needs assessment (i.e. staffing, operational expenses, equipment, facilities and other infrastructure needs). Bureaux 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 2009.

KEY INITIATIVES UNDERTAKEN DURING 2009

• **ENSURING EFFECTIVE DEPLOYMENT OF RESOURCES (REDEPLOYMENT OF STAFF AND COMMUNITY STATION CLOSURES)** – In 2009, Peel Regional Police conducted an Operational Review to determine whether additional officers could be freed up for front-line duties to better address community needs. A component of the review focused on the productivity of 14 community stations. It was determined that some of the stations were not being used to their potential, including a decline in the volume of calls diverted from front-line policing during the past five years.

As a result, Peel Regional Police announced the closure of six community stations and the redeployment of 18 police officers and six civilians to improve service delivery to better meet community needs. The officers will be deployed to front-line service to enhance public safety by making them available for priority and emergency calls. The decision to redeploy staff and close community stations was aligned with feedback received from the community and employees in 2009 for more community patrol and reduced front-line workloads.

• **ENHANCING SERVICE DELIVERY FOR PERSONS WITH DISABILITIES** – Peel Regional Police is committed to ensuring that our services, programs and facilities meet the needs of the community, including becoming more inclusive and accessible for persons with disabilities.

In 2009, Peel Regional Police established the Accessibility for Ontarians with Disabilities Act (AODA) Standards Committee to assist with the implementation of Accessible Customer Service Standards (ACSS), laid out under provincial government legislation. The ACSS addresses business practices and training required to provide enhanced customer service to people with disabilities. The ACSS requires mandatory compliance by January 1, 2012. A draft policy and training program, required for compliance with one standard, was completed. Additional standards are anticipated to be introduced in 2010.

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	2009 PROGRESS REPORT
<ul style="list-style-type: none"> Number of internal health and wellness seminars conducted and number of attendees. 	<input checked="" type="checkbox"/>	The Organizational Wellness and Human Resources Bureau conducted 29 internal health and wellness related seminars. 443 employees attended these seminars, an increase of 195% when compared to the 150 members who attended seminars in 2008.
<ul style="list-style-type: none"> Workplace inspections by the Health and Safety Committee. 	<input checked="" type="checkbox"/>	The Health and Safety Committee conducted four workplace inspections.
<ul style="list-style-type: none"> Workplace Injuries. 	<input checked="" type="checkbox"/>	Peel Regional Police is committed to reducing the frequency and severity of injuries to its employees, and continually measures its performance in this area. In 2009, there were 49 lost time injuries/accidents and 95 Health Care only claims. During the same timeframe, there were 144 reportable WSIB incidents.

KEY INITIATIVES UNDERTAKEN DURING 2009

- ENSURING EMPLOYEE WELLNESS** – Committed to supporting employees both on and off the job, Peel Regional Police values work/life balance and strives to ensure the resources employees need for their safety and well being are readily available.

The Organizational Wellness Bureau, created in 2008, provides support to employees so that they can achieve a balanced and healthy personal and professional lifestyle. The Bureau provides a diverse range of supports to nurture employees’ intellectual, physical and emotional wellness including: the Peer Support Program, the Member’s Assistance Program, fitness and nutrition programs, financial education, addiction-related or stress-related support, and addresses occupational health and safety issues. In 2009, notable wellness initiatives included:

 - Implementing the Personal Protection Strategy model, training for Infection Control, providing educative information and conducting inoculation clinics for the H1N1 virus.
 - Hiring a Chaplain Coordinator who is working on developing a multi-faith Chaplaincy Program to provide employees with guidance and support in times of personal or professional challenge.
 - Increasing membership of the volunteer Peer Support Program and establishing a new Critical Incident Response protocol.
 - Equipping all fitness areas, buildings and supervisor vehicles with defibrillators, upgrading exercise equipment in fitness areas, continuing to target heart health awareness education, and hosting blood pressure clinics.
 - Through the Wellness Committee, committing to keep employees informed about important wellness issues by publishing a tri-annual newsletter, “Under the Umbrella,” and providing opportunities for employees to bring forward their ideas for healthy workplace initiatives.
- INCREASING WELLNESS SUPPORT FOR EMPLOYEES** – Peel Regional Police offers employees a variety of wellness seminars, with over 400 employees participating in 2009. In 2009, sessions covered a range of issues including nutrition, parenting, positive outlook, coping with shift work, coping with stress, interviewing skills, managing money, Alzheimer’s disease, women in policing, investment planning, OMERS, STAR Principle and fraud awareness.

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 2009**

... continued

- **PROVIDING EMPLOYEE SUPPORT** – To provide proactive support to employees, the Early Intervention System (EIS) was introduced throughout Peel Regional Police in 2008. It is a confidential and non-disciplinary management tool, created to ensure employees have access to the support and resources necessary to perform in a professional manner. 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.
- **PROVIDING A HEALTHY AND SAFE WORKPLACE** – Maintaining the highest standards in health and safety practices in the workplace and ensuring compliance with all federal and provincial laws concerning health and safety is a priority for Peel Regional Police. The Joint Occupational Health and Safety Committee (JOHSC) is comprised of eight members and reports to the Chief's Management Group. In 2009, the JOHSC held four meetings, conducted four workplace inspections, and assisted in resolving a variety of workplace health and safety concerns, including:
 - Divisional noise and other construction concerns.
 - Air Quality testing.
 - Involved in H1N1 Pandemic Planning.
 - Reviewed Conducted Energy Weapon (Taser) training.
 - Upgraded work stations at the Davis Courthouse.
- **PROTECTING EMPLOYEES AND THE COMMUNITY BY DIMINISHING RISKS (The Integrated Risk Management Unit)** – Peel Regional Police has demonstrated its leadership in policing through the establishment of one of the first authentic Integrated Risk Management (I.R.M) systems in Canada. The Integrated Risk Management Unit identifies, assesses and mitigates risks that may affect the way the organization polices Peel Region. With input from employees, the Unit has developed I.R.M structures and processes, a comprehensive directive, employee training and a video, Risk Management Bulletins, and developed an electronic reporting system (to be operational in 2010) to enable employees to easily report risks.

The creation of I.R.M. reinforces the organization's commitment to providing its employees with strong leadership, quality resources, and strengthens the ability to deliver exceptional service to the community by reducing, or eliminating risks to employees. For example, in 2009 solutions to risks that were reported by employees have been implemented, including installing winter tires on front-line cruisers.



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	2009 PROGRESS REPORT
• Police to population ratio.	☑	Peel Regional Police’s population per officer sits at 699, which is above the Canadian average of 502, and the provincial average of 511. In comparison to other local police agencies, Peel’s population per officer was higher than Toronto (471) and is consistent with other GTA agencies (Durham at 691 and York at 722).*
• Hiring rates.	☑	There was an increase in the number of hires, from 239 in 2008 to 251 in 2009 - an increase of 12 (or 5%).
• Attrition rates.	☑	Attrition (includes resignations, retirements, and other separations of full-time members) rates for 2009 for uniform staff were 3.56%, and 3.48% for civilian staff. During 2009, 66 uniform staff and 26 full-time civilian staff left the service (excludes part-time /temporary members).

KEY INITIATIVES UNDERTAKEN DURING 2009

- **FOCUSED RECRUITING INITIATIVES** – Peel Regional Police recruits the best and the brightest by promoting a competitive salary rate, one of the most comprehensive benefit and wellness programs available in the sector, and a culture that supports personal and professional development to help individuals reach their full potential. In 2009, the Recruiting Bureau participated in 240 outreach activities and events including:
 - Continuing an extensive advertising campaign utilizing billboards, Mississauga and Brampton transit buses, cultural newspapers, and cable television stations.
 - Attending College and University Job Fairs across the province.
 - Training of all the Neighborhood Policing Unit officers to provide recruitment presentations in high schools.
 - Presentations across the province to Community College Police Foundations students and University Level Justice Studies students.
- **RECRUITING WITHIN**
 Peel Regional Police continues to support programs which provide a pool of candidates dedicated to serving and policing the Region of Peel:
 - **Cadet Program** – The Cadet Program develops 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 are assigned on a rotational basis to a variety of bureaux such as Communications, Forensic Identification Services, Traffic, Courts, Records or a Divisional front desk, where they learn on the job. In 2009, 22 new cadets were hired, and 14 of the existing 30 cadets advanced to Recruit Constables.
 - **Auxiliary Unit** – The Auxiliary Unit consists of dedicated volunteers who support Peel Regional Police in many different capacities including: crowd control, searching for missing persons or evidence, and providing assistance with traffic enforcement programs. In 2009, Auxiliary Officers provided over 17,000 hours of volunteer work to support the organization. In 2009, five Auxiliary Officers were hired as Constables with Peel Regional Police.
 - **Cadet Organization Police School (C.O.P.S.)** – Since 1968, Peel Regional Police has been a sponsor of the Cadet Organization Police School (COPS). This program, 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, the officer-in-charge of the COPS program encourages them to consider joining Peel Regional Police. In 2009, two former COPS Cadets were hired as Constables with Peel Regional Police.
 - **Prisoner Escort Officers** – In 2009, three Prisoner Escort Officers were hired as Constables. Of the three, two were hired for full-time positions and one hired on a part-time basis.

*Source – Canadian Centre for Justice Statistics

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	2009 PROGRESS REPORT
<ul style="list-style-type: none"> • Ensure an appropriate promotional process is in place. 	<input checked="" type="checkbox"/>	<p>The promotional process is a thorough procedure and consists of a combination of written testing, a formal interview process, and Supervisor and Area Commander assessments. In 2009:</p> <ul style="list-style-type: none"> - 185 officers wrote the annual Ontario Police College exam in comparison to 116 officers in 2008. - 83% of officers achieved a grade of 75% or better, in comparison with 63% of officers in 2008. - 134 uniform officers and 22 civilians were promoted. - Peel Regional Police began developing a new Competency-Based Management System, which will establish organization-wide competencies for a variety of systems including: Performance Appraisals, Career Management, Learning and Development, Succession Planning, Recruitment, and Promotion.
<ul style="list-style-type: none"> • Training courses (e.g., supervisory leadership). 	<input checked="" type="checkbox"/>	<p>A variety of training courses were offered to employees in 2009, including:</p> <ul style="list-style-type: none"> - 459 employees attended Constable/Civilian training. - 42 employees attended supervisory leadership courses at the Ontario Police College. - 384 employees attended Region of Peel courses (Computer Employee Development, and/or Supervisory Management courses). <p>A new Civilian Supervisor Training Program was developed in 2009.</p>

KEY INITIATIVES UNDERTAKEN DURING 2009

- **REAFFIRMING OUR COMMITMENT TO A FAIR AND TRANSPARENT PROMOTIONAL PROCESS** – The continued success of Peel Regional Police depends on the ability to develop and promote individuals who demonstrate the necessary skills and competencies of effective leadership. As a result of feedback from the 2009 Employee Satisfaction Survey, significant commitments were made to maintaining a fair and transparent promotional process including:
 - Developing a Competency-Based Management System which will allow the establishment of processes and tools that will empower employees to better understand and acquire the skills needed to be competitive.
 - Improving transparency by establishing leadership, mentoring, and interpersonal skills as key competencies for consideration in all promotional processes.
 - Creating a direct linkage between promotional consideration and performance by revising the performance appraisal process at the Senior Officer/Manager level and for all other staff in 2010.
- **FOSTERING LEADERSHIP CAPACITY (Succession Planning)** – Succession planning is an organizational priority to develop leadership capacity and ensure effective leadership continuity. The Chief of Police annually reports to the Peel Police Services Board on the status of the succession plan which includes identifying employees for each rank and each applicable civilian position deemed suitable to assume a leadership position or who demonstrate leadership capabilities. To foster senior leaders, a diverse range of opportunities are available to staff, including, 'acting' assignments, training programs, educational courses and accelerated learning, secondments, lateral transfers to gain knowledge of different areas of the organization, mentoring, staff rotation on various committees, and including Directors at Chief's Management Group meetings.
- **ENHANCING PROFESSIONAL DEVELOPMENT (Civilian Supervisor Training Course)** – In 2009, a Civilian Supervisor training course was developed as a direct result of a needs assessment conducted by Human Resources. Managers and Inspectors were interviewed and a focus group of civilian supervisors was conducted. As a result, the new training program will provide instruction on leadership, coaching, communication, and performance management. The training will benefit over 1/3 of the organization which is comprised of civilian staff.

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	2009 PROGRESS REPORT
• Number of members taking continuing education courses.	☑	In 2009, 76 civilian members undertook 181 continuing education courses, and 204 uniform members undertook 372 continuing education courses.
• Number of training hours.	☑	In 2009, there were approximately 223,000 training hours for all staff.

KEY INITIATIVES UNDERTAKEN DURING 2009

- **PROVIDING OPPORTUNITIES FOR PROFESSIONAL DEVELOPMENT** – Peel Regional Police continues to proactively support the professional development of our employees. Training initiatives are tailored to meet the diverse needs of our uniform and civilian staff. In addition to in-service training courses, employees are encouraged to take courses from the Ontario Police College, the Canadian Police College, and through the Region of Peel. Many employees receive 100% tuition fee and expense reimbursement for approved courses.
- **SUPPORTING EXECUTIVE DEVELOPMENT** – Leading a dynamic organization and implementing the vision of “A Safer Community,” requires the development of executive police leaders who will make effective policy, fiscal and operational decisions. In 2009, Peel Regional Police supported the:
 - **Rotman Executive Development Program** – In 2009, two members of Peel Regional Police graduated from this course which was 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 for police executives and covers management and leadership concepts including: strategy, financial management, human resources, leadership, police service delivery, community knowledge, political astuteness and communications.
 - **Canadian Police College** – In 2009, two Peel Police officers graduated from this executive development program 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.
 - **Institute For Strategic International Studies** – In 2009, one member graduated from this unique executive development program, intended for senior leaders in policing, 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.



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	2009 PROGRESS REPORT
• Completion of joint use facility.	☑	The joint use facility which includes 21 Division and Region of Peel services opened to the public on April 18, 2009.
• Updated facilities plan.	☑	The 2008-2010 Peel Regional Police Facility Plan was developed and approved in 2008 by the Peel Police Services Board.
• Development of an annual 10-year Capital Plan.	☑	The 2010 10-year Capital Plan was developed and approved by the Peel Police Services Board in 2009 and approved by Regional Council in 2010.

KEY INITIATIVES UNDERTAKEN DURING 2009

- **OPENING OF A NEW POLICE FACILITY (21 Division)** – In April 2009, Peel Regional Police opened a new 34,000 square foot facility as a replacement for 21 Division. It is contained within a joint facility with Region of Peel services. Incorporating environmentally sustainable design, construction and operation, the facility will provide greater public access to regional and policing programs, and will accommodate long-term staffing needs.
- **ASSESSING FACILITY REQUIREMENTS (The 3-Year Facilities Plan)** – In early 2008, the Peel Regional Police Facilities Plan was developed and approved by the Peel Police Services Board. In formulating the 2008 Facilities Plan, each property was evaluated based on: 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 completed a complete building condition assessment on all Peel Regional Police facilities in 2009. Strategic Management Action Plans are in place for the management of all buildings including the revitalization and replacement of aging infrastructure.
- **ASSESSING NEEDS (10 Year Capital Budget Plan)** – Planning for the future is a continuous process 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 and other support staff.
- **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 Region of Peel Finance, and as a member of the tangible capital assets project team, Peel Regional Police successfully compiled the value of all tangible assets under this new accounting formula during 2008, and will be in compliance for reporting 2009 financial statements.
- **REVITALIZING EQUIPMENT** – In 2009, six aging vehicle hoists were replaced in the garage. This new technology will allow staff to service vehicles in a safe and efficient manner. A new Breathalyzer for the Traffic Unit was approved which gives officers the ability to obtain breath samples with a great degree of accuracy which enhances the goal of keeping the roads safe.

Materials Management Centre

25 Wilkinson Road, Brampton
 Estimated Completion Date
 Spring 2011



Artist Concept

Statistical DATA

The

following section provides an overview of reported incidents and a selection of performance measures. Comparative statistics are provided for 2008 and 2009. As well, a five year summary of selected measures is provided for the period 2005-2009 on page 47.

Crime related data reflects actual crimes reported to Peel Regional Police. Data is based on a download date from the records management system on February 11, 2010. 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 bureaux/units that are responsible for maintaining these statistics.

In 2008, Statistics Canada redefined several offence codes. The offence category that was historically titled Violent Crime has been expanded to include a selection of offences that were previously considered to be Other Criminal Code offences. This broader category has been labeled Crimes Against Persons, and in addition to all offences that were included under the Violent Crime category, also includes offences that have a clear component of targeting and impacting victims, including uttering threats and criminal harassment. As well, Crimes Against Property has been updated to include arsons and mischief. The number of offences in the Other Criminal Code category has, therefore, decreased. Statistical data contained in this report have been categorized to reflect these changes.

Additionally, it should 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.

STATISTICAL HIGHLIGHTS

- The policing population increased 1.8% (+20,998) from 1,198,854 in 2008 to 1,219,852 in 2009.
- The rate of crimes against person occurrences (639.2 per 100,000) was at its lowest level in 5 years. The actual number of crimes against person occurrences decreased 6%, from 8,324 in 2008 to 7,797 in 2009. Decreases were noted in most offence categories contained within crimes against person, with the exception of robberies.
- Robberies increased 6.6%, from 1,160 in 2008 to 1,236 in 2009.
- Crimes against property occurrences decreased 3% (-996) from 29,454 in 2008 to 28,458 in 2009. Decreases were noted in most categories, with the exception of shoplifting (+693/+17.4%) and theft from motor vehicle (+305/+6.1%).
- Drugs occurrences increased 17.5% (+590) from 3,375 in 2008 to 3,965 in 2009.
- The total number of motor vehicle collisions decreased (-2,500/-8.2%) due to a decline in property damage collision reports (-1,487/-9.8%).
- Public complaints increased 34% (+20), from 59 in 2008 to 79 in 2009.
- The total number of incidents decreased 5% (-11,395) from 249,871 in 2008 to 238,476 in 2009, with the largest decrease (-13.5%/-8,168) in Priority 4 calls for service. These are calls that are dealt with by alternate response such as community stations.
- The number of emergency calls to 9-1-1 increased 5% (+14,937), from 296,153 in 2008 to 311,090 in 2009.

GLOSSARY OF TERMS

Crime Prone Age Cohort	Persons aged 15-29 years (inclusive).
Deprivation of Freedom Violations	Includes – Kidnapping; Forcible Confinement; Hostage Taking; Trafficking in Persons; Abduction of Person Under 14; Abduction of Person Under 16; Removal of Child From Canada; Abduction Contravening Custody Order; and Abduction and No Custody Order.
Occurrence	Where a report is taken on an incident. Includes: Occurrence Reports; Motor Vehicle Collision Reports; and Prosecution Sheets.
Other Non-Sexual Assault	Includes – Unlawfully Causing Bodily Harm; Discharging Firearm With Intent; Using Weapon/ Imitation in Commission; Pointing a Firearm; Trap Likely To or Cause Death/Bodily Harm; Assault with Intent To Resist Arrest; Criminal Negligence Causing Bodily Harm; and Other Assaults.
Other Sex Offence	Includes – Sexual Intercourse (Under 14); Sexual Intercourse (14-16); Sexual Interference; Invitation to Sexual Touching; Sexual Exploitation; Incest; Anal Intercourse; Bestiality; Buggery; Corrupting Morals of a Child; Internet Luring; and Voyeurism.
Other Violent Violation	Includes – Conspiracy to Commit Murder; Extortion; Intimidation of Justice System Participant; Intimidation of Non-Justice Participant; Explosives Causing Death/Bodily Harm; Arson – Disregard for Human Life; and Other Violent Violations.
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.
Request for Assistance	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.
School Occurrence	Occurrences recorded as taking place at a school, Monday to Friday, between 7am and 7pm (excluding July and August).
Total Canadian Criminal Code Offence	Includes – Crimes Against Persons; Crimes Against Property; and Other Criminal Code.
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.
Young Persons	Persons aged 12-17 years (inclusive).

Crimes Against Persons	2008			2009			Variance 2008 – 2009		
	Number	Percent Solved	Rate Per 100,000	Number	Percent Solved	Rate Per 100,000	In Actuals (#)	In Actuals (%)	In Rates (%)
Crimes Against Persons - TOTAL	8,324	76.6	694.3	7,797	77.2	639.2	-527	-6.3	-7.9
Homicide	27	81.5	2.3	22	104.5	1.8	-5	-18.5	-21.7
Attempt murder	16	68.8	1.3	16	93.8	1.3	0	0.0	0.0
Total assaults (non-sexual)	4,595	81.7	383.3	4,128	88.4	338.4	-467	-10.2	-11.7
Assault level 1	3,005	85.7	250.7	2,632	87.3	215.8	-373	-12.4	-13.9
Assault level 2	1,081	34.1	90.2	1,033	87.1	84.7	-48	-4.4	-6.1
Assault level 3	103	75.7	8.6	78	84.6	6.4	-25	-24.3	-25.6
Assault Police Officer	131	99.2	10.9	115	100.0	9.4	-16	-12.2	-13.8
Other non-sexual assaults	275	93.1	22.9	270	99.6	22.1	-5	-1.8	-3.5
Total sexual violations	548	78.8	45.7	509	75.2	41.7	-39	-7.1	-8.8
Sexual assaults (level 1,2,3)	429	73.4	35.8	373	68.4	30.6	-56	-13.1	-14.5
Other sex offences	119	100.0	9.9	115	100.0	9.4	-4	-3.4	-5.1
Total robberies	1,160	35.3	96.8	1,236	39.5	101.3	76	6.6	4.6
Robberies with weapons	555	30.1	46.3	578	40.7	47.4	23	4.1	2.4
Robberies without weapons	605	40.0	50.5	658	38.4	53.9	53	8.8	6.7
Total other crimes against persons	1,978	77.0	165.0	1,886	77.6	154.6	-92	-4.7	-6.3
Deprivation of freedom violations	109	81.7	9.1	121	86.8	9.9	12	11.0	8.8
Threatening or harassing phone calls	74	31.1	6.2	112	33.0	9.2	38	51.4	48.4
Criminal harassment	222	88.3	18.5	232	89.2	19.0	10	4.5	2.7
Uttering threats	1,510	77.5	126.0	1,352	78.2	110.8	-158	-10.5	-12.1
Other violent violations	63	71.4	5.3	69	82.6	5.7	6	9.5	7.5
Disputes / Disturbances									
Domestic/family disputes/disturbances	13,162	22.1	1,097.9	13,319	21.1	1,091.9	157	1.2	-0.5
Elder Abuse									
Elder abuse occurrences	60	28.3	5.0	54	38.9	4.4	-6	-10.0	-12.0

Crimes Against Property	2008			2009			Variance 2008 – 2009		
	Number	Percent Solved	Rate Per 100,000	Number	Percent Solved	Rate Per 100,000	In Actuals (#)	In Actuals (%)	In Rates (%)
Crimes Against Property	29,454	33.1	2,456.8	28,458	36.0	2,332.9	-996	-3.4	-5.0
Break and enter - total	4,489	25.9	374.4	4,034	36.1	330.7	-455	-10.1	-11.7
residence	2,550	20.8	212.7	2,603	33.2	213.4	53	2.1	0.3
business	1,882	33.1	157.0	1,308	43.2	107.2	-574	-30.5	-31.7
other	57	17.5	4.8	123	22.8	10.1	66	115.8	110.4
Theft motor vehicle	3,180	12.1	265.3	2,818	13.0	231.0	-362	-11.4	-12.9
Theft over & under \$5,000	14,131	24.8	1,178.7	14,486	38.3	1,187.5	355	2.5	0.7
bicycles	506	6.1	42.2	444	6.8	36.4	-62	-12.3	-13.7
from motor vehicle	4,977	17.9	415.1	5,282	12.1	433.0	305	6.1	4.3
shoplifting	3,981	89.4	332.1	4,674	89.4	383.2	693	17.4	15.4
other	4,667	18.3	389.3	4,086	17.4	335.0	-581	-12.4	-13.9
Possession of property obtained by crime	753	98.5	62.8	733	101.8	60.1	-20	-2.7	-4.3
Frauds	1,870	46.6	156.0	1,778	53.0	145.8	-92	-4.9	-6.5
Mischief	4,896	25.1	408.4	4,497	26	368.7	-399	-8.1	-9.7
Arson	135	19.3	11.3	112	8	9.2	-23	-17.0	-18.6

Crime Prevention	2008	2009	Variance 2008 – 2009	
	Number	Number	In Actuals (#)	In Actuals (%)
Crime Stoppers				
Calls received	1,972	2,318	346	17.5
Arrests made	119	131	12	10.1
Cases cleared	131	108	-23	-17.6
Charges laid	308	306	-2	-0.6
Property recovered	\$1,142,795	\$585,850	-\$556,945	-48.7
Drugs seized	\$8,321,316	\$26,290,902	\$17,969,586	215.9
Re-enactments	8	18	10	125.0
Presentations	13	22	9	69.2
Youth Education				
Students attending Safety Village	13,707	15,222	1,515	11.1
R.A.I.D. (Reduce Abuse in Drugs) program				
Students	5,955	3,150	-2,805	-47.1
Classes	1,377	735	-642	-46.6
Students participating in internet safety awareness activities	31,080	25,920	-5,160	-16.6
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, Drug Abuse Prevention, Youth Gangs			
Crime Prevention Unit				
CPTED/security audits	61	58	-3	-4.9
Site plan reviews	133	128	-5	-3.8
Lectures/presentations	231	186	-45	-19.5
Crime Prevention Academy	194	165	-29	-14.9
Parents Crime Prevention Academy	49	79	30	61.2
Cyber Academy	40	38	-2	-5.0

School Occurrences	2008	2009	Variance 2008 – 2009	
	Number	Number	In Actuals (#)	In Actuals (%)
School Occurrences	2,326	2,696	370	15.9
Crimes against persons	500	517	17	3.4
Crimes against property	416	391	-25	-6.0
Other criminal code occurrences & drugs	333	366	33	9.9
Non criminal code occurrences	1,027	1,364	337	32.8

Drug Control	2008			2009			Variance 2008 – 2009		
	Number	Percent Solved	Rate Per 100,000	Number	Percent Solved	Rate Per 100,000	In Actuals (#)	In Actuals (%)	In Rates (%)
Drugs	3,375	99.0	281.5	3,965	99.3	325.0	590	17.5	15.5
Trafficking	434	99.1	36.2	645	98.6	52.9	211	48.6	46.1
heroin	7	100.0	0.6	9	100.0	0.7	2	28.6	16.7
cocaine	179	100.6	14.9	227	98.2	18.6	48	26.8	24.8
cannabis	180	98.3	15.0	278	99.3	22.8	98	54.4	52.0
other	68	97.1	5.7	131	97.7	10.7	63	92.6	87.7
Possession	2,884	99.6	240.6	3,244	99.8	265.9	360	12.5	10.5
heroin	16	93.8	1.3	14	107.1	1.1	-2	-12.5	-15.4
cocaine	454	99.1	37.9	379	99.2	31.1	-75	-16.5	-17.9
cannabis	2,225	99.7	185.6	2,596	99.8	212.8	371	16.7	14.7
other	189	99.4	15.8	255	99.2	20.9	66	34.9	32.3
Other	57	66.7	4.8	76	84.2	6.2	19	33.3	29.2
	Number			Number			In Actuals (#)		In Actuals (%)
Drug Education									
Adults									
Persons	5,939			8,773			2,834		47.7
Lectures	141			172			31		22.0
Morality Activity									
Marijuana grow labs / clandestine labs / methamphetamine labs									
Operations dismantled	61			48			-13		-21.3

Persons Charged	2008				2009				Crime Prone Age Cohort	%
	Adults	Young Persons	Total Charged	% Young Persons	Adults	Young Persons	Total Charged	% Young Persons		
Crimes against persons	3,675	1,149	4,824	23.8	3,369	1,135	4,504	25.2	2,512	55.8
Crimes against property	4,269	948	5,217	18.2	4,431	1,069	5,500	19.4	3,088	56.1
Criminal driving offences	1,359	31	1,390	2.2	1,359	22	1,381	1.6	528	38.2
Total drugs	1,466	217	1,683	12.9	1,688	228	1,916	11.9	1,390	72.5
Total persons charged	13,587	2,899	16,486	17.6	13,612	3,026	16,638	18.2	9,516	57.2

Data counts each person charged once under the most serious classification associated with the occurrence.

Traffic Management	2008		2009		Variance 2008 – 2009		
	Number	Rate Per 100,000 Population	Number	Rate Per 100,000 Population	In Actuals (#)	In Actuals (%)	In Rates (%)
Motor Vehicle Collisions	30,490	2,543.3	27,990	2,294.5	-2,500	-8.2	-9.8
Reportable collisions-total	17,547	1,463.6	16,324	1,338.2	-1,223	-7.0	-8.6
Fatal collisions	26	2.2	29	2.4	3	11.5	9.1
Personal injury	2,362	197.0	2,623	215.0	261	11.0	9.1
Property damage	15,159	1,264.5	13,672	1,120.8	-1,487	-9.8	-11.4
Non-reportable collisions	12,943	1,079.6	11,666	956.3	-1,277	-9.9	-11.4
Traffic Enforcement (Highway Traffic Act)							
Total HTA charges	99,988	8,340.3	92,087	7,549.0	-7,901	-7.9	-9.5
Seat belt charges	6,140	512.2	3,705	303.7	-2,435	-39.7	-40.7
Careless driving	3,421	285.4	3,981	326.4	560	16.4	14.4
Speeding	41,599	3,469.9	36,698	3,008.4	-4,901	-11.8	-13.3
Total HTA cautions	14,639	1,221.1	10,277	842.5	-4,362	-29.8	-31.0
R.I.D.E. Program							
Vehicles checked	40,838	3,406.4	56,433	4,626.2	15,595	38.2	35.8
WARN range suspensions	301	25.1	269	22.1	-32	-10.6	-12.0
Impaired driving	44	3.7	50	4.1	6	13.6	10.8
Excess blood alcohol	84	7.0	97	8.0	13	15.5	14.3
Criminal Driving Offences							
Impaired driving	1,220	101.8	1,223	100.3	3	0.2	-1.5
Fail/refuse breath/blood sample	159	13.3	183	15.0	24	15.1	12.8

Additional Organizational Statistics	2008	2009	Variance 2008 – 2009	
	Number	Number	In Actuals (#)	In Actuals (%)
Emergency calls to 911	296,153	311,090	14,937	5.0
Calls for Service				
Total incidents	249,871	238,476	-11,395	-4.6
Priority E incidents	52,953	49,467	-3,486	-6.6
Priority 1 incidents	16,199	16,700	501	3.1
Priority 2 incidents	64,072	63,700	-372	-0.6
Priority 3 incidents	56,300	56,430	130	0.2
Priority 4 incidents	60,347	52,179	-8,168	-13.5
Community station incidents	36,206	33,776	-2,430	-6.7
Request For Assistance	* 6,586	7,665	1,079	16.4
Lawless Public Behaviour Incidents	22,654	22,706	52	0.2
Liquor License Act Charges	4,556	4,526	-30	-0.7
Bicycle Patrol				
Incidents	1,518	1,655	137	9.0
Auxiliary Officers				
Number of officers	87	84	-3	-3.4
Hours of volunteer time	13,303	17,576	4,273	32.1
Public Complaints				
Public complaints	59	79	20	33.9
Complaint resolution	49	77	28	57.1
Firearms Seized	564	587	23	4.1

* Restated

5 Year Summary	2005	2006	2007	2008	2009
Population					
Policing jurisdiction	1,122,340	1,156,991	1,177,500	1,198,854	1,219,852
Density per square kilometre	2,082.6	2,146.9	2,185.0	2,224.6	2,263.6
Complement: Authorized					
Police (includes cadets as of 2006)	1,678	1,754	1,810	1,844	1,899
Civilians	635	662	701	739	759
Total	2,313	2,416	2,511	2,583	2,658
Calls					
To 9-1-1	274,537	265,480	281,520	296,153	311,090
To Communications	549,032	541,752	564,959	596,907	610,578
Incidents	255,140	253,347	251,413	249,871	238,476
Incidents per 100,000 population	22,732.9	21,897.0	21,351.4	20,842.5	19,549.6
Priority E Incidents	46,980	51,428	53,852	52,953	49,467
Occurrences	98,438	106,471	107,140	108,502	104,613
Fleet					
Police fleet (vehicles, bicycles, trailers)	* 595	621	640	660	690
Kilometres travelled	16,371,942	16,426,836	16,476,423	16,124,177	16,839,810
Budget					
Net budget	\$211,641,263	\$224,993,436	\$240,167,181	\$255,616,351	\$275,348,090
Total Canadian Criminal Code Offences					
Offences	43,065	46,992	46,379	43,760	42,117
Rate per 100,000 population	3,837.1	4,061.6	3,938.8	3,650.2	3,452.6
Percent (%) solved	55.5	51.8	50.1	50.0	52.2
Crimes Against Person Occurrences					
Total	7,369	8,268	8,310	8,324	7,797
Rate per 100,000 population	656.6	714.6	705.7	694.3	639.2
Percent (%) solved	81.3	80.7	77.1	76.6	77.2
Crimes Against Property Occurrences					
Total	27,502	30,652	31,089	29,454	28,458
Rate per 100,000 population	2,450.4	2,649.3	2,640.3	2,456.8	2,332.9
Percent (%) solved	37.1	33.7	31.5	33.1	36.0
Drug Occurrences					
Total	3,930	4,258	3,861	3,375	3,965
Rate per 100,000 population	350.2	368.0	327.9	281.5	325.0
Percent (%) solved	97.9	99.0	98.7	99.0	99.3

* Restated

Police Facilities

HEADQUARTERS	7750 Hurontario Street	905-453-3311
EMIL V. KOLB CENTRE FOR POLICE EXCELLENCE ...	180 Derry Road East	905-453-3311
11 DIVISION	3030 Erin Mills Parkway.....	905-453-3311
• 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
12 DIVISION	4600 Dixie Road.....	905-453-3311
• LAKESHORE Community Station.....	264 Lakeshore Rd. E.	905-456-5840
• SQUARE ONE Community Station.....	100 City Centre Drive.....	905-456-5839
21 DIVISION	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
22 DIVISION	7750 Hurontario Street	905-453-3311
• CASSIE CAMPBELL Community Station.....	1050 Sandalwood Parkway West	905-456-6143
• QUEEN STREET Community Station	148 Queen Street East	905-456-0412
AIRPORT DIVISION	2951 Convair Drive.....	905-453-3311
FIELD AND OPERATIONS SUPPORT	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

EMERGENCY	9-1-1
NON-Emergency	905-453-3311
NON-Emergency (If You Know The Extension Number).....	905-453-2121
Website.....	www.peelpolice.ca



"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 AFEETY

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

T RANSPARENCY

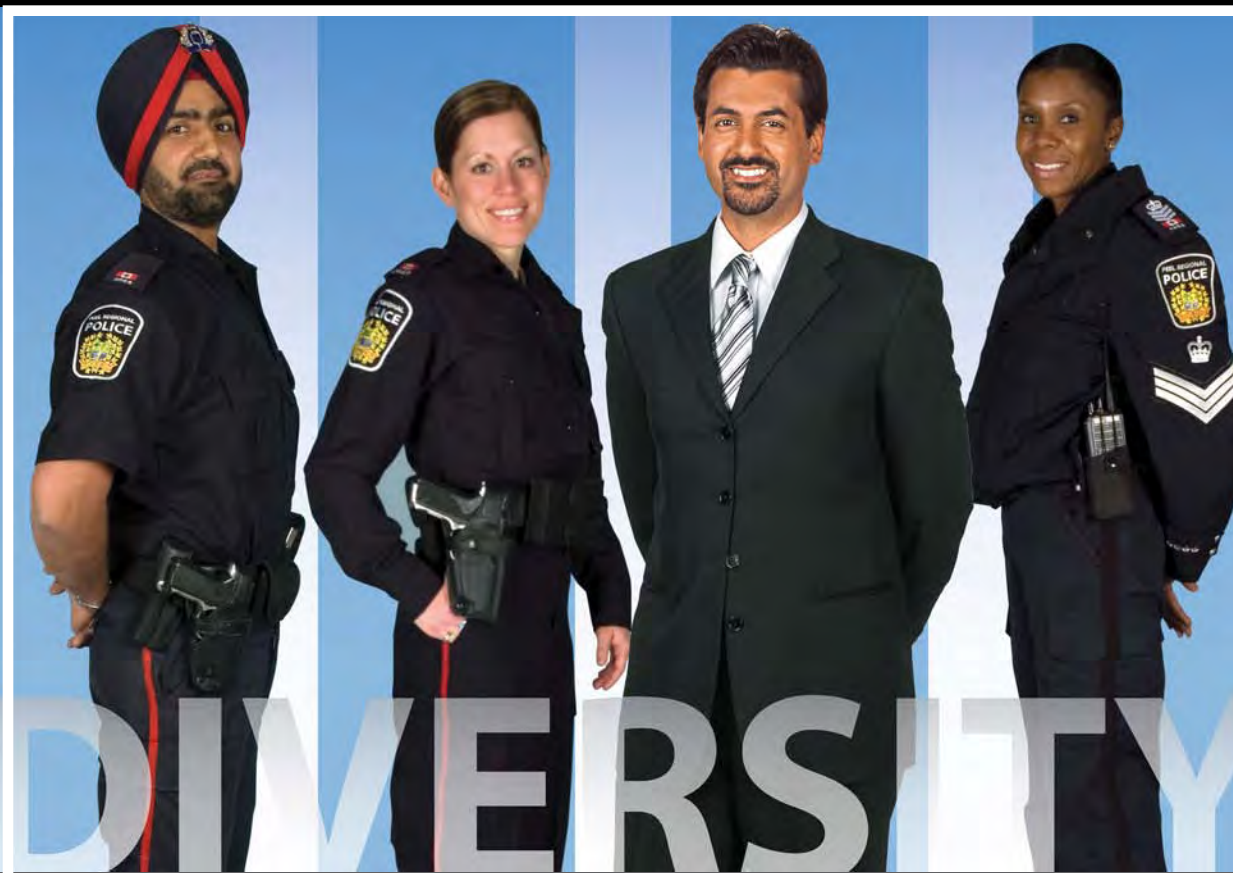
in all our practices, beliefs and actions.

Values

Vision

A SAFER COMMUNITY





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

REPORT PREPARED BY

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