



## ARCHIVED - Archiving Content

### Archived Content

Information identified as archived is provided for reference, research or recordkeeping purposes. It is not subject to the Government of Canada Web Standards and has not been altered or updated since it was archived. Please contact us to request a format other than those available.

## ARCHIVÉE - Contenu archivé

### Contenu archivé

L'information dont il est indiqué qu'elle est archivée est fournie à des fins de référence, de recherche ou de tenue de documents. Elle n'est pas assujettie aux normes Web du gouvernement du Canada et elle n'a pas été modifiée ou mise à jour depuis son archivage. Pour obtenir cette information dans un autre format, veuillez communiquer avec nous.

This document is archival in nature and is intended for those who wish to consult archival documents made available from the collection of Public Safety Canada.

Some of these documents are available in only one official language. Translation, to be provided by Public Safety Canada, is available upon request.

Le présent document a une valeur archivistique et fait partie des documents d'archives rendus disponibles par Sécurité publique Canada à ceux qui souhaitent consulter ces documents issus de sa collection.

Certains de ces documents ne sont disponibles que dans une langue officielle. Sécurité publique Canada fournira une traduction sur demande.



# Annual Performance Report 2010





## 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 the Peel Regional Police 2010 Annual Performance Report.

This report showcases our performance over the past year and outlines our progress towards meeting the goals of our 2008–2010 Strategic Plan; “Working it Out Together.” The Report also provides a snapshot of select programs and initiatives that Peel Regional Police employees undertake with the community to keep Peel Region safe.

Our organization is proud of several accomplishments during 2010. In the fall, we launched our new 2011–2013 Strategic Plan, which was developed through extensive community and employee consultation. The new Plan builds on the previous Strategic Plan, which focused on enhanced service delivery to the community and workplace improvements that ensure employee success. We released the Employee Support and Development Plan, which provides a comprehensive listing of the leading edge programs and services available to employees, and demonstrates our commitment to becoming an “Employer of Choice.” We also achieved Level Two Certification from the National Quality Institute (NQI), a leading authority on workplace excellence. NQI staff recognized our state-of-the-art performance Management Action Plan System as one of the most progressive systems to track organizational performance.

Also in 2010, we continued to implement initiatives that enhance service to the community while achieving fiscal responsibility. We improved community patrol through the adoption of a new shift schedule and addressed the increase in calls for service through additional staffing. We made it easier for members of the public to report minor occurrences by introducing a new On-line Public Reporting System. In order to continue providing quality services for victims, we developed a customer satisfaction framework to measure and improve victim satisfaction with our services. We also continued to strengthen relationships with community stakeholders and youth through various outreach initiatives.

The men and women of Peel Regional Police are committed to the safety and security of our community. The successful performance outlined in the 2010 Annual Performance Report is a testament to their dedication and to the collaborative relationships they maintain with our community and policing partners.

Emil Kolb  
**CHAIR – PEEL POLICE SERVICES BOARD**

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



## Peel Police Services Board (2010)



Emil Kolb  
**CHAIR**



Preet Kang  
**VICE CHAIR**



Amrik Singh Ahluwalia  
New Member  
March 2011



Frank Dale  
Councillor – Mississauga



Susan Fennell  
Mayor – Brampton



Satwinder Gosal



Cheryl Jamieson  
Completed Term  
February 2011



Laurie Williamson



## Chief's Management Group



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



Jennifer Evans  
**DEPUTY CHIEF**



Dan McDonald  
**DEPUTY CHIEF**



Paul Tetzlaff  
**DEPUTY CHIEF**



Steve Asanin  
**A/DEPUTY CHIEF**

# Table of Contents

## Introduction

<b>1</b>	Message From The Chair Emil Kolb and Chief H.M. (Mike) Metcalf	
<b>2</b>	Peel Police Services Board Members and Chief's Management Group	
<b>4</b>	Community Involvement	
<b>6</b>	2010 Awards and Recipients	
<b>8</b>	Overview	
<b>9</b>	In Brief	
<b>10</b>	Service To The Community Model	
<b>12</b>	Population Statistics .....	2006–2011
	Authorized Personnel – Police and Civilian.....	2006–2010
<b>13</b>	Ontario Municipal Benchmarking Initiative – Cost Per Capita.....	2009
	Net Budget.....	2006–2010
	Number of Households .....	2006–2012
	Number of Registered Vehicles .....	2006–2012
<b>14</b>	Organizational Structure	
<b>16</b>	Strategic Plan • 2008-2010 (Issues - Goals - Actions)	

## **17** Our Commitment

### *To The Success Of The 2008–2010 Strategic Plan*

<b>18</b>	Community Safety	
<b>23</b>	Communication and Collaboration	
<b>27</b>	Quality Service and Fiscal Responsibility	
<b>35</b>	Growth and Changing Demographics	
<b>37</b>	Organizational Capacity	

## **43** Statistical Highlights

<b>45</b>	Crimes Against Persons.....	2009–2010
	Crimes Against Property.....	2009–2010
<b>46</b>	Crime Prevention .....	2009–2010
	School Occurrences.....	2009–2010
<b>47</b>	Drug Control .....	2009–2010
	Persons Charged.....	2009–2010
<b>48</b>	Traffic Management.....	2009–2010
<b>49</b>	Additional Organizational Statistics .....	2009–2010
<b>50</b>	5 Year Summary .....	2006–2010

# 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 2010, in partnership with the community, employees raised almost \$1.1 million for local charities and programs, bringing our total to just over \$6 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. New initiatives like the 22 Division Neighbourhood Policing Unit (NPU) Soccer Camp and the Canadian Tire JumpStart were also implemented.

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



MO-VEBBER 2010



22 DIVISION NPU – SOCCER CAMP



CANADIAN TIRE JUMPSTART



COPS FOR CANCER



JDRF KICK-OFF



KIDS • COPS • FISHING



MEMORIAL RUN APPRECIATION LUNCHEON



PEEL CHILDREN'S AID LAUNCH



RACE AGAINST RACISM



SPECIAL OLYMPICS



TOYS FOR TOTS



UNITED WAY KICK-OFF



WOODLANDS HIGHSCHOOL BASKETBALL GAME



# 2010 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 2010:



**ORGANIZATIONAL EXCELLENCE UPDATE – LEVEL 2 CERTIFICATION ACHIEVED!**

National Quality Institute’s (NQI) Certification, which is comprised of 4 levels, allows Peel Regional Police to remain accountable and transparent to the community we serve, improve managerial accountability through involvement and by example, and ensure employee satisfaction, continued performance and workplace efficiency. On November 30, 2010, Peel Regional Police successfully met the criteria to achieve Level 2 certification. An important component to meeting the criteria for Level 2 certification was valuable and honest focus group discussions that were held with members from across the organization.

**AMERICAN SOCIETY FOR INDUSTRIAL SECURITY** .....Constable Chris Salmon & Constable Jeff Hawkins

**BRAMPTON BOARD OF TRADE** .....Sergeant Kyla Hunter

**CONSTABLE DWAYNE PIUKKALA MEMORIAL AWARD**.....Constable Jean-Luc Perreault

**DETECTIVE ROBERT BOYNE MEMORIAL CRIME PREVENTION AWARD** ..... Constable Marie-Catherine Marsot

**KNIGHTS OF COLUMBUS HUMANITARIAN AWARD** ..... Sergeant Todd Leach & Sergeant Shawn McCann

**CHINESE COMMUNITY LAW ENFORCEMENT POLICE SERVICE MEMBER AWARD** ..... Constable Tony Tai

**MISSISSAUGA REAL ESTATE BOARD** .....Constable Ben Irwin

**GIMBORN SCHOLARSHIP** .....Constable James Wingate

**PAUL SCHRAM POLICE EMERGENCY COMMUNICATOR AWARD**..... Ms. Jennifer Shaw

**PROMOTIONAL LIST**

Superintendent	Jeffery Bond	David Downer	Paul Thorne
Inspector			
Michael Barnhart	Stephen Blom	Sam Checchia	Daryl Emilio
Robert Ryan			
Staff Sergeant / Detective Sergeant			
Evan Cranna	David Cryderman	Dean Curtis	Michael Donnelly
Larry Gagnon	Gerald Harden	James Kettles	Kerry McCowell
Sean McKenna	Anthony Melaragni	Gregory Murphy	Warren Robinson
Radcliffe Rose	Donald Ross		
Sergeant / Detective			
Randall Ackerman	Gregory Amoroso	Steve Arney	Trevor Arnold
Michael Bassier	Graham Bettes	Paul Brown	Lauren Cloutier
David Colton	Raffaela D'Angela	Bradley Davis	Dave De Angelis
Paul Dhillon	Grant Dodd	Sean Gormley	Robert Hackenbrook
Tony Hart	Lisa Hewison	Gregory Janisse	Jeffery Jenson
Iris Johnston	John Kalpouzou	Jason Kirkpatrick	Rita Late
James Leadbeater	Raymond Linton	Aaron Masnaghi	Remo Moretti
Alan Nulle	Dawn Orr	Michael Pulley	Jean Schaefer
Eric Skinner	Shelly Thompson	Derek Vammus	David Warren
Jason Watson	Auden Whyte	James Wingate	Gregory Wood
Kathryn Yorke			

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

Cst. Kevin Anderson	Sgt. Graham Bettes	Cst. Markus Cissek	Mr. Trevor Day
Cst. Tayler Dunn	Cst. Ryan Etchells	Cst. Tonya Hackenbrook	Cst. Christopher Holmes
Cst. James Howard	Cst. Brad Imber	Ms. Sharon Lawlor	Mr. Craig MacLeod
Cst. Melissa McKenzie	Cst. Toby Mullinder	Mr. Ben Nikolic	Cst. Christopher Overbeek
Sgt. Daniel Scott	Cst. Dan Simmonds	Cst. Benjamin Toriumi	Cst. Andrew Wedzik
Cst. Geoff Westgarth	Cst. Kenneth White	Sgt. Peter Willets	Cst. Clive Williams
Cst. Rick Woroch	Cst. Fady Yacoub		

**CMG OR CHIEF'S CHALLENGE COIN – FORMAL RECOGNITION BY CHIEF'S MANAGEMENT GROUP**

The following recipients received the CMG or Chief's Challenge Coin from the Chief's Management Group (CMG). The CMG Challenge Coins are also distributed to selected staff members in recognition for significant contributions in the organization.

Cst. Andy Adams	Cst. Steve Ahrens	Cst. Tom Atkinson	Ms. Jane Bahen
Ms. Jennifer Berry	S/Sgt. John Betts	Cst. Paolo Carretta	Sgt. Stephen Ceballo
Cst. Sean Chatland	Cst. Greg Chellew	Cst. Stuart Cullen	Cst. Pete Danos
Cst. Kyle Dekoning	Cst. Michael Devlin	Cst. Harry Dhillon	Cst. Brett Dickson
Cst. George Douglas	Cst. Darryn Flaming	Cst. Christopher French	Cst. Ricardo Garcia
PEO Nikki Georgiadis	Sgt. Nigel Gonsalves	Cst. Tonya Hackenbrook	Cst. Ian Harloff
Cst. Nicholas Harris	Cst. Scott Harrison	Cst. Jeffrey Hepton	Cst. Jay Hobson
Cst. Jeremy Hodgson	Cst. Robert Hofstetter	Cst. Andrew Johnston	Sp. Cst. Karen Murphy
Cst. Wayne Kelly	Cst. Scott King	Cst. Jay Kirkpatrick	Cst. Brandon Krane
Cst. Wayne Labine	D/Sgt. Rick Lamarre	Cst. Gary Lancaster	Cst. Jeff Landry
Cst. David Lumi	Cst. Paul MacLeod	Insp. Mark Marple	Cst. Dave Matheson
Cst. Andrew Matlashewski	Sgt. Sean McKenna	Cst. Philip McQuay	Cst. Gordon Middleton
Cst. Greg Murphy	Det. Tim Nagtegaal	Cst. Michael Nielsen	Cst. Adrian Panno
Cst. Jeff Parent	Det. Andrew Patchett	Cst. Sarah Patten	Cst. Beverly Pepper
Cst. Jean-Luc Perreault	Cst. Stephen Porciello	Ms. Shelley Porritt	Cst. Joey Rego
Cst. Andrew Reid	Cst. Leanne River	Cst. Chris Sajben	Cst. Jennifer Savage
Cst. Wendy Sims	Det. Matt Small	Cst. Benjamin Toriumi	Cst. Rick Towey
Det. Joe Varone	Cst. Michelle Vivian	Det. Jason Watson	Cst. Geoff Westgarth
Cst. Rowland Whiteman	Cst. Clive Williams	Cst. Karen Yetta	Cst. Dan Young

# Overview

*The*

2010 Annual Performance Report demonstrates that we are achieving the goals and actions set forth in the 2008-2010 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.

The 2010 Annual Performance Report showcases selected key accomplishments and initiatives that Peel Regional Police, in partnership with the community and other policing partners, undertook in 2010 to make Peel Region, "A Safer Community."

## Highlights of 2010

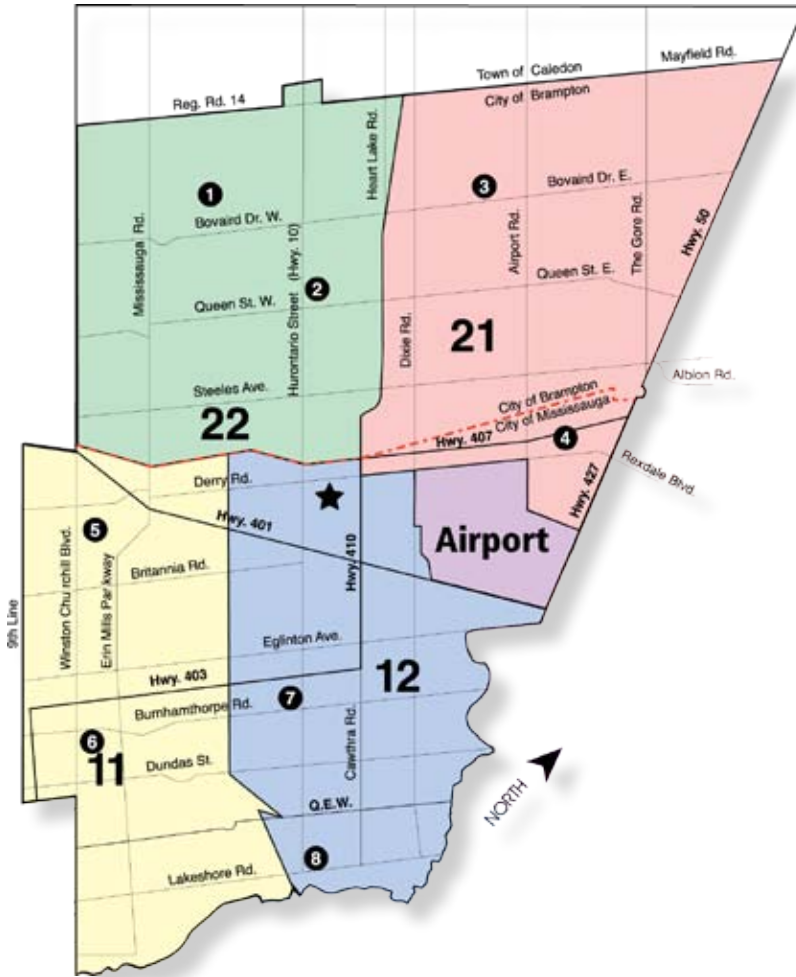
- **Providing A Safe Community** – Peel Region continues to be one of the safest communities in Canada. The 2010 rate of crimes against person occurrences was at the lowest level in six years. The 2009 rate for violent and non-violent crimes was well below the national and provincial rates. Peel Regional Police continues to be recognized for achieving a homicide solvency rate that is above the national and provincial rates. Following a pilot project, a new shift schedule was formally adopted to enhance service delivery to the community by improving the deployment of officers during peak hours.
- **Launching the 2011-2013 Strategic Plan** – Developed through community and employee consultation, the new Plan, approved by the Police Services Board in the Fall 2010, serves as a "Road Map" for allocating resources to address challenges and to continue to ensure efficient and effective services. The Plan builds upon the previous 2008-2010 Strategic Plan, which resulted in enhanced service to the community and a supportive workplace environment that seeks to bring out the best in our employees.
- **Launching the 2010 Employee Support and Development Plan (ESDP)** – The ESDP provides a comprehensive listing of employee support and development services that are available, provides an overview of what the organization is doing to enhance the workplace environment, and outlines our goal to become an "Employer of Choice", which includes a commitment to supporting a diverse workforce. To track our progress towards becoming an "Employer of Choice", an employee engagement index was created as a new measurement in the Employee Satisfaction Survey. The ESDP was distributed to all employees and over 2,500 individuals at recruiting events.
- **Attaining Level Two National Quality Institute (NQI) Certification** – In November 2010, Peel Regional Police was awarded Level Two Certification. National Quality Institute (NQI) is an independent, not-for-profit Canadian authority on workplace excellence that is based on quality systems and healthy workplace standards. As part of certification, National Quality Institute (NQI) staff identified a number of best practices at Peel Regional Police, including the Management Action Plan System, the Peer Support Program, and the Early Intervention Program. Overall, National Quality Institute (NQI) identified Peel Regional Police as a role-model for a Police Services organization.
- **Improving Customer Service** – A customer satisfaction framework to measure victim satisfaction with services provided by Peel Regional Police was developed and used to receive feedback from victims of residential break and enters. While satisfied with initial response, survey results indicated additional follow-up would improve overall satisfaction levels. As well, Peel Regional Police will raise public awareness of using 905-453-3311 for non-emergency calls. To ensure accessible services, Peel Regional Police continued to prepare for the implementation of the Accessible Customer Service Standards laid out by the Ontario government. The standards will increase accessibility for people with disabilities in many areas, including customer service.
- **Launching On-line Public Reporting** – Introduced in October 2010, Peel Regional Police is making it easier for the public to report minor occurrences such as Thefts, Mischief and Lost Property by providing a new on-line public reporting system. On-line reporting will reduce the amount of paperwork required by front-line officers and Community Station personnel as occurrences are entered directly into the Records Management System. Community Station personnel will continue to accept walk-in and phone-in occurrences.
- **Enhancing Communication, Employee Input and Recognition** – Peel Regional Police continued to strengthen communications with employees through the launch of "PRP TV", which provides real time updates about daily news and special events from across the organization on LCD screens. To enhance employee input, the Chief's Suggestion Box, an Organizational Wellness Suggestion Box, and a new employee risk reporting system were launched. To enhance employee recognition, a new Chief's Certificate and an Employee Recognition Committee were established.
- **Recruiting and Promotional Process** – Continued recruiting and outreach efforts, along with a reduction in attrition, resulted in Peel Regional Police reaching full complement in August 2010. Initiatives were undertaken to improve the Uniform Transfer process through a new organization-wide vacancy posting process and through standardization of processes for application for temporary and longer term vacancies. As well, Peel Regional Police continued the development of the Competency-Based Management System.
- **Replacing the Computer-Aided Dispatch System (CAD)** – An implementation team began work to replace the CAD for a new more functional system. The system provides our dispatchers, call takers and officers with functions related to call input and dispatching, call maintenance, patrol unit status and tracking, call resolution and disposition, and information to be rolled over to the Records Management System.
- **Opening Our Doors to Youth and Championing Diversity** – Peel Regional Police opened its doors to 15 summer students under the Youth in Policing Initiative (YIPI) which is funded by the Ontario 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. Peel Regional Police continued to build partnerships through participation at a number of community cultural events. As well, a number of recruiting activities to attract applicants from our diverse community were held. To help identify barriers to the recruitment of police officers from diverse communities, a community-based workshop was held.
- **Partnering to Keep the Peace – G8/G20 Summits/ 2010 Vancouver Olympics** – Peel Regional Police was responsible for maintaining safety and security at Pearson International Airport, and also partnered with other police agencies to keep the peace at gatherings in Toronto. Both uniform and civilian members provided support and expertise throughout the summits. Sixty Peel officers joined an RCMP-led Integrated Security Unit to provide safety and security at the Vancouver Games.
- **Modernizing Infrastructure and Equipment** – Construction commenced for a new Materials Management Centre that will result in more workspace and better service to the organization. The new facility, that incorporates many best practices in environmental design and energy efficiency, will house Fleet Services, Quartermaster Stores and the Telecommunications Systems and Services' mobile repair and installations. The building is scheduled for completion in the Spring 2011 and was made possible through \$6 million in funding under the Federal/Provincial Infrastructure Stimulus Funding program. To continue to ensure that employees have the best equipment and enhance employee comfort, new body armour, firearms, and winter gloves were approved.

# In Brief

*Peel*

Regional Police serves the 1,240,902<sup>1</sup> 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. The Emil V. Kolb Centre for Police Excellence, 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 MISSISSAUGA..... 1,240,902

### AUTHORIZED COMPLEMENT

POLICE<sup>2</sup>..... 1,925  
 CIVILIAN ..... 777  
 TOTAL..... 2,702

### FLEET

NUMBER OF VEHICLES<sup>3</sup> ..... 693  
 KILOMETRES TRAVELLED..... 17,657,395

### INCIDENTS

NUMBER OF INCIDENTS..... 230,858  
 RATE OF INCIDENTS..... 18,604  
 (PER 100,000 POPULATION)

<sup>1</sup> 2010 population data provided by the Region of Peel Planning Department

<sup>2</sup> Includes cadets

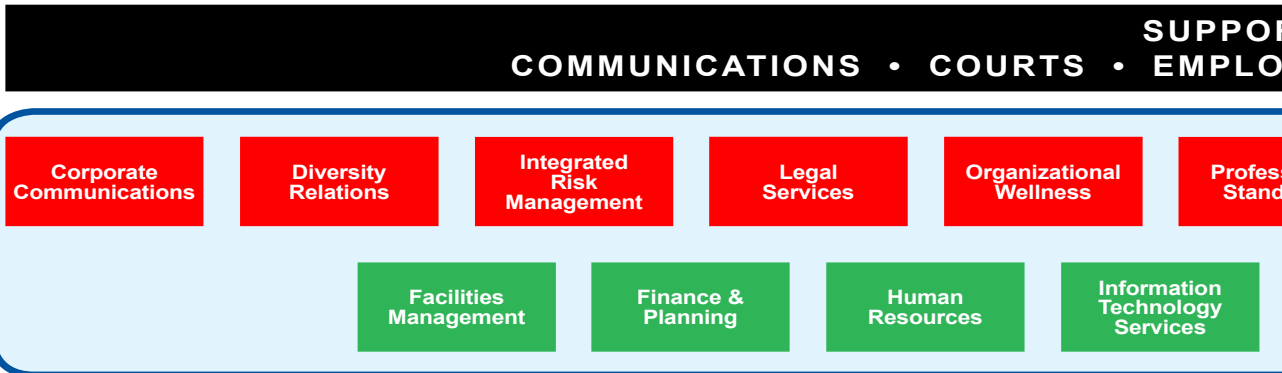
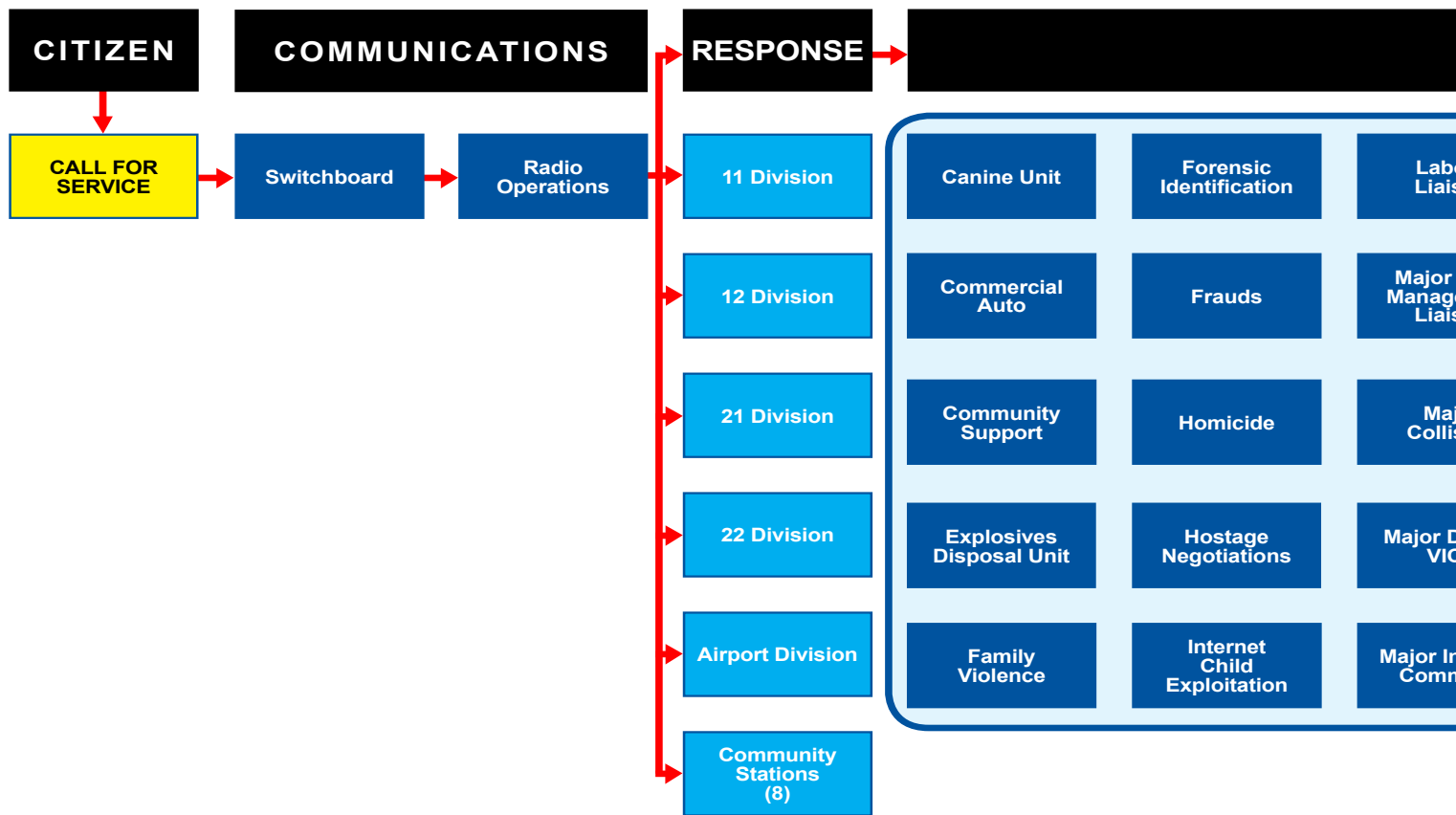
<sup>3</sup> Includes bicycles and trailers



# SERVICE TO

A

REGIONAL  
POLICE

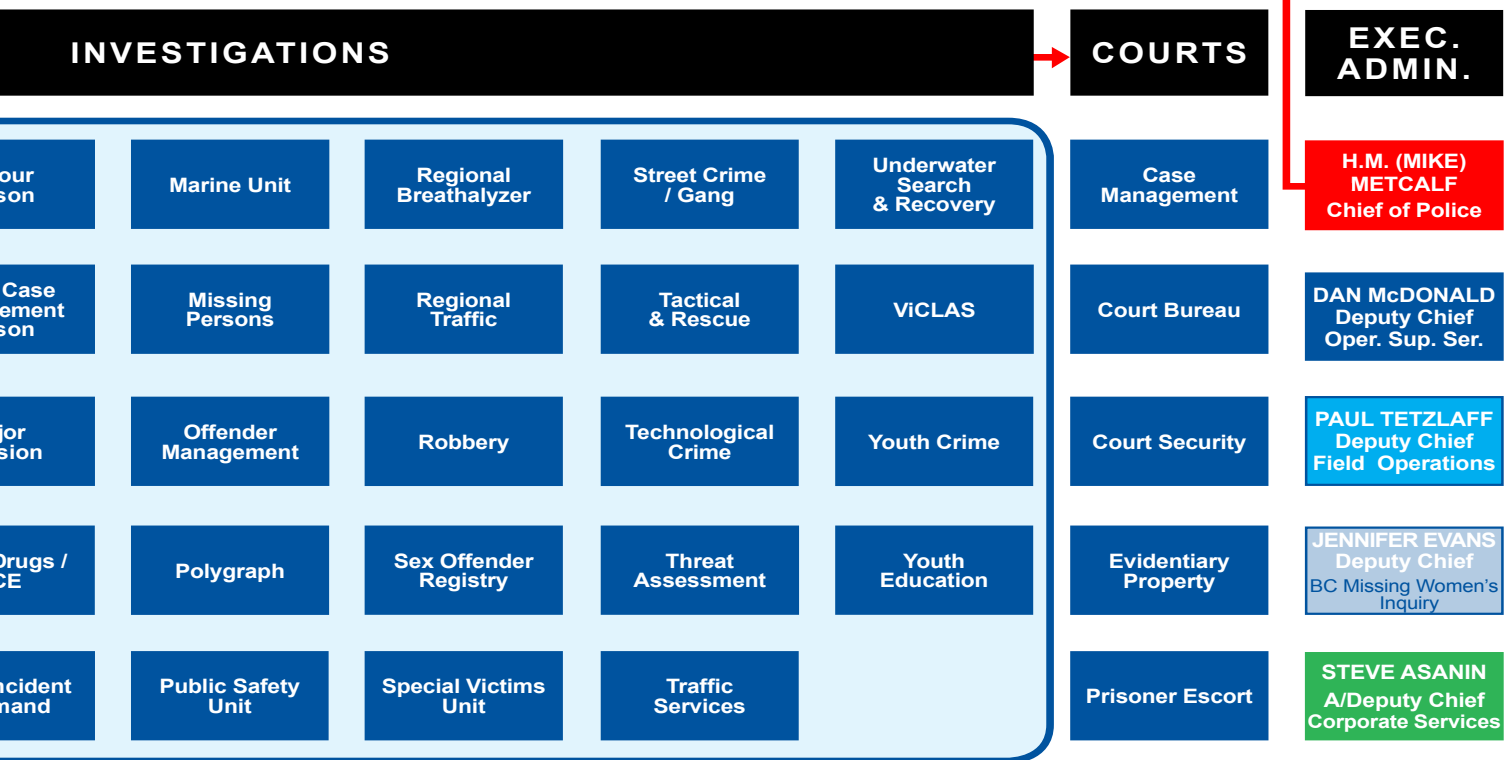




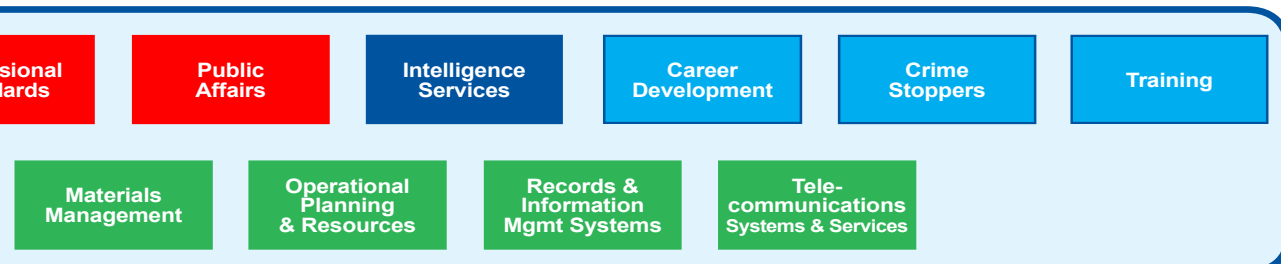
# THE COMMUNITY

APRIL, 2011

MUNICIPALITY OF PEEL  
SERVICES BOARD

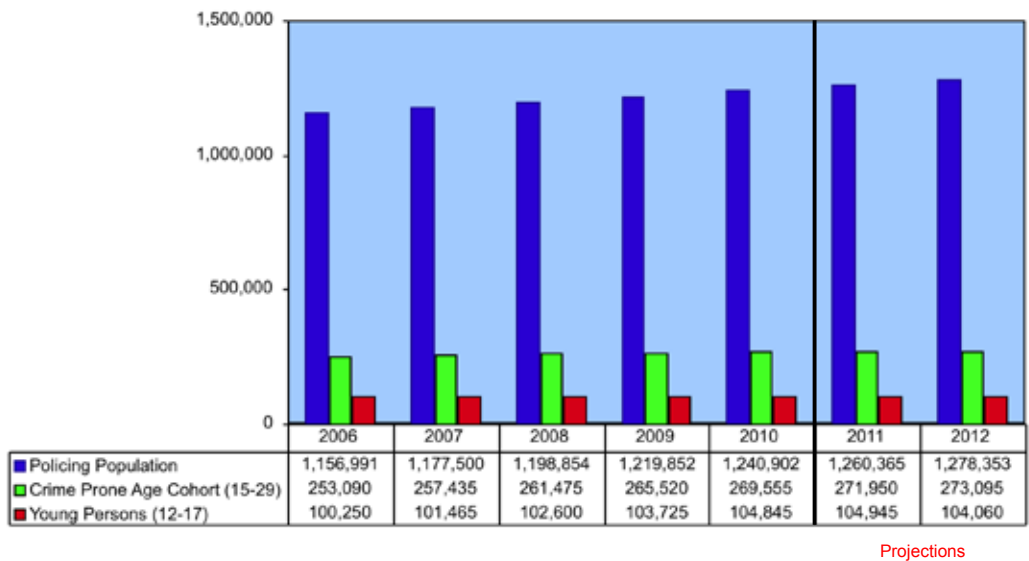


RT FOR  
YEES • INVESTIGATIONS • RESPONSE



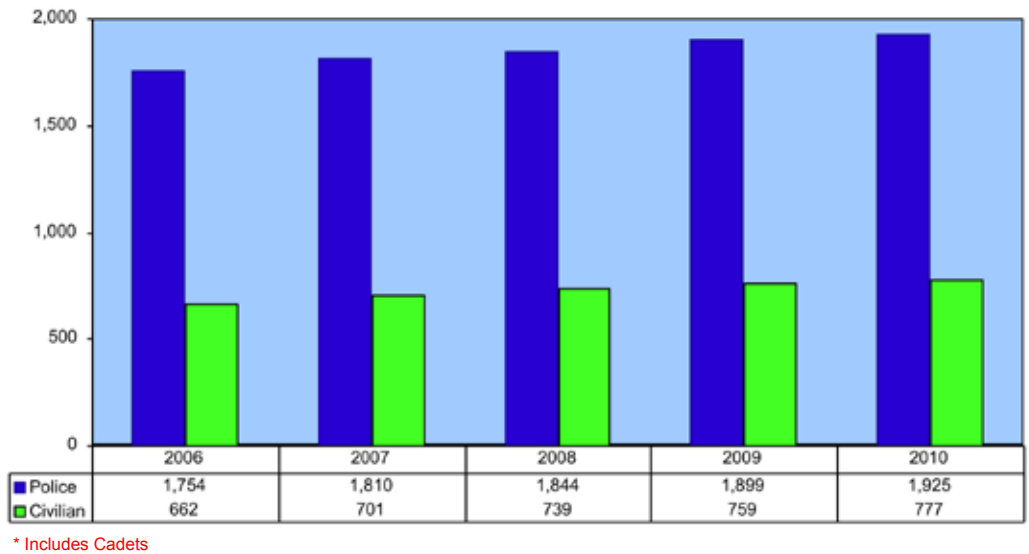
**POPULATION STATISTICS**

2006–2012 <sup>4</sup>



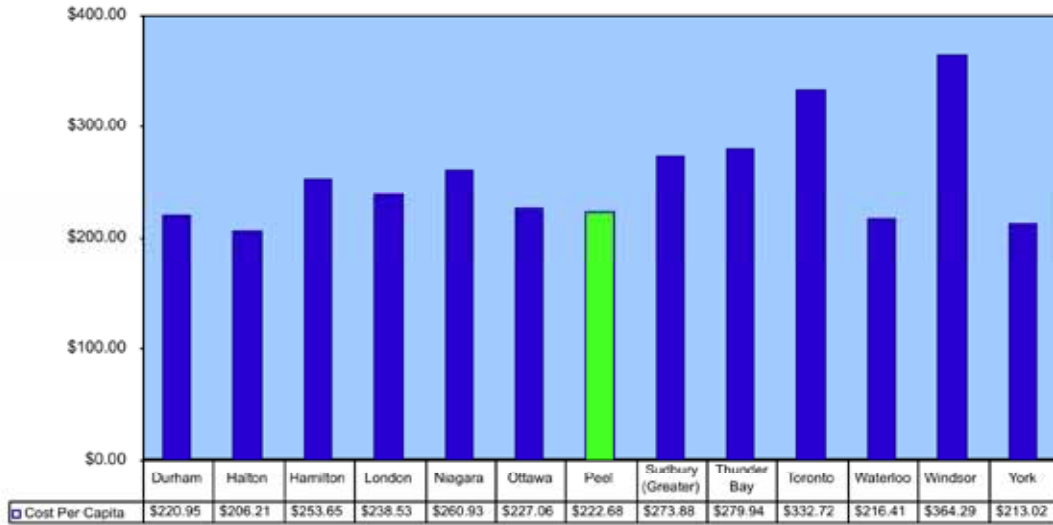
**AUTHORIZED PERSONNEL**

2006–2010

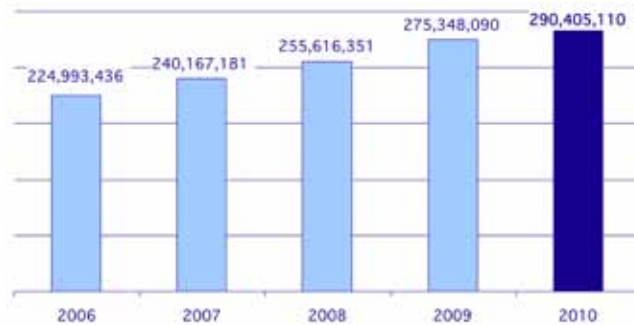


<sup>4</sup> 2005–2012 policing population data provided by the Region of Peel Planning Department • 2005–2012 Crime Prone Age Cohort population data and young persons population data provided by the Region of Peel Planning Department

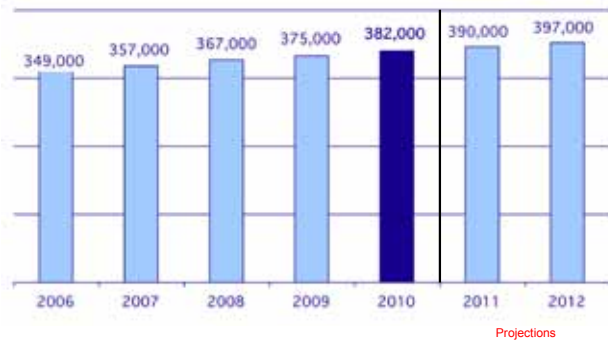
**ONTARIO MUNICIPAL BENCHMARKING INITIATIVE (OMBI) – COST PER CAPITA <sup>5</sup>**  
2009



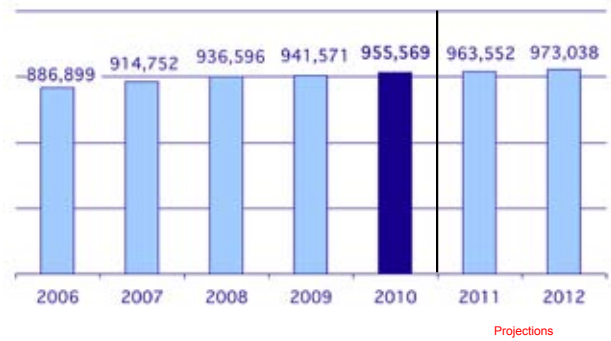
**NET BUDGET <sup>6</sup>**  
2006 – 2010



**NUMBER OF HOUSEHOLDS <sup>7</sup>**  
2006–2012



**NUMBER OF REGISTERED VEHICLES <sup>8</sup>**  
2006–2012



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

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

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

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

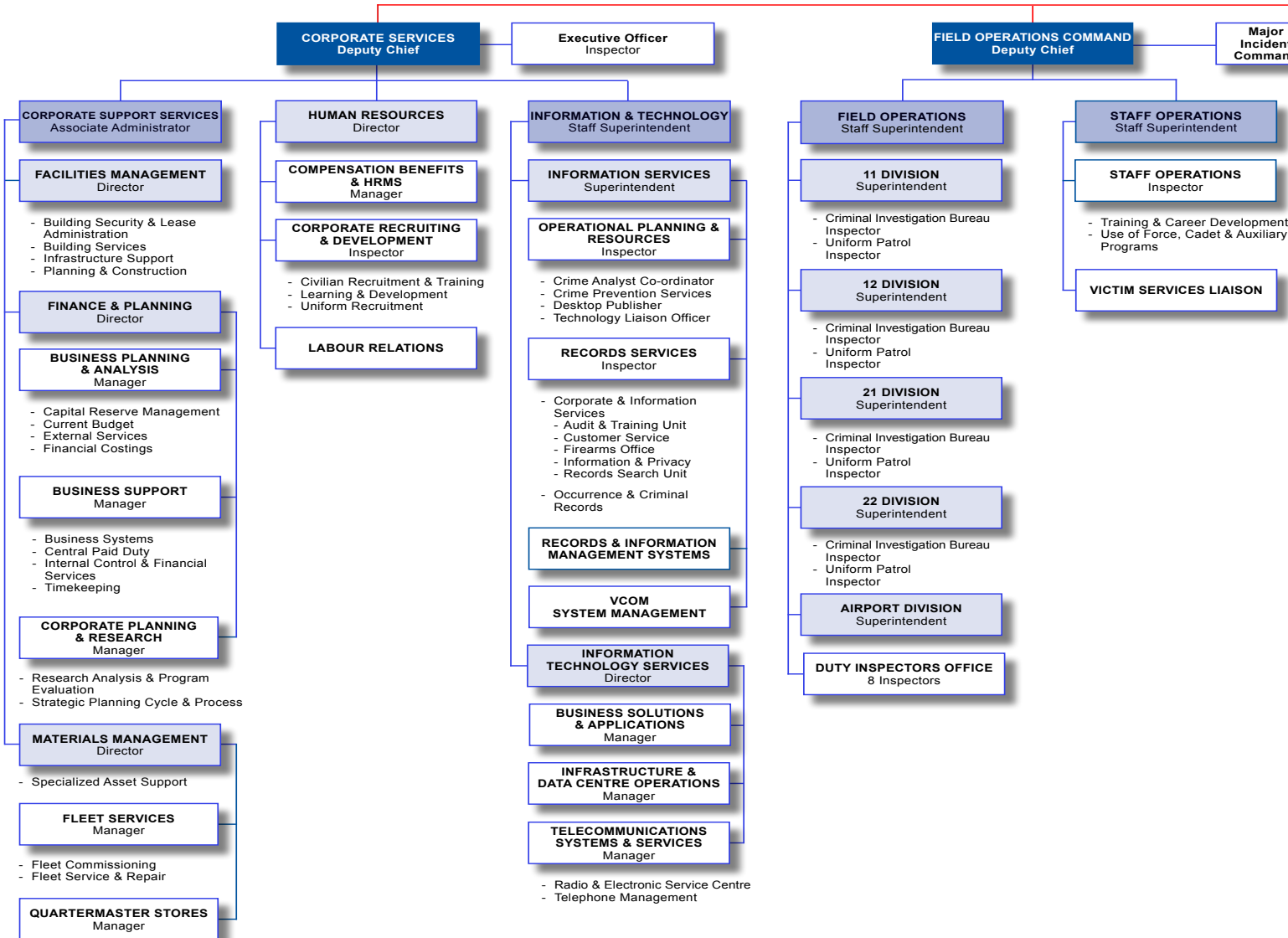
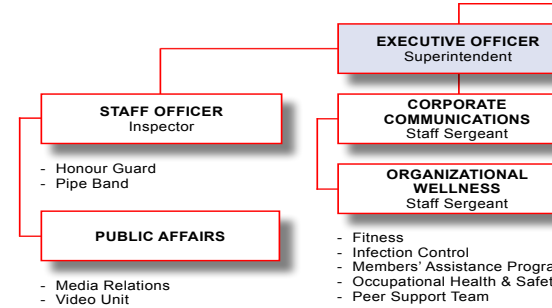
<sup>8</sup> 2005–2009 data provided by the Ministry of Transportation and includes Brampton, Mississauga and Caledon (2010–2011 data is projected).

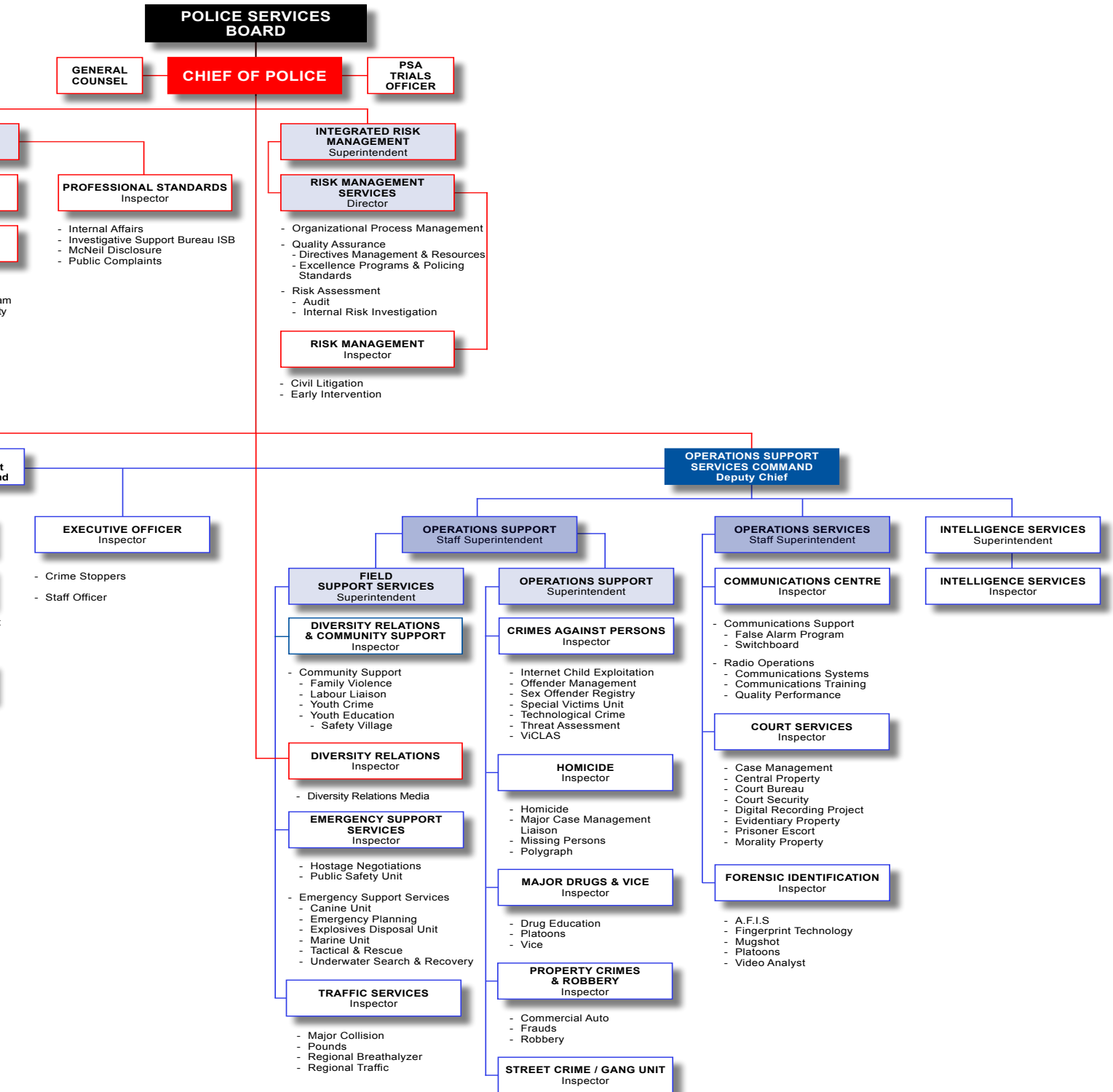




# Organizational Structure

## November 28, 2010





# 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.

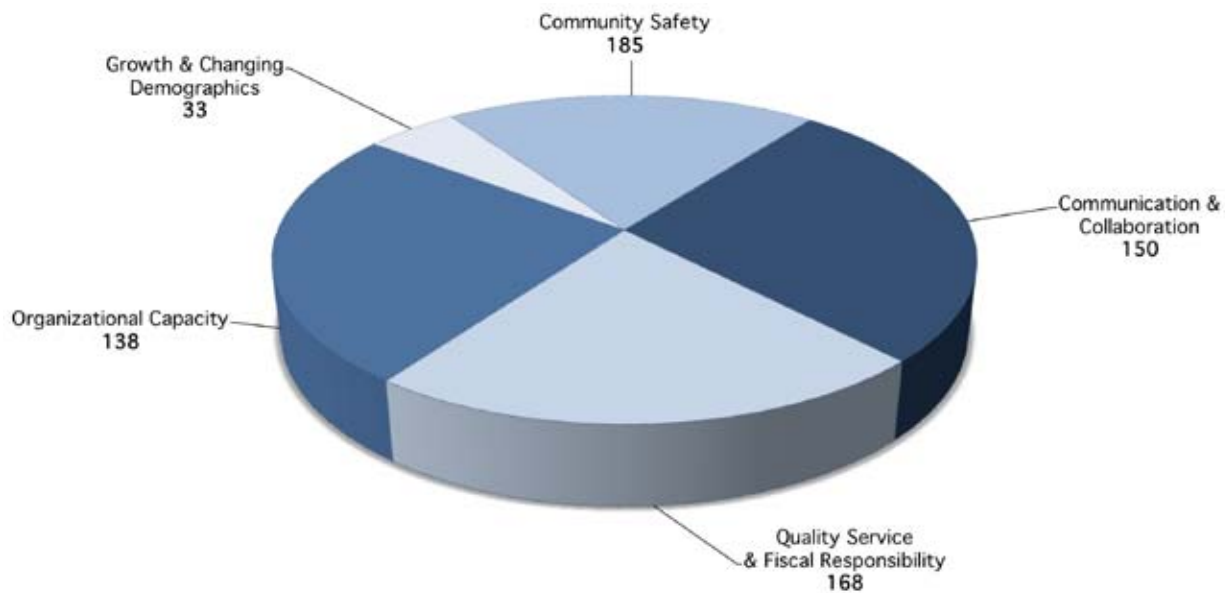
## OUR COMMITMENT

### *To The Success Of The 2008-2010 Strategic Plan*

*Peel* Regional Police is recognized as a progressive police organization. The Strategic Plan is integrated at all levels of the organization. Bureaux throughout the organization develop and implement Management Action Plans that contribute toward meeting Peel Regional Police's strategic goals. These initiatives and their progress are reported through the in-house developed Management Action Plan System. This system was identified by the National Quality Institute (NQI) as a best practice.

Across the organization, there were 674 Management Action Plans. These plans contributed to the overall success of our 2008–2010 Strategic Plan. The following chart displays a breakdown of the number of Management Action Plans by each strategic issue within our 2008–2010 Strategic Plan.

**674 Management Action Plans**



Progress on Management Action Plans is reported on an ongoing and regular basis, and if necessary, adjustments are made to reflect current trends, regulatory and legislative changes, and environmental pressures. Communication is enhanced across the organization, as Management Action Plans are viewable by employees. The Management Action Plan System allows for ongoing review, monitoring, and tracking of performance of the Management Action Plans, supporting the attainment of our strategic goals, and ensuring that we deliver efficient and effective services.

Peel Regional Police is committed to providing quality services, and ensuring public trust by remaining accountable and transparent to the community and our stakeholders. Our performance is measured through performance indicators that support the strategic goals within our Strategic Plan. Each year, we publish the Annual Performance Report, reporting to the public, our Police Services Board and Regional Council, our progress and performance over the past year. The following pages provide a progress report on our performance indicators from the 2008-2010 Strategic Plan, in addition to highlighting various initiatives and programs that have been implemented to support our corporate goals.

# 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	2010 PROGRESS REPORT
• Maintain a solvency rate for non violent crimes that is above the provincial and national rates.	☑	In 2009* Peel Regional Police's solvency rate for non violent crimes (40%) was above the national (33%) and provincial (38%) solvency rates.
• Maintain a solvency rate for violent crimes that is above the provincial and national rates.	☑	In 2009* Peel Regional Police's solvency rate for violent crimes (73%) was above the national (71%) and consistent with the provincial (73%) solvency rates.
• Maintain a rate for non violent crimes that is below the national and provincial rates.	☑	In 2009* the Regional rate of non violent crime (2,480 per 100,000 population) was below the national (5,092) and provincial (3,698) rates.
• Maintain a rate for violent crimes that is below the national and provincial rates.	☑	In 2009* the Regional rate of violent crime (609 per 100,000 population) was below the national (1,314) and provincial (1,006) rates.

### KEY INITIATIVES UNDERTAKEN DURING 2010

- **COMBATING SERIOUS CRIME – FIVE-POINT PLAN** – The Peel Police Services Board, in collaboration with Peel Regional Police, established a five-point plan in December 2008 to address the rise in incidents of serious crime in the Region of Peel. While Peel experienced 27 homicides in 2008, six homicides occurred in 2010 – the lowest in a decade. In 2010, Peel Regional Police continued initiatives to support the plan, including:
  - **Positioning 107 Additional Officers on the Front-Line** – Between 2008 and 2010, 107 additional officers were hired, including 13 via the Federal Police Officers Recruitment Fund. An Operational Review in 2009 was completed resulting in the reallocation of 28 officers to the front-line.
  - **Partnering with the Province to protect Children and Target Gangs** – The Provincial Government has provided significant funding opportunities made possible by grants from the Ontario Ministry of Community Safety and Correctional Services including \$1,360,000 to target gun and gang violence under the Provincial Anti-Violence Strategy (PAVIS) to March 2011. As well, \$340,970 was provided under the Provincial Strategy to Protect Children from Sexual Abuse and Exploitation on the Internet to combat the abuse and exploitation of children on the Internet to March 2011.
  - **Promoting Community Engagement and Education** – Continued to promote more community engagement and education to combat violent crime, including through the Connect2ENDviolence website ([www.connect2endviolence.ca](http://www.connect2endviolence.ca)) which allows the community to pose questions, provide input, and collaboratively connect problems with solutions and connect ideas into action.
- **LEADING THE WAY IN INVESTIGATIONS AND ENFORCEMENT** – In 2010, Peel Police continued to demonstrate strong leadership in investigation and law enforcement. Some examples include:
  - **Homicide & Missing Persons Bureau – Exceeding the National & Provincial Solvency Rates** – Homicide solvency rates have consistently been exemplary by exceeding the national rates throughout the years. In 2009, Peel's homicide solvency rate (100%) was above the national (74%) and provincial (79%) solvency rates. In 2010, Peel's homicide solvency rate was 100%.
  - **Major Drugs & Vice Bureau – Project Nexus – Seizing \$5.8 Million in Drugs** – A joint forces investigation into the production and sale of illegal drugs across the GTA with York Regional and Toronto Police services and the Canada Border Services Agency resulted in the seizure of \$5.8 million in illegal drugs, and numerous drug and weapon charges laid against 29 individuals.
  - **Fraud Bureau – Arrests made for Victims Defrauded of over \$8 Million** – Following a lengthy investigation where 79 known victims were promised large returns on an investment, five were charged with fraud related charges.
  - **Internet Child Exploitation Unit – Project Unity – Identifying 73 Suspects World-Wide** – Investigation into child pornography offences identified 73 suspects in 20 countries. The evidence gathered against these suspects was shared with partner law enforcement agencies world-wide, leading to many arrests.

\*2009 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****2010 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 2010**

- **PARTNERING WITH VICTIM SERVICES OF PEEL** – The Family Violence Bureau continues to have strong partnerships with a number of agencies that support victims including, Victim Services of Peel who administer a variety of effective community programs including the Domestic Violence Emergency Response System Alarm Program and Support Link, Transitional and Housing Support, and Intervention and Counselling Services.
  - In 2010, Peel Regional Police continued to support and increase community awareness of these services and programs by raising over \$100,000 through the ninth annual Peel Police Golf Charity Classic and Celebrity Chef Challenge. In addition, Peel Police worked with the Greater Toronto Airports Authority who agreed to display coin drop boxes throughout the airport, with all proceeds going directly to Victim Services of Peel.
- **ENSURING VICTIMS HAVE A VOICE** – The Corporate Planning and Research Bureau completed the Residential Break and Enter Victim Satisfaction Survey in 2010. The survey revealed impressive results regarding the reporting and investigation of break and enters, including high satisfaction with the initial contact person (78%) and with the responding officer (79%). The survey also highlighted areas where opportunities exist to provide even better service. As a result, Peel Regional Police is:
  - Embarking on a campaign with the Region of Peel to raise public awareness of using 905-453-3311 for non-emergency calls.
  - Ensuring, where possible, that break and enter victims are advised approximately how long it will take for an officer to arrive on scene when they report a break and enter.
  - Providing follow-up with victims regarding the progress of their investigation.
  - Developing a customer satisfaction framework to measure public satisfaction with other Peel Regional Police services.



D/Chief Jennifer Evans • Chief (H.M.) Mike Metcalf • D/Chief Dan McDonald • D/Chief Paul Tetzlaff

**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	2010 PROGRESS REPORT
<ul style="list-style-type: none"> <li>• Problem Oriented Policing (POP) projects initiated to improve quality of life in various neighborhoods.</li> </ul>		<p>In 2010, the Neighbourhood Policing Units in all four divisions and the Street Crime Unit, initiated a total of 229 POP projects in response to specific problems and/or concerns. This has increased from 2009 where 208 projects were initiated.</p>

**KEY INITIATIVES UNDERTAKEN DURING 2010**

- **KEEPING OUR NEIGHBOURHOODS SAFE – Problem Oriented Policing Projects (POPs)** – Experience has shown that minor problems left unaddressed can escalate to the point where the quality of life suffers and the well being of our community is put at risk. Through analysis of crime patterns and trends, and through community consultation, the Street Crime/Gang Unit and Divisional Neighbourhood Policing Units initiate POPs. These projects target incidents and behaviour that negatively impact the quality of life in the community. In 2010, 229 projects were initiated, including:
  - **Project Big Wheel** – To enforce Highway Traffic Act offences, officers from 22 Division’s Beat Unit conducted targeted enforcement around the downtown Brampton core which included identifying persons engaged in distractive and unsafe driving. The two-day blitz resulted in 120 motor vehicles, 10 bicyclists and 20 pedestrians being stopped and investigated. A total of 67 Provincial Offence Notices were issued.
  - **Drug Investigation** – A Street Crime/Gang Unit investigation led to \$600,000 in drugs being seized, and various Controlled Drugs and Substances Act and Criminal Code charges laid. This also led to another investigation where numerous firearms and ammunition were seized.
- **PROACTIVE POLICING TO ADDRESS GANG ACTIVITY**– Peel residents have expressed gang activity as a major concern that is impacting neighbourhood safety. In 2010, Peel Police identified 98 gangs and 1,915 gang members/ associates in Peel Region. In response to gang activity, in 2010, the following initiatives continue to make a difference in Peel neighborhoods:
  - **Strategic Tactical Enforcement Policing (S.T.E.P.)** – Peel Police and the Provincial Government are working together to rid our streets of guns and gangs. STEP is a specialized gang fighting unit created in 2007, with funding provided under the Ontario Ministry of Community Safety and Correctional Service’s Provincial Anti-Violence Integrated Strategy (PAVIS). In 2010, the Provincial Government renewed funding, enabling STEP officers to continue improving community safety by seizing 62 firearms/weapons and investigating 4,161 vehicles and 5,785 persons. In addition, 566 Criminal Code charges and 357 controlled Drugs and Substance Act/Drug charges were laid.
  - **Gang Enforcement Committee and Consolidation of Street Crime/Gang Unit** – In 2009, Peel Regional Police established the Gang Enforcement Committee to provide an integrated service-wide approach to reducing gangs. The Committee met monthly in 2010 and is comprised of representatives from 11 bureaux. The Street Crime/Gang Unit which was consolidated in 2009 is providing a more visible and tactical enforcement focus, while also working closely with members of the community who are affected by gang related crime.
- **SECURING THE FIRST POSSESSION CONVICTION IN CANADA– CRACKING DOWN ON THE ILLEGAL DRUG "DODA"** – An investigation by the Major Drugs and Vice Unit resulted in the seizure of \$2.5 million of the illegal drug "Doda." Often described as the poor man’s heroin, it is produced by grinding and sifting the opium poppy pod and stem into a flour-like consistency which is ingested orally or brewed into a tea. High enough doses can lead to death. In 2010, Peel Regional Police secured the first possession conviction for the purposes of trafficking in Canada. The arrest and conviction sparked public warnings about it being illegal in Canada and led to other GTA arrests and millions of dollars in "Doda" being seized.
- **SOLVING CRIMES THROUGH EFFECTIVE CRIME ANALYSIS** – In 2010, Criminal Intelligence Analysts, who have an expansive network across the province, as well as nationally and internationally, continued to successfully collaborate with officers to solve crimes. The analytical support and advice they provide is a critical factor in determining where officers are deployed in the community, and is helping to identify and address crime trends, as well as identify and apprehend suspects. Specific examples from 2010 include:
  - The top 50 collision intersections in Peel were identified through high level statistical collision analysis. The Traffic Services Bureau initiated traffic enforcement at these intersections.
  - Analytical support in Project "Rapunzel" led to the apprehension of a suspect involved in over 50 break-ins across the GTA where more than 50 charges were laid, in thefts of over \$800,000 worth of cash, electronics, and jewelry.
  - Hotspot analysis of "calls for service" during the 2010 March Break vacation week assisted in the preparation of the Neighbourhood Policing Unit’s Problem Oriented Policing Projects (POPs) and the deployment of uniform officers.
  - Geographic profile analysis for a series of break-ins assisted investigators prioritize suspects, provided leads and identified areas most likely associated with the offender for further investigative inquiries.

## GOAL

## Enhance And Promote Community Safety As Our Highest Priority.

## STRATEGIC ACTION

## 1.4 Increase community involvement in crime prevention strategies.

PERFORMANCE INDICATORS	COMPLIANCE	2010 PROGRESS REPORT
<ul style="list-style-type: none"> <li>Number of Crime Prevention Academy Sessions completed.</li> </ul>	<input checked="" type="checkbox"/>	In 2010, Peel Regional Police held five Crime Prevention Academy Sessions, one Parents Crime Prevention Academy Session and three Cyber Academy Sessions. The Academy is an interactive way for the public to learn about keeping safe and is offered free of charge.
<ul style="list-style-type: none"> <li>Number of attendees who successfully completed the Crime Prevention Academy program.</li> </ul>	<input checked="" type="checkbox"/>	In 2010, 167 residents completed the Crime Prevention Academy, 25 completed the Parents Crime Prevention Academy and 95 completed the Cyber Academy.
<ul style="list-style-type: none"> <li>Commitment to crime prevention strategies.</li> </ul>	<input checked="" type="checkbox"/>	<p>In 2010, Peel Regional Police developed new innovative crime prevention strategies including:</p> <ul style="list-style-type: none"> <li><b>Clear Zone</b> was developed to discourage convenience store hold-ups. A "clear zone" decal is strategically placed on the street front window. The presence of the decal also reminds convenience store owners to keep this area of their window free from clutter and signage.</li> <li><b>Break and Enter (B&amp;E) Crime Prevention Initiative</b> was developed to reduce the risk of victimization. Officers attending B &amp; E's provide information packages and contact details directing victims to further resources. Officers also provide additional follow-up to support victims and offer strategic tips to reduce repeat victimization.</li> </ul> <p>In December 2010, a <b>6-Month Advertising Campaign Blitz</b> commenced to promote crime prevention concepts and strategies to Peel residents. The campaign included advertising on public transit vehicles.</p>

## KEY INITIATIVES UNDERTAKEN DURING 2010

- REACHING OUT TO THE COMMUNITY TO PREVENT CRIME** – The Crime Prevention Services Bureau is an internationally recognized unit that continues to partner with the community to mobilize action to prevent crimes. In 2010, significant outreach and education in the community continued with the Bureau reaching over 12,000 community members on a range of issues that included, Personal Safety, Robbery, Auto Theft, ID Theft, Internet/Cyber Safety, Bullying, Gangs and Youth Violence, Introduction to Newcomers to Canada, Senior Safety, and Workplace Safety. The Bureau also offers residential and commercial security audits, which are designed to identify areas of vulnerability and strategies to minimize those risks.
- DEVELOPING LEADING-EDGE CRIME PREVENTION PROGRAMS** – To ensure that Peel has effective crime prevention strategies in place, the Crime Prevention Bureau conducts ongoing research to develop innovative programs to meet the needs of the community, including the continuation of two innovative internet crime prevention programs: "**Cyberproofed?**" an internet-based program on internet safety targeted to students in grades six through twelve and "**The Cyber Academy**" a four night internet safety course (which Virginia State law enforcement agencies have requested copies of), for parents, educators and other professions on how to identify and avoid being victimized by identity theft, on-line luring, as well as a host of other topics. At Mississauga Safe City's 2010 Crime Prevention Conference at the University of Toronto, the Bureau provided their expertise and shared examples of innovative programs (such as Robbery Prevention and Fare Recovery and Suspicious Activity Watch) to maintain a safe city. The conference brought together experts who shared the best national and international practices to common risk factors for crime, and solutions to reduce and prevent victimization.
- CONNECTING TO KIDS TODAY ... PREVENTING CRIME TOMORROW** – Long-standing partnerships with our schools and community groups are vital to reducing crime. In partnership with Safe City Mississauga and the Brampton Safe City Association, Peel Regional Police continues to help deliver youth outreach programs, including, "Crossroads" in Mississauga, "Yes" (Youth Education & Safety) in Brampton high schools, and "Smart Start" in Brampton middle schools. The 2010 theme for Crime Prevention Week focused on youth and included the promotion of drug awareness, violence prevention, and securing mobile personal devices. The Gun Stoppers Program is also helping to maintain the safety of students and staff in our schools. In 2010, the program was responsible for seizing 19 guns and one baseball bat.
- SUPPORTING SAFE PLACES TO LIVE – CRIME FREE MULTI-HOUSING PROGRAM** – This crime prevention program was initiated as a pilot in May 2006, with Peel Living. In 2010, a new Memorandum of Understanding was signed by Peel Living and Peel Regional Police. The program will encourage residents to take ownership of their property, and trains property managers and residents in ways to keep illegal activity off their property. The program is another example of Peel Regional Police working in partnership with the community to keep it safe.



**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	2010 PROGRESS REPORT
<ul style="list-style-type: none"> <li>Ensure an appropriate Emergency Plan is in place.</li> </ul>		Peel Regional Police, in collaboration with the Region of Peel, and the cities of Mississauga and Brampton, successfully completed the Business Continuity Pandemic Plan in 2009. The plan is reviewed annually.

**KEY INITIATIVES UNDERTAKEN DURING 2010**

- STRENGTHENING EMERGENCY RESPONSE** – Peel Regional Police partners with the Region of Peel, cities of Brampton and Mississauga, and the Greater Toronto Airports Authority, in addition to Fire Services and Peel Region Paramedics Services, on the development and coordination of emergency plans and in the planning and delivery of training exercises. For 2010, a major focus for emergency management was the development and coordination of emergency plans related to security of the G8/G20 Summits. Other activities the organization participated in included Emergency Operations Centre exercises conducted with the Region of Peel and City of Mississauga, and the Annual Emergency Preparedness Day activities.
 

Peel Regional Police’s highly trained Tactical and Canine Units are also strengthening emergency response in Peel:

  - **The Tactical Unit** – is composed of highly trained professionals who responded to more than 923 calls in 2010, leading to more than 376 arrests. The Unit, which was profiled in a December 2010 Mississauga News article, has specialized firearms and heavy body armor, and responds to incidents involving hostages or barricaded individuals or any situation where a gun or weapon is used. Through their weekly training program, external training courses, and monthly weapon qualification certifications, in 2010, they exceeded the provincial adequacy requirements.
  - **The Canine Unit** – is recognised in Ontario for their high standard of training and quality canine handler/dog teams. The Unit provides support for search and rescue operations, tracking wanted and missing persons, detecting narcotics, explosives, cadaver and physical evidence. In 2010, the Unit responded to 2,726 calls leading to 108 arrests. This has increased from 2009, where they responded to 1,253 calls, which led to 44 arrests.
- KEEPING THE PEACE – G8/G20 SUMMITS** – World leaders convened in Huntsville and Toronto, Ontario in June 2010 to discuss approaches to a multitude of world challenges at the G8/G20 Summits. The Summits required significant coordinated planning and the deployment of security resources and personnel. In preparation, Peel Regional Police established a Summit Planning Committee, with the RCMP, OPP, and the Toronto Police Service to develop a Unified Operational Plan. Our organization’s successful role at the Summits can be attributed to effective planning and the critical support and expertise of our officers and civilians. Our primary responsibility was to maintain safety and security at Pearson International Airport.
- ENSURING SAFE & SECURE SCHOOLS** – In 2010, Peel Regional Police participated in a number of lockdown drills with schools and initiated 35 actual lockdowns in schools. Providing safe communities for Peel families to live and learn is a priority for Peel Regional Police and that’s why SPEAR (School Police Emergency Action Response), the first program of its kind in Canada, was developed in 2004. SPEAR is a database designed to coordinate an effective response by Peel officers to school incidents. The database includes updated, detailed profiles of 398 schools in Peel, including floor and site plans, and area maps. In 2010, private schools were invited to enroll in the program, with six private school buildings and the Peel Safety Village enrolling.
- SUPPORTING THE 2010 VANCOUVER WINTER OLYMPICS** – Representing the third largest municipal police service in Canada, 60 Peel officers played an important role in providing safety and security at the Vancouver games. Peel officers joined the RCMP-led Integrated Security Unit, which was composed of almost 7,000 officers representing 118 police agencies from across Canada.



## 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	2010 PROGRESS REPORT
<ul style="list-style-type: none"> <li>Use of electronic bulletins from Chief to ensure employee awareness.</li> </ul>	<input checked="" type="checkbox"/>	Direct communications with employees is a priority. During 2010, 41 messages from the Chief and 162 messages from Corporate Communications were sent directly to all employees.
<ul style="list-style-type: none"> <li>Conduct an Employee Satisfaction Survey annually.</li> </ul>	<input checked="" type="checkbox"/>	<p>In 2010, an Employee Satisfaction Survey was conducted.</p> <ul style="list-style-type: none"> <li>Response rate increased from 59% in 2009 to 67% in 2010.</li> <li>Employee Satisfaction increased from 65% in 2009 to 74% in 2010.</li> </ul>

#### KEY INITIATIVES UNDERTAKEN DURING 2010

- KEEPING EMPLOYEES CONNECTED AND INFORMED** – In addition to regular updates from the Chief and the Chief's Management Group on key organizational initiatives, the Corporate Communications Bureau created in 2008 continued to spearhead a number of initiatives to strengthen communications with employees, including a revamped intranet site and a new employee publication "This Week in Peel" which was established in 2009. In 2010, to further enhance communications with employees, "PRP TV" was launched:
  - PRP TV** - on "CP24" style large LCD screens throughout the organization, employees are provided with all kinds of current information- from news, to officer safety, to Crime Analyst Bulletins, to special events, to fundraisers etc. Employees are also sharing their content ideas.
- EXPANDING OPPORTUNITIES FOR EMPLOYEE INPUT** – Peel Regional Police continues to create a workplace environment where employee input is vital to changing how we conduct business and set priorities. The organization takes pride in having an approachable senior leadership team with an open door philosophy. In 2010, there were many opportunities for employees to provide input and advice to make the organization an even better place to work and promote a safer community including, the Employee Satisfaction Survey and other organizational surveys, Chiefs' Focus Groups and Constable/Civilian seminars. In 2010, the organization also launched the:
  - Chief's Suggestion Box** – To make it easier for employees to share their ideas and suggestions directly to the Chief via email. New parking spots for expectant mothers were implemented in 2010 as a result of this initiative.
  - Organizational Wellness Suggestion Box** – To encourage employee input and involvement with respect to maintaining healthy personal and professional lives. As a result, an annual fitness testing incentive program is being examined.
- MAKING THE WORKPLACE A BETTER PLACE** – In 2010, the organization continued to address areas of improvement that were identified through the 2009 employee survey process. Significant progress was made including implementing changes to the promotional process, finalizing the new shift schedule, and taking a closer look at career advancement and recognition practices. The commitment to keep making things better for employees is also demonstrated through the new 2011-2013 Strategic Plan where one of the five strategic issues was changed from Organizational Capacity to "Member Focused Workplace."
- RECOGNIZING AND REWARDING OUR EMPLOYEES** – Recognizing the contributions of all of our employees is a priority for the organization. From the front-line Constable to the Senior Officer, the Civilian Report Taker to the Director; hard working, dedicated people are at the core of Peel Police's success. As a result of employee feedback from the 2009 Employee Satisfaction Survey, in 2010 a new cross-functional Employee Recognition Committee was established. The Committee is researching best employee recognition practices to recommend enhancements. In August 2010, the Chief established the "Chief's Certificate", a new, mid-level award that provides an additional way to recognize and express his appreciation to individuals who make a valuable contribution to the workplace and organization.
- INCREASING EMPLOYEE ENGAGEMENT**– Employee engagement at Peel Regional Police is a key aspect of workplace excellence and organizational success. In 2010, an employee engagement index was created to measure the level of employee engagement in the Employee Satisfaction Survey and track our progress towards becoming an "Employer of Choice." Employee engagement is comprised of 10 pillars: Trust, Shared Vision, Personal Commitment, Personal Best, Recognition, Advancement, Empowerment, Relationships, Communication, and Wellness.

**GOAL**

**Strengthen Employee And Community Communication And Collaboration.**

**STRATEGIC ACTION**

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

PERFORMANCE INDICATORS	COMPLIANCE	2010 PROGRESS REPORT
<ul style="list-style-type: none"> <li>Conduct a Residential and Business Community Survey every 3 years.</li> </ul>	<input checked="" type="checkbox"/>	<p>In 2009, Peel Regional Police conducted a Residential and Business Community Survey - providing valuable feedback regarding police-related issues, possible solutions and policing priorities. The 2009 survey sample was the largest and most representative since the launch of Residential Community surveying in the early 1990's. Survey results were presented to the Police Services Board, and posted on the Peel Regional Police's website.</p>
<ul style="list-style-type: none"> <li>Enhancements to the Peel Regional Police website.</li> </ul>	<input checked="" type="checkbox"/>	<p>The internet is a growing source of information on policing that the community relies upon. A number of enhancements were made to the website in 2010 including:</p> <ul style="list-style-type: none"> <li>- A new On-line Reporting program which allows the public to report minor occurrences;</li> <li>- Promoting the Kids Help Phone and providing bullying and internet safety information sheets on the Youth Portal; and</li> <li>- Promoting the 2010 Employee Support &amp; Development Plan in the Employment section, which showcases the programs and services available to staff and the organization's plan to become an Employer of Choice.</li> </ul>
<ul style="list-style-type: none"> <li>Increase the number of visits to the Peel Regional Police website.</li> </ul>	<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 6% from 637,889 visits in 2009 to 678,367 visits in 2010.</p>

**KEY INITIATIVES UNDERTAKEN DURING 2010**

- KEEPING THE COMMUNITY CONNECTED AND INFORMED** – In addition to ongoing media releases through the Public Affairs Unit, participation in community events and committees, and through community partnerships such as the Integrated Municipal Enforcement Team, in 2010 Peel Regional Police undertook a number of initiatives to increase community awareness, feedback and involvement:

  - **2011-2013 Strategic Plan Discovery Workshops – Promoting An Open Dialogue with the Community** – The plan, entitled, “Working It Out Together” provides a road map and builds upon the previous Strategic Plan that keeps the focus on enhanced service to the community and on providing a supportive workplace environment for employees. Critical to developing the new plan was a series of hands-on Discovery Workshops, organized by the Corporate Planning and Research Bureau, that were held in March 2010 to consult and seek input from a broad spectrum of the community, including, residents, business owners, community leaders and youth, about community safety and policing priorities. This collaboration reflects the commitment of Peel Regional Police to a community focused approach to policing.
  - **2009 Annual Performance Report – Showcasing Our Success** – In addition to showcasing to the community the many successful programs and initiatives that Peel Regional Police, in collaboration with the community, undertake to meet the goals of the Strategic Plan, the report showcased compliance with all performance indicators including Adequacy Standards Regulations as set forth by the Ontario Ministry of Community Safety and Correctional Services. The report also provides key crime statistical data, organizational statistics, workload trends, and highlights some of the awards that have been bestowed on our employees.
  - **The Police Show & Website – Connecting with the Community** – The Police Show, created by the Public Affairs Unit, continues to be a highly valuable source of information for the community with 31 episodes broadcast in 2010. 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. The Peel Regional Police website ([www.peelpolice.ca](http://www.peelpolice.ca)) contains information for the community including daily media releases and media archives, upcoming community events/meetings, crime prevention and seasonal tips, recruiting information and key publications, including the Strategic Plan and Annual Performance Report, and highlights of survey results such as the Residential and Business Community Surveys.
- LAUNCHING ON-LINE PUBLIC REPORTING** – Advances in technology continue to open new policing channels to the community. In October 2010, an on-line public reporting system was launched on the Peel Regional Police website which allows individuals to report minor occurrences, such as Thefts, Mischief, and Lost Property. Communications Bureau staff have been playing a vital role by advising and directing citizens to the on-line option. The new reporting system is reducing the amount of paperwork required by front-line officers and Community Station personnel, as these occurrences are now entered directly into the Niche System.
- PARTNERING WITH THE COMMUNITY IN A CAMPAIGN AGAINST CRIME – 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 2010, 2327 “tips” were received from the public, resulting in \$216,000 in stolen property being recovered and the seizure of \$11 million in drugs.

## GOAL

## Strengthen Employee And Community Communication And Collaboration.

## STRATEGIC ACTION

## 2.3 Strengthen relationships with our youth and our community.

PERFORMANCE INDICATORS	COMPLIANCE	2010 PROGRESS REPORT
<ul style="list-style-type: none"> <li>Number of school presentations completed by the Neighbourhood Policing Units.</li> </ul>	<input checked="" type="checkbox"/>	The Neighbourhood Policing Unit (NPU) strives to provide a safe learning environment while strengthening relations with secondary school students. In 2010, NPU members provided 577 presentations to students.
<ul style="list-style-type: none"> <li>Programs and partnerships committed to our youth implemented.</li> </ul>	<input checked="" type="checkbox"/>	<p>In 2010, Peel Regional Police continued significant youth outreach and committed to a wide variety of programs and partnerships, including the:</p> <ul style="list-style-type: none"> <li><b>Youth in Policing Initiative (YIPI)</b> – Hiring 15 students under YIPI which is a summer employment program funded by the Ontario Ministry of Children and Youth Services.</li> <li><b>Feeder School Program</b> – This program places NPU Officers in middle schools to address the concerns and build rapport with youth. A 2009 survey of Feeder School principals revealed that satisfaction is over 90% related to officers' ability to address concerns, their interaction with students, and overall service.</li> </ul>
<ul style="list-style-type: none"> <li>Residential and Business Community Survey results measuring level of community satisfaction with police.</li> </ul>	<input checked="" type="checkbox"/>	The 2009 Residential and Business Community Survey revealed four out of five Peel residents (80%) continue to be satisfied that Peel Regional Police is doing a good job of keeping the community safe.

## KEY INITIATIVES UNDERTAKEN DURING 2010

- FOSTERING STRONG RELATIONSHIPS WITH YOUTH** – The Neighbourhood Policing Unit (NPU) continued to foster strong relationships with youth in our schools. In 2010, NPU officers provided 577 presentations reaching more than 20,000 youth in our schools, participated in a wide variety of school events, including Grade Nine Orientation sessions, sporting events, such as the Diversity Cup Basketball Tournament, and attended 429 fundraising initiatives such as "Pumped in Pink" and "Terry Fox Runs" to support breast cancer research. Many of our officers are in Peel schools coaching teams or providing counseling and advice to youth. In 2010, initiatives included:
  - Youth Intervention & Monitoring Program** – Continued to support this program that fosters a safe environment in secondary schools. Officers identify, monitor and build rapport with youth at high risk to re-offend, and provide a vital community service by partnering with a broad range of community resources and stakeholders to assist in youth rehabilitation.
  - Thanks for Gearing Up – McDonalds Reward Program** – In partnership with McDonalds, Peel Regional Police provided rewards to children who were wearing proper safety gear while riding bicycles, scooters or skateboards. The rewards program has operated successfully since 2003 with over 20,000 children receiving coupons each year.
  - 160 Bikes for Disadvantaged Youth** – Working with Peel schools, Sheridan College, the Toronto Children's Breakfast Club, and Canadian Tire's Jumpstart Program, Staff Sergeant John Betts and Sergeants Timothy Nagtegaal and Jason Watson organized an event where over 100 students received a new bike, helmet, hot lunch, and bicycle safety instruction.
- PROVIDING YOUTH OUTREACH AND EDUCATION** – The Youth Education Bureau works in partnership with the Region of Peel Health Department, Peel school boards and schools to create a positive and safe learning environment within the elementary school system. In 2010, Youth Education Officers continued to be recognized for their community outreach and education. For example, their internet safety awareness activities reached over 45,930 students and they continue to build strong relationships with our youth through programs such as:
  - S.A.F.E. (Schools Against Fearful Environments)** – This is a program which places emphasis on the power of partnering with school staff, students, parents, and the police to develop focused plans of action for safe school environments.
  - Peel Children's Safety Village** – Over 15,617 primary students were taught about a diverse range of safety issues including internet, bullying, pedestrian and bicycle safety, stranger awareness, and drug abuse awareness.
  - R.A.I.D. (Reduce Abuse in Drugs)** – Over 1,386 students participated in this seven-part drug education and awareness program. Workbooks, weekly video presentations, and homework are all part of this initiative.

continued ...

**GOAL****Strengthen Employee And Community Communication And Collaboration.****STRATEGIC ACTION****2.3 Strengthen relationships with our youth and our community.****KEY INITIATIVES UNDERTAKEN DURING 2010**

... continued

- **OPENING OUR DOORS TO YOUTH** – Peel Regional Police continues to develop future leaders and in 2010 continued to support the following initiatives:
  - **Youth in Policing Initiative (YIPI)** – Hired 15 high school students under this summer employment program funded by the Ontario Ministry of Children and Youth Services. The program promotes an educational and mentoring environment and provides insight into a policing career, while strengthening relationships with youth that are reflective of the cultural diversity of the community. Detective Steve Jones, the Youth Crime Coordinator pointed out, “The program really shows that there is more to police work than driving a car. There’s a lot behind the scenes.” A youth participant agreed, “I kind of got to see how it goes down on the inside. It really didn’t even feel like a job. It was just a great experience.”
  - **University of Toronto Student Placement Program** – From September 2009 to December 2010, three students worked in the Forensic Identification Bureau. In addition to being mentored in forensic issues, students provided valuable research.
  - **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 provides structured activity through a variety of challenging and rewarding activities. Cadets learn valuable life-skills such as teamwork and leadership. In 2010, an interactive website was launched and the program was advertised through the City of Mississauga magazine. In 2010, 232 Cadets were enrolled in COPS.

- **STRENGTHENING RELATIONSHIPS WITH OUR DIVERSE COMMUNITY** – The Diversity Relations Bureau plays a pivotal role to strengthen relationships with our diverse community. In 2010, the Bureau attended over 70 community events involving the multicultural communities of Peel including Carabram, Carassauga and the Khalsa Day Parade. The Bureau, in partnership with Neighbourhood Resource Centres, also provides presentations to students on hate/bias motivated crime and its impact on society. In 2010, the Bureau delivered diversity and anti-racial profiling lectures to all new employees and newly promoted supervisors. Presentations have expanded to include sensitivity training for hearing impaired and persons with disabilities. As well, initial training of 115 new recruits included visits to various religious institutions. Our Diversity Media Staff Sergeant, funded by a grant from the Department of Citizenship and Immigration Canada, continues to engage in community outreach activities, including orienting newcomers on their rights and obligations, and access to emergency services.

Our Community Liaison Constables in the 12 Division Neighbourhood Policing Unit continue to work with English as a Second Language Instructors from various agencies to promote a dialogue about policing in our community and address some of the anxieties newcomers may have. The Media Relations Unit also coordinated a visit from members of the Chinese Hong Kong community who were interested in how Peel Police deal with youth education and drugs.

Peel Regional Police continues to provide a variety of supports for our diverse community including translator services. Our website includes key police information in Chinese, Punjabi, Urdu, Polish, and Vietnamese.



## 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	2010 PROGRESS REPORT
<ul style="list-style-type: none"> <li>Working team established to review the staffing formula to estimate future front-line staffing requirements.</li> </ul>	<input checked="" type="checkbox"/>	<p>The Peel Regional Police staffing formula was reviewed and 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 2010



- MEETING COMMUNITY NEEDS – OFFICER DEPLOYMENT STRATEGIES** – To effectively meet the challenge of policing one of the fastest growing and diverse communities in Canada requires Peel Police to ensure that the right balance of resources are available to deliver the high quality services that Peel citizens have come to expect. In 2010, Peel Regional Police continued to improve the deployment of officers in the community through:
  - Adoption of a New Shift Schedule (12 Hour Shift)** – In 2009, a new shift schedule was piloted to better meet the needs of officers and the community they serve, allowing officers to be more effectively deployed in peak hours. In 2010, the new schedule was formally adopted.
  - Continuous Review of Staffing Levels & Calls for Service** – To focus resources more efficiently, reviews of staffing levels were conducted, including the analysis of factors such as projected population growth, call volumes, legislated programs and crime trends, and community feedback. Routine calls for service data review, including monthly “Hot Spot” reports undertaken by Criminal Intelligence Analysts, are assisting to deploy our officers more strategically in the community, particularly in high demand/ problem areas.
- PARTNERING TO PROTECT PEEL** – A priority for the organization is ensuring that opportunities to partner with the federal and provincial governments to implement initiatives are actively pursued. The additional support allows Peel Regional Police to more effectively address growing policing priorities in Peel and contributes to support our vision of a “Safer Community”. In 2010, there were many examples of successful collaborations that continued with our government partners, including:
  - New Materials Management Centre** – As part of the Infrastructure Stimulus funding that was approved by the Government of Canada and Province of Ontario during 2009, Peel Regional Police received approval to undertake construction of a new 72,000 (approx.) square foot Materials Management Centre. The new facility will house Fleet Services, Quartermaster Stores, and Telecommunications Systems and Services (mobile repair and installations). The cost of this project is expected to be \$13.5 million and the organization will receive \$6 million in funding from the Federal and Provincial governments (\$3 million each) towards eligible expenditures. The project is scheduled for completion in Summer 2011.
  - Targetting Gangs and Internet Child Abuse** – The Provincial Government has provided significant funding opportunities made possible by grants from the Ontario Ministry of Community Safety and Correctional Services including \$1,360,000 to target gun and gang violence under the Provincial Anti-Violence Strategy (PAVIS) to March 2011. As well, \$340,970 was provided under the Provincial Strategy to Protect Children from Sexual Abuse and Exploitation on the Internet to combat the abuse and exploitation of children on the Internet to March 2011.
  - Increasing Police Visibility** – Commencing in 2008, Peel Regional Police received \$910,000 annually in funding for five years from the Federal government for 13 officers under the Police Officer’s Recruitment Fund.
  - Supporting Youth in Policing** – The Youth in Policing Initiative is a newly established summer student employment program which places 15 participating Peel Secondary School students, who are reflective of the cultural diversity of the community, within various areas of the organization providing them with a safe, educational and mentoring work environment, while promoting policing as a career. This project was made possible by a grant of \$57,000 from the Ontario Ministry of Children and Youth Services.
  - Targeting Human Trafficking and Prostitution** – Received \$40,700 from the Ontario Ministry of the Attorney General and \$47,928 from the Ontario Ministry of Community Safety and Correctional Services for initiatives targeting human trafficking and street level prostitution.
  - Supporting Diversity Outreach Initiatives** – Received \$151,000 from the Federal Department of Citizenship and Immigration Canada for the Diversity Relations Media Staff Sergeant who is involved in outreach activities to support community connections through information and orientation activities.
  - Targeting Illegal Drug Operations** – Received \$84,624 under the Ontario Civil Remedies Grant Program for the purchase of equipment to aid in the dismantling of Marijuana Grow Operations, funded by the Ontario Ministry of the Attorney General.
  - Targeting Teens** – Received \$50,000 to develop a multidisciplinary program to address bullying ultimately teen suicide at the high school level by the Divisional Neighborhood Policing Units under the Safe Schools Program, and received \$10,000 in grant funding to promote drug education by providing information materials during presentations under the Proceeds of Crime Front-Line Policing Program from the Ontario Ministry of Community Safety and Correctional Services.
  - Reduced Impaired Driving Everywhere (RIDE)** – Received \$56,269 in grant funding to operate the RIDE program from April 1, 2010 to February 28, 2011, from the Ontario Ministry of Community Safety & Correctional Services. The funding provided 880 paid duty hours of roadside spot checks.
  - Currency Reader and Tracing System** – Received \$10,000 under the Ontario Civil Remedies Grant Program to purchase a currency reader and tracing system to enable police the ability to trace currency that has been seized during an investigation against the national database

**GOAL**

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

**STRATEGIC ACTION**

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

PERFORMANCE INDICATORS	COMPLIANCE	2010 PROGRESS REPORT
<ul style="list-style-type: none"> <li>Implement traffic safety initiatives.</li> </ul>		<p>In 2010, traffic safety initiatives continued to be a major component of community protection which resulted in numerous cautions, charges, suspensions, and unsafe vehicles being taken off the road. The <b>End of Summer Driving Campaign</b> was held from August 23 to September 12, 2010 and resulted in over 1,500 charges laid. 946 charges related to failure to comply with the new hand-held devices legislation and 577 charges related to seatbelt offences. <b>Project Roadrunner II</b> was a three-day campaign which focused on aggressive driving. Results included 393 Highway Traffic Act charges laid and 152 cautions issued.</p> <p>In 2010, there were 28 fatal collisions resulting in 30 deaths. One-third of these fatalities were pedestrians struck by vehicles. The <b>Streetwalker Campaign</b> was a three-day campaign that focused on educating pedestrians on the dangers of crossing roadways in an unsafe manner and resulted in 24 municipal by-law charges laid and 456 cautions issued.</p> <ul style="list-style-type: none"> <li>- <b>Targeted Enforcement</b> –The Regional Traffic Unit utilized advanced crime and statistical analysis to guide a number of traffic enforcement initiatives and improve road safety. As a result, in 2010, 14,017 vehicles were stopped, 2,816 cautions and 14,076 tickets were issued.</li> </ul>
<ul style="list-style-type: none"> <li>Conduct a Residential and Business Community Survey, every 3 years.</li> </ul>		<p>A Residential and Business Community Survey was conducted in 2009. The survey revealed that public satisfaction with the work of Peel Regional Police remains high, with 4 out of 5 respondents (80%) indicating that they were satisfied. The survey was available in several languages.</p>

**KEY INITIATIVES UNDERTAKEN DURING 2010**

- **ENSURING TRAFFIC SAFETY IS A PRIORITY**– Public feedback has consistently indicated that traffic safety is a priority in the Region of Peel. The Traffic Services Bureau continues to work with community partners to ensure engineering, enforcement, and education are components of a shared road safety strategy. In 2010, targeted safety campaigns included:
  - **Eliminating Racing Activity On Streets Everywhere (ERASE)** – Targeted and proactive street racing enforcement campaigns in partnership with other police agencies were conducted throughout the year. Seventy-four Peel Police officers participated in enforcement activities with 633 vehicles being investigated, with a total of 424 charges laid.
  - **Getting Unsafe Vehicles Off of our Roads – Spring 2010 Truck Safety Blitz** – Of the 193 vehicles inspected during this two-day campaign, 77% failed. As a result of officers’ efforts, 65 license plates were seized from vehicles taken off the road and 48 charges were laid. With respect to the blitz results, Inspector Robert Orr, the Officer-in-Charge of Traffic Services indicated that, “The results of our enforcement initiative speak for themselves. It highlights the importance of this type of enforcement. Poorly maintained vehicles can be a serious safety threat to the public. To that end, we will continue to be vigilant and hold commercial vehicle operators accountable for the state of their vehicles.”
  - **Partnering for the Safest Roadways in Canada – Operation Impact** – This one-week national road safety campaign was a coordinated effort among police agencies across the country, working towards the goal of making Canada’s roads the safest in the world. Peel officers issued 746 aggressive driving tickets, laid 12 impaired driving offences, and issued 29 seatbelt tickets.
  - **Addressing Drinking and Driving – Annual Festive RIDE Program** – The campaign was conducted over a 35-day period, and resulted in 41,442 vehicles being stopped and 201 persons charged with a total of 321 drinking and driving related offences. Since 2008, the Annual Festive RIDE Program has stopped 114,011 vehicles, resulting in 483 drinking and driving charges laid, 646 suspensions, and a total of 769 offences.

continued ...

**GOAL****Deliver Quality Services Ensuring Accountability And Fiscal Responsibility.****STRATEGIC ACTION****3.2 Deliver quality services considering public input.****KEY INITIATIVES UNDERTAKEN DURING 2010**

... continued

- **OPENING OUR DOORS TO ENSURE CUSTOMER SERVICE EXCELLENCE** – At Peel Regional Police, service is first, which means an open door policy with respect to receiving community input and feedback on our services. We are continuing to make it easier to support 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 Police website, where they can forward any policing concerns or compliments directly to divisional command officers. The organization also supports divisional "Open Houses" and an annual "Police Week" to enable the public to interact with members of the organization to get a better sense of the broad array of programs and services, and the commitment that our members embody to keep the community safe.

To ensure input from persons 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, and community partnerships ensure we continue to be a leader in providing effective policing services that meet community needs.

**DISCOVERY WORKSHOPS – March 2010**





**GOAL**

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

**STRATEGIC ACTION**

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

PERFORMANCE INDICATORS	COMPLIANCE	2010 PROGRESS REPORT
<ul style="list-style-type: none"> <li>Implementation of enhancements to the Records Management System (RMS).</li> </ul>		<p>In 2010, a project team was created to identify improvements to the Records Management System (RMS). The team conducted an environmental scan and internal survey. To determine best practices, the team consulted with other police agencies. In 2010, enhancements included:</p> <ul style="list-style-type: none"> <li>- Simplification in the occurrence tasking for Court attendance and disclosure management;</li> <li>- Improvements for the Universal Crime Reporting for Statistics Canada;</li> <li>- Improvements for Canadian Police Information Centre; and</li> <li>- INFOPOL information access. INFOPOL is an information sharing initiative across police agencies that provide police with access to pertinent information on federal offenders.</li> </ul>
<ul style="list-style-type: none"> <li>Implementation of a new Management Action Plan System (MAPS).</li> </ul>		<p>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. Based on focus group feedback, enhancements were made to the system to make it more user-friendly, including the addition of:</p> <ul style="list-style-type: none"> <li>- A new dynamic homepage for the 2011-2013 system that is updated in real-time;</li> <li>- View and filter capabilities;</li> <li>- Hierarchical reporting structure allows the user to view Management Action Plans by areas as shown on the organizational chart rather than by individual cost centre;</li> <li>- Plan dependencies to indicate if plan is dependent on specific areas of the organization; and</li> <li>- A resource section with access to related strategic planning documents.</li> </ul>

**KEY INITIATIVES UNDERTAKEN DURING 2010**

- MODERNIZING PERFORMANCE TRACKING** – The Management Action Plan System (MAPS), created by the Business Support Unit is recognized in policing as one of the most progressive systems to track organizational progress. This state-of-the-art system is currently being considered for implementation by the OPP and Sudbury Police. In November 2010, the National Quality Institute (NQI) recognized MAPS as a best practice. MAPS was initiated in 2008 to support the implementation of the 2008-2010 Strategic Plan, and will continue to support the implementation and monitoring of action plans that contribute towards meeting the new 2011-2013 Strategic Plan. MAPS:

  - Contains Management Action Plans from each department which details initiatives implemented across the organization.
  - Ensures the goals and actions in the Strategic Plan will be met by tracking a coordinated range of actions that are simultaneously occurring throughout the organization.
  - Allows for ongoing maintenance, monitoring and reporting of performance of each plan, keeping us on path towards organizational excellence.
- LEVERAGING TECHNOLOGY TO IMPROVE POLICING**– Providing better quality services for Peel residents and businesses, as well as decreasing workloads by streamlining administrative processes, and providing a safe work environment for our employees were key goals of the technology investments and initiatives pursued in 2010:

  - Enhancing the Computer Aided Dispatch (CAD) System** – The CAD system provides dispatchers, call takers and officers with several critical functions including call input and dispatching, patrol unit status, and tracking. A Steering Committee is working to guide the implementation of a new, more functional system anticipated for the beginning of 2012.

continued ...

**GOAL****Deliver Quality Services Ensuring Accountability And Fiscal Responsibility.****STRATEGIC ACTION****3.3 Optimize the use of information and technology.****KEY INITIATIVES UNDERTAKEN DURING 2010**

... continued

- **Implementing Integrated Risk Management (I.R.M.) Electronic Reporting** – The I.R.M. Unit has been working to ensure that the organization has a systematic process to understand, manage and communicate risk. In collaboration with the Information Technology Services Unit, a new I.R.M. electronic reporting system was launched to provide an easy method for employees to report risks and mitigation strategies. An instructional video was also launched for employees. As well, I.R.M. has been working to implement an “Area Self-Assessment” process to further assist all areas of the organization in identifying risks specific to their mandate.
- **Completing Digital Recording Installation in Holding Facilities** – The installation of new camera technology and centralized recording facilities that began in 2009 was completed in 2010. This initiative is enhancing the security of officers and reducing the risk of personal injury for any individual brought through the booking area and in the holding facilities at each Division.
- **Facilitating Stronger Investigative Partnerships** – In 2009, the RCMP established a centralized Police Records Management Information Portal for publishing local police records data. In 2010, Peel Police completed publishing Peel Police Occurrence Records to the Portal, as well as expanded the search capabilities for Peel Police to other police records data. This initiative facilitates stronger investigative partnerships as data is available from other police agencies for investigative and records checks.
- **Enhancing the Police Query Tool (PQT)** – As a result of requests from employees, several enhancements were made including new features such as query lookup for premise warning for address searches, incident history and unit history queries, multiple mug shot views, and persons related to addresses on address query. PQT is an application that is available on the desktop and on the Mobile Device Unit (MDU) in the cruiser, and is used throughout the organization to access a wide variety of local and external records.
- **Facilitating Easy Access to Statutes (Police Legal Access System– PLAS)** – PLAS is a resource that is now available on all desktops and MDUs, and allows easy access to up-to-date electronic versions of the most commonly used federal and provincial statutes.
- **Streamlining the Member Transfer Process (eTransfer Process)** – A new on-line process that replaces manual management orders for member transfers was implemented to improve the efficiency of processing member transfers.
- **Protecting the Vulnerable (Project Lifesaver)** – Specially-trained Peel Police officers are using radio technology to locate persons when they wander from their caregivers. The project commenced in Brampton in May 2010, and expanded to Mississauga in September 2010.



**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	2010 PROGRESS REPORT
<ul style="list-style-type: none"> <li>Respond to public complaints and develop feasible resolutions.</li> </ul>	<input checked="" type="checkbox"/>	The Public Complaints Bureau received 115 public complaints and completed 81 complaint resolutions in 2010.
<ul style="list-style-type: none"> <li>Monthly Police Services Board Meetings are open to the public.</li> </ul>	<input checked="" type="checkbox"/>	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 Police Services Board conducts monthly meetings, open to the public. The schedule of meetings, agendas and minutes of past meetings are available on the Police Services Board website.
<ul style="list-style-type: none"> <li>Conduct annual review of Peel Regional Police Directives to ensure compliance with the Ontario Policing Standards and applicable legislation.</li> </ul>	<input checked="" type="checkbox"/>	Directives Management is committed to providing employees with quality information through an accurate and user-friendly electronic Directives Management System. In 2010 directives were modified to make it easier for users to find information. In 2010, there were approximately 296 directives.
<ul style="list-style-type: none"> <li>Commitment to National Quality Institute (NQI) certification in quality and healthy workplace in the public sector.</li> </ul>	<input checked="" type="checkbox"/>	In 2008, Peel Regional Police adopted the framework and criteria established by the National Quality Institute (NQI) to achieve workplace excellence and achieved level one certification. In 2010, Level 2 Certification was achieved. The process included verification site visits by National Quality Institute (NQI) verifiers and focus groups with employees.

**KEY INITIATIVES UNDERTAKEN DURING 2010**

**• ACHIEVING ORGANIZATIONAL EXCELLENCE – NATIONAL QUALITY INSTITUTE (NQI) LEVEL 2 CERTIFICATION** – In 2008, Peel Regional Police began work to meet the National Quality Institute (NQI) criteria for the Organizational Quality and Healthy Workplace Excellence Program. The National Quality Institute (NQI) is Canada’s national authority on Quality and Healthy Workplace practices. Certification, which is comprised of 4 levels, will allow the organization to remain accountable and transparent to the community we serve, improve managerial accountability through involvement, ensure employee satisfaction, continued performance and workplace efficiency.

Level 2 certification was awarded to the organization in November 2010. National Quality Institute (NQI) staff noted the following best practices at Peel Regional Police, the Management Action Plan System (MAPS), the Early Intervention System, Peer Support, Chief Metcalf as an excellent leadership role-model, and, communication practices with employees. Overall, they identified Peel Regional Police as a role-model for a Police Services organization.



National Quality Institute (NQI) Level 2 Ceremony  
November, 2010

## 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	2010 PROGRESS REPORT
<ul style="list-style-type: none"> <li>Replacement of some police vehicles with fuel efficient vehicles.</li> </ul>	<input checked="" type="checkbox"/>	<p>In 2010, Peel Regional Police enhanced its fleet of vehicles with the purchase of 14 hybrid models. Throughout the year, four cylinder, six cylinder and diesel vehicles were added to replace less fuel-efficient eight cylinder models. All vehicles for specialty units are gradually being replaced by either four or six cylinder models.</p> <p>The Airport Division continues to use T3 electric motion vehicles at Airport Terminals which are zero emission, battery-powered vehicles, allowing our officers to "drive clean."</p>
<ul style="list-style-type: none"> <li>Commitment to environmentally responsible management practices.</li> </ul>	<input checked="" type="checkbox"/>	<p>In 2010, the Environmental Initiative Committee (EIC) launched a new internal website to continue to promote efficient use of materials and resources throughout Peel Police facilities. The EIC strives to continuously improve environmental performance by reviewing the organization's environmental practices with current and future activities.</p> <p>Peel Regional Police has committed that new building construction projects shall meet a minimum of Leadership in Energy and Environmental Design Silver Certification (LEED). 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 2010

- DEMONSTRATING ENVIRONMENTAL LEADERSHIP (NEW CONSTRUCTION GREEN INITIATIVES)** – The Facilities Management Bureau is recognized across the organization for its well-established environmental sustainability strategies and programs. In 2010, initiatives that showcase the commitment to environmentally responsible practices in facility design and energy efficiency included:
  - **New Materials Management Centre** – Scheduled for completion in Summer 2011 the new facility (Peel Regional Police received \$6 million in funding under the Federal/Provincial Infrastructure Stimulus Funding program) will house Fleet Operations, Quartermaster Stores, and the Radio Installation Shop. The new building will feature many environmentally responsible materials in the planned low energy lighting and ventilation systems. As well, recycled steel will be used in the exterior siding. Those who work in and visit the building will notice the most obvious change - touchless sinks and toilets.
  - **22 and 12 Division Renovations** – Renovations included new mechanical systems, environmentally friendly cooling equipment, and a variety of other energy saving features that have been incorporated into the new construction designs.
- REDUCING OUR CARBON FOOTPRINT** – The Environmental Initiative Committee (EIC) was formed to promote and recommend environmental programs and practices. The EIC has overseen the implementation of a service-wide recycling program, battery recycling program for radio, telephone and electronic equipment, promotion of the use of Green products throughout police facilities, as well through an annual email campaign to employees to participate in the global "Earth Hour -Lights Out" movement. In 2010, the EIC launched a new internal website which promotes green tips and keeps employees up-to-date on green initiatives across the organization.
 

The EIC is comprised of representatives from across the organization, including the Communications Bureau. The Bureau's installation of a monitor at one work station in the Systems Office has eliminated the need to print the majority of Computer Aided Dispatch (CAD) incident histories accessed. This has resulted in saving more than 5,000 sheets of paper annually. The Telecommunications Systems and Services Unit is delivering all phone bills electronically, which is saving more than 60,000 sheets of paper annually. The new 2011-2013 Strategic Plan brochure utilizes recycled paper.




In 2009, the service-wide change to using photocopiers as printers allows for complete double-sided printing of all documents, which is also reducing paper across the organization.

**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	2010 PROGRESS REPORT
<ul style="list-style-type: none"> <li>• Complete annual Audit Plan of police bureaux.</li> </ul>		<p>The three-year internal Audit Work Plan for the auditing and reviewing services and functions of various bureaux across the organization is updated annually, is approved by the Chief's Management Group (CMG), and reported to the Police Services Board.</p> <p>In 2010, the Audit Unit completed nine compliance audits. Additionally, two comprehensive audits were completed and findings reported to CMG. The status of all internal audits is reported to the Police Services Board.</p>
<ul style="list-style-type: none"> <li>• Average response times to Priority E and 1 calls for service.</li> </ul>		<p>Response times to calls for service are reviewed on a monthly basis to ensure effective and efficient response.</p>
<ul style="list-style-type: none"> <li>• Cost per capita.</li> </ul>		<p>In 2009, Peel Regional Police's net cost per capita for police services was \$223 which is lower than the median cost per capita for participating police services in the Ontario Municipal Benchmarking Initiative, of \$239.*</p>

**KEY INITIATIVES UNDERTAKEN DURING 2010**

- **PROVIDING HIGH QUALITY SERVICES RESPONSIBILITY** – Peel Regional Police is committed to providing high quality services to the community and our employees, while achieving fiscal responsibility and accountability. In 2010, the organization continued to:
  - **Ensure Tax Dollars Are Spent Wisely – (Low Net Cost Per Capita Policing Services)** – Net cost per capita for police services was \$223 which is lower than the median cost per capita for participating police services in the Ontario Municipal Benchmarking Initiative, of \$239.\*
  - **Ensure Accountability through the Audit Process** – The Audit Bureau provides independent, objective assurance that resources including personnel, equipment and public funds are utilized effectively and efficiently, and that programs, controls, and systems achieve their intended goals. For example, in 2010 a comprehensive audit of the Canine Unit revealed the need for Police Service Dogs proficient in cadaver and bomb detection for the Service. These recommendations were approved by the Risk Management Committee on June 1, 2010 resulting in the Canine Unit acquiring a cadaver and a bomb dog.
  - **Proactively Review and Improve Services (Routine Client Satisfaction Surveys)** – Surveys help Peel Police identify what we are doing right and what we can do to provide even more efficient and effective services. The commitment to regularly surveying the membership and the community demonstrates our commitment to embed continuous improvement initiatives throughout the organization. In addition to the 2010 Employee Satisfaction Survey, a number of employee surveys were conducted in 2010 including Records Management, Court Services – Employee Satisfaction, Facilities, Workplace Violence and Harassment, and IT Service Desk- Client Satisfaction. Community surveys conducted included Ontario Association of Motorcycle Instructors, Agency Satisfaction with Peel Police Volunteer Records Searches, and Downtown Brampton Foot Patrol- Survey of Businesses.
- **STREAMLINING PROCESSES** –Our members have indicated that part of effective policing requires us to look for opportunities to reduce administrative tasks so that they can focus on what they do best, keeping the community safe.
  - **Subpoena Process** – After careful review, effective July 2, 2010, the Crown Attorney's Office is responsible for ordering and preparing of all certified documents for trial and preliminary inquiries heard in the Ontario Court of Justice, while Peel Regional Police assumes administrative and operational responsibility for the preparation and service of subpoenas to the Ontario Court of Justice.
  - **Crisis Outreach and Support Team (COAST) Program** – From 2009 to 2010, there was an increase of 24% in calls related to assisting the mentally ill. Through COAST, Peel Regional Police continues to partner with the Canadian Mental Health Association and Saint Elizabeth Health Care to respond to calls involving persons experiencing a mental health crisis. This is resulting in a reduction in time spent by front-line officers dealing with mental health incidents.
  - **Organizational Process Management Unit** – The Unit is reviewing current business processes and analyzing them for efficiencies, to make recommendations for changes to improve the way that we do business.
  - **Time and Attendance Function** – In 2010, a process review by our Finance and Planning Bureau resulted in the identification of short, medium, and long-term measures to be undertaken which will result in efficiencies.

\* Source – Ontario Municipal Benchmarking Initiatives (OMBI)

## 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	2010 PROGRESS REPORT
<ul style="list-style-type: none"> <li>Percentage of new hires from designated groups, consistent with the province's equal opportunity guidelines.</li> </ul>	<input checked="" type="checkbox"/>	In 2010, there were 233 new hires which included: 1.7% aboriginal 28.8% racialized persons and 0.9% persons with disabilities. The percentage of female hires has increased from 37.1% in 2009 to 45.9% in 2010.
<ul style="list-style-type: none"> <li>Representation of designated groups at all levels within the organization.</li> </ul>	<input checked="" type="checkbox"/>	In 2010, designated groups were represented in the organization as follows: 1% aboriginal, 13.4% racialized persons, 1.2% persons with disabilities, and 33.4% females. A review indicated that the designated groups are represented at all levels of the organization.

## KEY INITIATIVES UNDERTAKEN DURING 2010

• **CHAMPIONING DIVERSITY** – Ensuring that Peel Regional Police attracts and retains a workforce that is reflective of our community is important to addressing the needs of the community, and ensuring that the organization is able to meet future challenges and growth in the Region. Fostering diversity goes beyond meeting hiring quotas. It is about change leadership at the core of business and means ensuring that outreach efforts to diverse members of the community is a priority.

In 2010, the Recruiting Bureau continued to partner with the Diversity Relations Bureau, Public Affairs, and the Neighbourhood Policing Units to ensure that the organization's recruitment message reaches as many members of the community as possible. The Recruiting Bureau continued to champion diversity by participating at 328 outreach events. Other key diversity recruiting activities and strategies in 2010 included:

- **Extensive Recruiting Advertising Campaign** – Continuing to promote our recruiting advertising campaign on billboards, transit buses, cultural media print including "Bollywood" magazine, and cable television stations, as well as showcasing an innovative video developed to encourage youth and increase the cultural diversity of the organization.
- **2010 Employee Support and Development Plan (ESDP)** – The ESDP outlines our commitment to becoming an "Employer of Choice", which includes ensuring a diverse workplace. It was distributed to over 2,500 external applicants at recruiting activities, and is also featured on the Employment section of the Peel Police website.
- **Women Only Sessions** – Continuing to hold information and practice sessions for Women Only. Outreach at over 50 events by the Corporate Recruiting & Development Unit was specifically directed to the recruitment of women and applicants from diverse communities. The first Women in Policing session was held in late 2010.
- **Community-based Workshop** – A workshop was held to directly engage the community to identify barriers to the recruitment of police officers from diverse and recent immigrant communities, and develop strategies to overcome those barriers.
- **Consulting with Diversity Recruiting Experts** – Continuing to attend national seminars and conferences to keep current on new and innovative recruitment strategies and consulting with diversity recruitment experts.



**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	2010 PROGRESS REPORT
<ul style="list-style-type: none"> <li>Annual review of staffing formula conducted.</li> </ul>	<input checked="" type="checkbox"/>	The Peel Regional Police staffing formula is reviewed annually to ensure adequate front-line police staffing is available to meet growth and future needs.
<ul style="list-style-type: none"> <li>Residential and Business Community Survey results.</li> </ul>	<input checked="" type="checkbox"/>	In the 2009 survey process, results indicated that Community Patrol is the most important program for Peel residents. Peel Police continues to focus resources in this area, including through the closure of six community stations and the redeployment of these staff to front-line duties in 2010. In addition, the deployment of "Beat Cops" in Brampton's downtown core during the summer months is increasing community patrol and visibility.
<ul style="list-style-type: none"> <li>Annual review of patrol zone call volume.</li> </ul>	<input checked="" type="checkbox"/>	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.
<ul style="list-style-type: none"> <li>Annual review of Business Plan.</li> </ul>	<input checked="" type="checkbox"/>	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 meet present and future needs. The review was completed for 2010. The 2010 Budget reflects the lowest percentage budget increase since 2001.

**KEY INITIATIVES UNDERTAKEN DURING 2010**

- ALIGNING POLICE SERVICES WITH COMMUNITY PRIORITIES** – In 2010, the organization continued to pursue initiatives that address community concerns for higher police visibility and the increase in calls for service.
  - **Increasing Police Visibility** – To improve service delivery, the closure of six community stations and redeployment of 18 police officers to front-line services and six civilian staff was completed. The decision was based on a 2009 Operational Review, as well as community and employee feedback for more community patrol and reduced front-line workloads. The deployment of 22 Division foot patrol "beat" officers into Brampton's downtown core throughout the summer months in 2010 is another example of how we are ensuring programs meet the needs of the community. A 2009 Brampton Business Community Survey identified augmented patrols and higher visibility as being a priority in increasing business owners' overall sense of safety and security.
  - **Addressing the Increase in Calls for Service** – From 2009 to 2010, 911 calls increased by 13% (from 311,909 in 2009 to 353,749 in 2010). In the last five years 911 calls have increased by 33% and total calls for service to the Communications Unit has increased by 20%. Dispatchers, on average, handle 55 uniform and support staff at any given time. To address this increase and meet emerging service demands, Peel Regional Police requested five additional Communications staff and 27 officers. This request was approved by the Region of Peel as part of the 2010 Budget process.
- ENSURING ACCESSIBLE SERVICES** – Peel Regional Police is committed to ensuring that our services, programs, and facilities meet the needs of the community. We are committed to treating all persons with dignity, respect and fairness, which entails that our organization becomes more inclusive and accessible for persons with disabilities. In 2010, the Peel Regional Police Accessibility for Ontarians with Disabilities Act Standards Committee continued to prepare for the implementation of the Accessible Customer Service Standards (ACSS) laid out under provincial government legislation. These standards will increase accessibility for people with disabilities in the areas of customer service, information and communications, employment, and the built environment.
 

In 2010, to enhance our service to deaf or hard of hearing persons, Peel Regional Police:

  - Created a new policy and new employee training module based on recommendations from a public consultation.
  - Created a new accessibility portal and link.
  - Developed an easy to read "Guide for Police" brochure on how to interact with persons who are deaf or hard of hearing.
  - Developed a roster of American Sign Language Interpreters.

## 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	2010 PROGRESS REPORT
<ul style="list-style-type: none"> <li>Number of internal health and wellness seminars conducted and number of attendees.</li> </ul>	<input checked="" type="checkbox"/>	<p>Continued opportunities were provided to heighten awareness and promote lifestyle change through the health and wellness related seminars conducted by the Organizational Wellness and Human Resources Bureaux.</p> <p>In 2010, over 500 employees participated in 32 different workshops and seminars that covered a range of issues including: nutrition, parenting, positive outlook, coping with shift work, personal relationships, eldercare strategies, coping with stress, managing money, and disease prevention.</p> <p>An employee support workshop "Emotional Survival for Police Officers" was held with 270 officers attending.</p>
<ul style="list-style-type: none"> <li>Workplace inspections by the Health and Safety Committee.</li> </ul>	<input checked="" type="checkbox"/>	<p>The Joint Occupational Health and Safety Committee (JOHSC) conducted 11 workplace inspections and assisted to raise employee awareness on issues including: seat belts, traffic vests, respirators, first aid rooms, bicycle seats, and Bill 168 – Workplace Violence.</p>
<ul style="list-style-type: none"> <li>Workplace Injuries.</li> </ul>	<input checked="" type="checkbox"/>	<p>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 2010, there were 56 lost time injuries/accidents and 86 Health Care only claims. During the same timeframe, there were 142 reportable WSIB incidents.</p>

#### KEY INITIATIVES UNDERTAKEN DURING 2010

- LAUNCHING THE 2010 EMPLOYEE SUPPORT & DEVELOPMENT PLAN (ESDP)** – The ESDP provides a comprehensive list of employee support and development services, including leading edge programs such as, the Early Intervention System, Peer Support, and the Members' Assistance Program. Information on Career Development and Training, and Employee Recognition programs is also included. The ESDP also includes an overview of the significant progress that has been made to address issues that staff identified in the 2009 Employee Satisfaction Survey, along with strategies to make things even better for our employees at Peel Regional Police, including our commitment to becoming an "Employer of Choice."
- EMPOWERING THE ORGANIZATIONAL WELLNESS BUREAU** – Feedback from employees indicates that the organization should continue to empower the Bureau to provide additional employee support. The well-being of employees is a priority for the organization, with Chief Metcalf indicating to staff, "I can't expect you to take care of the community without taking care of you." Created in 2008, the Bureau 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, fitness and nutrition programs, financial education, addiction-related or stress-related support, and addresses occupational health and safety issues. In 2010, increasing wellness support was easily recognized with initiatives including:
  - Further developing the **Peer Support Program** to enhance care and support provided to all employees. This included specialized training for members of the Peer Support team, the hosting of the International Critical Incident and Stress Management conference, and the addition of 22 members to the Peer Support Team.
  - Providing employee training for the **Personal Protection Strategy entitled "Infection Control – The Key is You"**, including Personal Protection equipment and supplies to prevent the spread of infectious disease. The Strategy which was developed in house by Constable Natalie Hiltz is being recognized and utilized by other law enforcement and government agencies. It was identified as a training topic for conversion to e-learning through the Canadian Police Knowledge Network, with funding from the Police Sector Council.

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 2010**

... continued

- Increasing the **heart health awareness** of employees by purchasing blood pressure testing kiosks that are located in staff lunchrooms.
- Sourcing an **on-line health assessment tool** that will provide employees with an individual health risk appraisal which will provide aggregate data to identify priority health issues.
- Expanding the **Chaplaincy Program** to include three new members, representing the Muslim, Christian and Catholic denominations. The program commenced in 2009, and provides employees with guidance and support in times of personal and/or professional challenge.
- Through the **Wellness Committee**, a wide variety of needs and concerns identified by employees were acted upon including daycare and elder care.

• **MAINTAINING A HEALTHY & SAFE WORKPLACE** – Maintaining the highest standards in Health & Safety practices in the workplace for our employees and ensuring compliance with all federal and provincial laws is a priority for Peel Regional Police. In 2010, to strengthen protection for workers from workplace violence and address workplace harassment, employees completed mandatory “Bill 168 – Workplace Violence” training. The directive “Workplace Violence”, which outlines members’ rights and obligations regarding workplace violence and harassment, was also updated.

Another notable 2010 initiative included the Seatbelt/Safe Driving Committee. The Committee is raising awareness about seatbelt use and safe driving by employees, both on and off-duty. An employee survey and an awareness video were also launched.



## 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	2010 PROGRESS REPORT
• Police to population ratio.	✓	Peel Regional Police's population per officer sits at 673, which is above the Canadian average of 492, and the provincial average of 501. In comparison to other local police agencies, Peel's population per officer was higher than Toronto (464) and is consistent with other GTA agencies (Durham at 671, Hamilton at 661 and York at 713).*
• Hiring rates.	✓	In 2010, there were 98 uniform new hires and 135 civilian new hires.
• Attrition rates.	✓	Attrition (includes resignations, retirements, and other separations of full-time members) rates in 2010 for uniform staff were 2.2%, 1.6% for civilian staff and 4.2% for Cadets. During 2010, 42 uniform staff, 12 civilian staff and 1 Cadet left the service (excludes part-time /temporary members).

## KEY INITIATIVES UNDERTAKEN DURING 2010

• **MARKING A RECRUITING MILESTONE** – In August 2010, Peel Regional Police reached full authorized complement attributable to our continuing recruiting and outreach efforts, and a significant reduction in our attrition rate – the lowest attrition rate in the last decade – marking an important milestone in our recruitment efforts, and providing us an opportunity to further review and refine our recruitment strategies.

• **RECRUITING STRATEGIES** – In 2010, the Recruiting Bureau participated in 312 uniform recruiting activities and events, representing a 30% increase in the number of events attended in 2009, and provided many candidates with the new 2010 Employee Support and Development Plan (ESDP). The ESDP focuses on ensuring that potential applicants understand the true value of working for Peel Police and not just our competitive salary. This includes our commitment to becoming an "Employer of Choice", our comprehensive personal and professional support programs and our continuing commitment to engage our employees and ensure their success.

In addition to aggressive uniform and civilian recruitment drives and advertising geared towards recruiting members from our diverse community, our recruiting strategies include:

- Continuing to promote our recruiting advertising campaign that utilizes billboards, television, GO train, Gas Station kiosks, buses, shopping malls, "wrapped" recruit van, banners, pamphlets, and videos.
- Attending job/employment fairs; career fairs, such as "Hire Canada" the Mississauga Job Fair and Expo; educational institution job fairs such as Ryerson University and Sheridan College; community festivals/functions; sporting events, such as the Diversity Cup Basketball Tournament; presentations at colleges, universities and local high schools; presentations in support of community groups such as the YMCA, the Brampton Neighbourhood Resource Centre and the Caledon Community Centre.
- Ensuring every division and community station has recruiting information available for prospective applicants. Updating the website to ensure it is a "user-friendly" and comprehensive means to provide the necessary information for applicants to learn about the organization and apply on-line, as well as posting the Employee Support and Development Plan on the website.
- Providing individual mentoring sessions which provide additional information to applicants and their family members regarding the application and selection process; addressing questions or concerns about policing as a career; and identifying strengths and offering suggestions for areas of improvement.
- Supporting programs which provide a pool of candidates dedicated to serving and policing the region. For example, we continue to advance staff to Constables, including advancing 15 staff from the Cadet Program, two staff from the Auxiliary Unit, one staff from the Communications Unit and one staff from the Prisoner Escort Unit. Peel Police has also hired one former Cadet from the Cadet Organization Police School (COPS) which Peel has been a sponsor of since 1968.

\*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	2010 PROGRESS REPORT
<ul style="list-style-type: none"> <li>• Ensure an appropriate promotional process is in place.</li> </ul>	<input checked="" type="checkbox"/>	<p>The promotional process is a thorough procedure and consists of a combination of written testing, a formal interview process, and Supervisor and Area Commander assessments. In 2010:</p> <ul style="list-style-type: none"> <li>- 292 officers wrote the annual Ontario Police College exam in comparison to 185 officers in 2009;</li> <li>- 92% of officers achieved a grade of 75% or better, in comparison with 83% of officers in 2009;</li> <li>- 196 uniform officers and 27 civilians were promoted, representing a 46% (134 uniform officers) and 23% (22 civilian) increase over 2009; and</li> <li>- Peel Regional Police continued developing a new Competency-Based Management (CBM) System, which will establish organization-wide competencies for a variety of programs including: Performance Appraisals, Career Management, Learning and Development, Succession Planning, Recruitment, and Promotion.</li> </ul>
<ul style="list-style-type: none"> <li>• Training courses (e.g., supervisory leadership).</li> </ul>	<input checked="" type="checkbox"/>	<p>A variety of training courses were offered to Peel Regional Police employees in 2010, including:</p> <ul style="list-style-type: none"> <li>- 548 officers attended Constable training;</li> <li>- 66 employees attended supervisory leadership courses at the Ontario Police College;</li> <li>- 238 employees attended Region of Peel courses (which included computer courses, Employee Development courses, Supervisory and Management courses); and</li> <li>- 3 Civilian Supervisor Training Programs were held and 43 supervisors (73% of supervisors) were trained.</li> </ul>

**KEY INITIATIVES UNDERTAKEN DURING 2010**

- **RECOGNIZING, REWARDING AND PROMOTING EMPLOYEES** – During a speech to the Mississauga Chinese Business Association in September 2010, Mayor Hazel McCallion declared Mississauga as a safe city, crediting “the men and women of Peel Regional Police for keeping Mississauga a safe place to live, work and visit.” Peel Regional Police recognizes that our continued success depends on our people, and on our ability to develop and promote individuals who demonstrate the necessary skills and competencies of effective leadership. In 2010, to support a fair and transparent promotional process, initiatives included:
  - **Improving the Transparency of the Uniform Transfer Process** – by increasing awareness of uniform vacancies at the Constable and Sergeant level through a new organization-wide vacancy posting process, and by standardizing the processes through which eligible members can apply and receive consideration for both temporary and longer term vacancies occurring throughout the Service.
  - **Continuing Development of the 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. Competencies and target proficiency levels within each competency were established for all sworn and civilian ranks and classifications across the organization, and a new competency-based performance appraisal and developmental planning system was implemented for all Senior Officers and Civilian Senior Managers.
- **CULTIVATING LEADERS (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 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 such as the Platoon Sergeant Mentoring Program at 12 Division, staff rotation on various committees, and including Directors at Chief’s Management Group meetings. As well, many divisions have Succession Planning Committees such as the Airport Division who also continue to promote, “Ride Alongs” for officers with interests in other areas of the service.

**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	2010 PROGRESS REPORT
<ul style="list-style-type: none"> <li>Number of members taking continuing education courses.</li> </ul>	<input checked="" type="checkbox"/>	<p>In 2010, we continued to support training for our members 88 civilian members undertook 209 continuing education courses and 233 uniform members undertook 426 continuing education courses. Knowledge from courses and conferences is shared service-wide through debriefing reports on Peel Police's Course Conference Information System, maintained by the Finance and Planning Department.</p>
<ul style="list-style-type: none"> <li>Number of training hours.</li> </ul>	<input checked="" type="checkbox"/>	<p>In 2010, staff attended approximately 221,000 hours of training.</p>

**KEY INITIATIVES UNDERTAKEN DURING 2010**

- ENSURING OPPORTUNITIES FOR CONTINUOUS LEARNING, IMPROVEMENT AND RENEWAL** – To bring out the best in our people and facilitate their professional development and success, an employee development plan is included in the annual performance appraisal. In addition to in-service training courses, employees are encouraged to take courses or attend conferences from the Ontario Police College, the Canadian Police College, through the Region of Peel, at universities/colleges, or through other professional associations. Many employees receive 100% tuition fee and expense reimbursement for approved courses and conferences. In 2010, key training initiatives included:

  - Implemented a new **Civilian Supervisor Training Course** that was developed in-house and first delivered in 2009. Seventy- three percent of civilian supervisors have been trained to date. Given its success, the course was adapted for expanded delivery of a People Management Course to all Uniform supervisors at the Staff Sergeant and Sergeant rank.
  - Enhanced the **Field Training Officer Program and the Recruit Field Training Process**. A Recruit Field Training Committee comprised of representatives from across the organization was formed to examine and implement best practices. A pilot project was initiated to more effectively deploy officers for calls for service.
  - Developing **Training Coordinator positions** in each division/bureau who will be responsible for bringing employee training issues forward.
  - Exploring **new teaching methods** to train staff, including: e-learning (implemented for first aid courses), scenario-based learning, and problem-based learning (implemented for Field Training Officer courses).
- SUPPORTING EXECUTIVE DEVELOPMENT** – To continue to be one of the safest communities in Canada requires the development of executive police leaders who will make effective policy, fiscal and operational decisions. In 2010, a number of members graduated from executive development programs – two members graduated from the Rotman Executive Development Program, two graduated from the Canadian Police College's Executive Program, and three members graduated from the FBI's Executive Course.



Peel Regional Police Challenge Coins

**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	2010 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. Strategic Management Action Plans are in place for the management of all buildings including the revitalization and replacement of aging infrastructure.
• 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 2010**

- **MODERNIZING INFRASTRUCTURE (New Materials Management Centre)** – Peel Regional Police continues to modernize its facilities and provide new infrastructure to meet growing needs. In 2010, construction commenced for a new Materials Management Centre which will be located in 21 Division at 25 Wilkinson Road in Brampton. The Centre will house Fleet Services, Quartermaster Stores, and Telecommunications Systems and Services’s mobile repair and installation. The Centre will provide more workspace in a central area that will result in better service to the organization. To help fund this initiative, Peel Regional Police received \$6 million in funding under the Federal/Provincial Infrastructure Stimulus Funding program. Building completion is scheduled for Summer 2011.
- **MODERNIZING EQUIPMENT (New Body Armour, Service Pistol & Winter Gloves)** – As a member of the Uniform & Equipment Standards Committee, staff from Quartermaster Stores have been researching new products to enhance policing and ensure the safety of all members. In 2010, new body armour, service pistols (Smith & Wesson Model M&P) and winter gloves (Franklin Uniforce General Duty Model 17782) were approved to enhance employee comfort and safety, as well as ensure officers have optimal equipment to perform their duties.
- **MODERNIZING INVENTORY MANAGEMENT** – In 2010, evaluation for a new on-line inventory system for Quartermaster Stores was undertaken. On-line ordering has many benefits for both Quartermaster Stores and users, including: less paperwork, reduced data entry and filing, greater accuracy, and more timely information on what orders are to be filled.
- **MODERNIZING INVESTIGATIVE TECHNOLOGY** – Information Technology Services, Forensic Identification Services and Records Services have been working with the RCMP to modernize the fingerprint capture and transmission process. As part of this program, Peel Regional Police commenced a process during 2010 for the purchase of four civil Livescan machines, three criminal Livescan machines and one criminal Cardscan machine. It is anticipated that the civil machines will be acquired during 2011 and the criminal machines will be acquired during 2012. The system will be used by our Records Services personnel and our Forensic Identification Services Fingerprint Technicians to facilitate more timely capture, transmission, and identification of fingerprints.
- **RENEWING THE STRATEGIC PLAN** – Throughout 2010, Peel Police’s Strategic Planning Team developed the 2011–2013 Strategic Plan. The Plan was built upon employee and community consultation and was approved by the Peel Police Services Board in the fall of 2010. The Plan serves as a “Road Map” by providing a framework for allocating resources to address challenges and to ensure efficient and effective services. Feedback from employees and the community clearly indicated that the organization needs to continue to build on the previous 2008-2010 Strategic Plan’s success - which resulted in enhanced service to our community and a more supportive workplace for employees. As a result, the new Strategic Plan focuses on the same strategic issues; however, to demonstrate the organization’s commitment to employees, one of the five strategic issues has been changed from Organizational Capacity to “Member Focused Workplace.” The five strategic issues are: Community Safety, Member Focused Workplace, Communication & Collaboration, Quality Service & Fiscal Responsibility, and Growth & Changing Demographics.

**Materials Management Centre**  
 25 Wilkinson Road, Brampton  
 Estimated Completion Date  
 Summer 2011



# Statistical DATA

*The*

following section provides an overview of reported incidents and a selection of performance measures. Comparative statistics are provided for 2009 and 2010. As well, a five-year summary of selected measures is provided for the period 2006–2010 on page 50.

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 18, 2011. 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 run-dates of data used.

## STATISTICAL HIGHLIGHTS

- The policing population increased 1.7% (+21,050) from 1,219,852 in 2009 to 1,240,902 in 2010.
- The rate of crimes against person occurrences (634.1 per 100,000) was at its lowest level in 6 years. Decreases were noted in most offence categories contained within Crimes Against Person.
- Robberies decreased 8.3%, from 1,236 in 2009 to 1,134 in 2010.
- Crimes against property occurrences decreased 6% (-1,638) from 28,458 in 2009 to 26,820 in 2010. Decreases were noted in most categories, with the exception of shoplifting (+302 / +6.5%) and break and enter residential (+209/8%).
- Drug occurrences increased 4.6% (+182) from 3,965 in 2009 to 4,147 in 2010.
- The total number of reportable motor vehicle collisions increased (+1,120 / +6.9%) with both property damage and personal injury collisions increasing.
- The RIDE Program stopped fewer vehicles in 2010 (-2,467 / -4.4%), but resulted in more charges (+65 / 44.2%) and suspensions (+13 / 4.8%).
- Requests for Assistance increased 1,433/18.7%, from 7,665 in 2009 to 9,098 in 2010.
- The total number of incidents decreased 3% (-7,954) from 238,476 in 2009 to 230,522 in 2010; however, Priority E calls (those requiring immediate response) increased 4.8% / 2,382.
- The number of emergency calls to 9-1-1 increased 13.4% (+41,840) in 2009 to 353,749 in 2010.

## GLOSSARY OF TERMS

<b>Crime Prone Age Cohort</b>	Persons aged 15-29 years (inclusive).
<b>Deprivation of Freedom Violations</b>	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.
<b>Occurrence</b>	Where a report is taken on an incident. Includes: Occurrence Reports; Motor Vehicle Collision Reports; and Prosecution Sheets.
<b>Other Non-Sexual Assault</b>	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.
<b>Other Sex Offence</b>	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.
<b>Other Violent Violation</b>	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.
<b>Percent Solved</b>	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%.
<b>Rate per 100,000</b>	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.
<b>Request for Assistance</b>	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.
<b>School Occurrence</b>	Occurrences recorded as taking place at a school, Monday to Friday, between 7am and 7pm (excluding July and August).
<b>Total Canadian Criminal Code Offence</b>	Includes – Crimes Against Persons; Crimes Against Property; and Other Criminal Code.
<b>Variance in Actuals (#)</b>	Represents the year-over-year change (increase or decrease) in actual number of incidents.
<b>Variance in Actuals (%)</b>	Represents the year-over-year percentage change (increase or decrease) in actual number of incidents.
<b>Variance in Rates (%)</b>	Represents the year-over-year percentage change (increase or decrease) in the rate per 100,000 population.
<b>Young Persons</b>	Persons aged 12-17 years (inclusive).

Crimes Against Persons	2009			2010			Variance 2009 – 2010		
	Number	Percent Solved	Rate Per 100,000	Number	Percent Solved	Rate Per 100,000	In Actuals (#)	In Actuals (%)	In Rates (%)
<b>Crimes Against Persons - TOTAL</b>	7,797	77.2	639.2	7,868	77.1	634.1	71	0.9	-0.8
Homicide	22	104.5	1.8	6	100.0	0.5	-16	-72.7	-73.1
Attempt murder	16	93.8	1.3	18	83.3	1.5	2	12.5	15.4
Total assaults (non-sexual)	4,128	88.4	338.4	4,305	88.0	346.9	177	4.3	2.5
Assault level 1	2,632	87.3	215.8	2,839	87.0	228.8	207	7.9	6.0
Assault level 2	1,033	87.1	84.7	999	87.1	80.5	-34	-3.3	-5.0
Assault level 3	78	84.6	6.4	82	86.6	6.6	4	5.1	3.3
Assault Police Officer	115	100.0	9.4	140	100.0	11.3	25	21.7	20.0
Other non-sexual assaults	270	99.6	22.1	245	97.1	19.7	-25	-9.3	-10.7
Total sexual violations	509	75.2	41.7	556	70.0	44.8	47	9.2	7.4
Sexual assaults (level 1,2,3)	373	68.4	30.6	432	63.2	34.8	59	15.8	13.8
Other sex offences	115	100.0	9.4	124	93.5	10.0	9	7.8	6.4
Total robberies	1,236	39.5	101.3	1,134	37.0	91.4	-102	-8.3	-9.8
Robberies with weapons	578	40.7	47.4	500	32.6	40.3	-78	-13.5	-15.0
Robberies without weapons	658	38.4	53.9	634	40.5	51.1	-24	-3.6	-5.2
Total other crimes against persons	1,886	77.6	154.6	1,775	66.7	143.0	-111	-5.9	-7.5
Deprivation of freedom violations	121	86.8	9.9	107	85.0	8.6	-14	-11.6	-12.9
Threatening or harassing phone calls	112	33.0	9.2	97	30.9	7.8	-15	-13.4	-15.0
Criminal harassment	232	89.2	19.0	234	88.5	18.9	2	0.9	-0.8
Uttering threats	1,352	78.2	110.8	1,337	79.5	107.7	-15	-1.1	-2.8
Other violent violations	69	82.6	5.7	74	77.0	6.0	5	7.2	4.6
<b>Disputes / Disturbances</b>									
Domestic/family disputes/disturbances	13,319	21.1	1,091.9	14,113	20.8	1137.3	794	6.0	4.2
<b>Elder Abuse</b>									
Elder abuse occurrences	54	38.9	4.4	61	23.0	4.9	7	13.0	11.4

Crimes Against Property	2009			2010			Variance 2009 – 2010		
	Number	Percent Solved	Rate Per 100,000	Number	Percent Solved	Rate Per 100,000	In Actuals (#)	In Actuals (%)	In Rates (%)
<b>Crimes Against Property</b>	28,458	36.0	2,332.9	26,820	36.9	2,161.3	-1,638	-5.8	-7.4
Break and enter - total	4,034	36.1	330.7	4,196	27.0	338.1	162	4.0	2.3
residence	2,603	33.2	213.4	2,812	24.8	226.6	209	8.0	6.2
business	1,308	43.2	107.2	1,238	33.1	99.8	-70	-5.4	-6.9
other	123	22.8	10.1	146	16.4	11.8	23	18.7	16.5
Theft motor vehicle	2,818	13.0	231.0	2,462	11.6	198.4	-356	-12.6	-14.1
Theft over & under \$5,000	14,486	38.3	1,187.5	13,750	40.8	1108.1	-736	-5.1	-6.7
bicycles	444	6.8	36.4	333	5.7	26.8	-111	-25.0	-26.3
from motor vehicle	5,282	12.1	433.0	4,599	8.8	370.6	-683	-12.9	-14.4
shoplifting	4,674	89.4	383.2	4,976	90.2	401.0	302	6.5	4.6
other	4,086	17.4	335.0	3,842	18.3	309.6	-244	-6.0	-7.6
Possession of property obtained by crime	733	101.8	60.1	681	101.5	54.9	-52	-7.1	-8.7
Frauds	1,778	53.0	145.8	1,543	61.9	124.3	-235	-13.2	-14.7
Mischief	4,497	26.0	368.7	4,088	29.3	329.4	-409	-9.1	-10.6
Arson	112	8.0	9.2	100	16.0	8.1	-12	-10.7	-12.4



Crime Prevention	2009	2010	Variance 2009 – 2010	
	Number	Number	In Actuals (#)	In Actuals (%)
<b>Crime Stoppers</b>				
Calls received	2,318	2,327	9	0.4
Arrests made	131	137	6	4.6
Cases cleared	108	150	42	38.9
Charges laid	306	268	-38	-12.4
Property recovered	\$595,850	\$216,069	-\$379,781	-63.7
Drugs seized	\$26,290,902	\$11,385,554	-\$14,905,348	-56.7
Re-enactments	18	9	-9	-50.0
Presentations	22	25	3	13.6
YouTube Uploads	n/a	12	~	~
<b>Youth Education</b>				
Students attending Safety Village	15,222	15,617	395	2.6
R.A.I.D. (Reduce Abuse in Drugs) program				
Students	3,150	5,940	2,790	88.6
Classes	735	1,386	651	88.6
Students participating in internet safety awareness activities	25,920	45,930	20,010	77.2
Partnerships with:	<b>Peel Health, Peel District School Board, Dufferin-Peel Catholic District School Board</b>			
Other programs:	<b>Bullying, Youth and the Law, Stranger Awareness, Policing as a Career, Community Helpers, Drug Abuse Prevention, Youth Gangs</b>			
<b>Crime Prevention Unit</b>				
CPTED/security audits	58	51	-7	-12.1
Site plan reviews	128	121	-7	-5.5
Lectures/presentations	186	233	47	25.3
Crime Prevention Academy Participants	165	167	2	1.2
Parents Crime Prevention Academy Participants	79	25	-54	-68.4
Cyber Academy Participants	38	95	57	150.0

School Occurrences	2009	2010	Variance 2009 – 2010	
	Number	Number	In Actuals (#)	In Actuals (%)
<b>School Occurrences</b>	2,696	2,775	79	2.9
Crimes against persons	517	559	42	8.1
Crimes against property	391	379	-12	-3.1
Other criminal code occurrences	184	174	-10	-5.4
Drugs	182	173	-9	-4.9
Other federal / provincial statutes	58	55	-3	-5.2
Non criminal code occurrences	1,364	1,435	71	5.2

Drug Control	2009			2010			Variance 2009 – 2010		
	Number	Percent Solved	Rate Per 100,000	Number	Percent Solved	Rate Per 100,000	In Actuals (#)	In Actuals (%)	In Rates (%)
<b>Drugs</b>	3,965	99.3	325.0	4,147	99.6	334.2	182	4.6	2.8
Trafficking	645	98.6	52.9	629	100.6	50.7	-16	-2.5	-4.2
heroin	9	100.0	0.7	15	106.7	1.2	6	66.7	72.7
cocaine	227	98.2	18.6	206	100.5	16.6	-21	-9.3	-10.8
cannabis	278	99.3	22.8	304	99.3	24.5	26	9.4	7.5
other	131	97.7	10.7	104	103.8	8.4	-27	-20.6	-21.5
Possession	3,244	99.8	265.9	3,460	99.8	278.8	216	6.7	4.9
heroin	14	107.1	1.1	24	100.0	1.9	10	71.4	75.8
cocaine	379	99.2	31.1	346	100.0	27.9	-33	-8.7	-10.3
cannabis	2,596	99.8	212.8	2,864	99.8	230.8	268	10.3	8.5
other	255	99.2	20.9	226	99.6	18.2	-29	-11.4	-12.9
Other	76	84.2	6.2	58	75.9	4.7	-18	-23.7	-24.2
	Number			Number			In Actuals (#)	In Actuals (%)	
<b>Drug Education</b>									
Adults									
Persons	8,773			9,812			1,039	11.8	
Lectures	172			211			39	22.7	
<b>Morality Activity</b>									
Marijuana grow labs / clandestine labs / methamphetamine labs									
Operations dismantled	48			36			-12	-25.0	

**Persons Charged****2009****2010**

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

	2009				2010				Crime Prone Age Cohort	%
	Adults	Young Persons	Total Charged	% Young Persons	Adults	Young Persons	Total Charged	% Young Persons		
Crimes against persons	3,369	1,135	4,504	25.2	3,467	1,058	4,525	23.4	2,435	53.8
Crimes against property	4,431	1,069	5,500	19.4	4,547	1,088	5,635	19.3	3,214	57.0
Criminal driving offences	1,359	22	1,381	1.6	1,460	24	1,484	1.6	593	40.0
Total drugs	1,688	228	1,916	11.9	1,835	255	2,090	12.2	1,561	74.7
Total persons charged	13,612	3,026	16,638	18.2	14,178	3,062	17,240	17.8	9,934	57.6

Traffic Management	2009		2010		Variance 2009 – 2010		
	Number	Rate Per 100,000 Population	Number	Rate Per 100,000 Population	In Actuals (#)	In Actuals (%)	In Rates (%)
<b>Motor Vehicle Collisions</b>	27,990	2,294.5	<b>28,365</b>	<b>2,285.8</b>	375	1.3	-0.4
Reportable collisions-total	16,324	1,338.2	<b>17,444</b>	<b>1,405.8</b>	1,120	6.9	5.0
Fatal collisions	29	2.4	<b>28</b>	<b>2.3</b>	-1	-3.4	-6.0
Personal injury	2,623	215.0	<b>2,927</b>	<b>235.9</b>	304	11.6	9.7
Property damage	13,672	1,120.8	<b>14,489</b>	<b>1,167.6</b>	817	6.0	4.2
Non-reportable collisions	11,666	956.3	<b>10,921</b>	<b>880.1</b>	-745	-6.4	-8.0
<b>Traffic Enforcement (Highway Traffic Act)</b>							
Total HTA charges	92,087	7,549.0	<b>94,326</b>	<b>7,601.4</b>	2,239	2.4	0.7
Seat belt charges	3,705	303.7	<b>3,371</b>	<b>271.7</b>	-334	-9.0	-10.5
Careless driving	3,981	326.4	<b>4,394</b>	<b>354.1</b>	413	10.4	8.5
Speeding	36,698	3,008.4	<b>29,679</b>	<b>2,391.7</b>	-7,019	-19.1	-20.5
Electronic Devices *	n/a	~	<b>5,851</b>	<b>471.5</b>	~	~	~
Total HTA cautions	10,277	842.5	<b>10,932</b>	<b>881.0</b>	655	6.4	4.6
<b>R.I.D.E. Program</b>							
Vehicles checked	56,433	4,626.2	<b>53,966</b>	<b>4,348.9</b>	-2,467	-4.4	-6.0
WARN range suspensions	269	22.1	<b>282</b>	<b>22.7</b>	13	4.8	2.8
Impaired driving	50	4.1	<b>73</b>	<b>5.9</b>	23	46.0	43.5
Excess blood alcohol	97	8.0	<b>139</b>	<b>11.2</b>	42	43.3	40.0
<b>Criminal Driving Offences</b>							
Impaired driving	1,223	100.3	<b>1,308</b>	<b>105.4</b>	85	7.0	5.1

\* Effective February 1, 2010

Additional Organizational Statistics	2009	2010	Variance 2009 – 2010	
	Number	Number	In Actuals (#)	In Actuals (%)
<b>Emergency calls to 911</b>	311,909	353,749	41,840	13.4
<b>Calls for Service</b>				
<b>Total incidents</b>	238,476	230,858	-7,618	-3.2
Priority E incidents	49,467	51,849	2,382	4.8
Priority 1 incidents	16,700	16,820	120	0.7
Priority 2 incidents	63,700	61,906	-1,794	-2.8
Priority 3 incidents	56,430	53,656	-2,774	-4.9
Priority 4 incidents	52,179	46,627	-5,552	-10.6
Community station incidents	33,776	24,903	-8,873	-26.3
<b>Request For Assistance</b>	7,665	9,098	1,433	18.7
<b>Lawless Public Behaviour Incidents</b>	22,706	21,976	-730	-3.2
<b>Liquor License Act Charges</b>	4,526	4,181	-345	-7.6
<b>Bicycle Patrol</b>				
Incidents	1,655	1,646	-9	-0.5
<b>Auxiliary Officers</b>				
Number of officers	84	88	4	4.8
Hours of volunteer time	17,576	18,334	758	4.3
<b>Public Complaints</b>				
Public complaints	81	115	34	42.0
Complaint resolution	81	81	0	0.0
<b>Firearms Seized</b>	587	719	132	22.5

<b>5 Year Summary</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>Population</b>					
Policing jurisdiction	1,156,991	1,177,500	1,198,854	1,219,852	1,240,902
Density per square kilometre	2,077.2	2,114.0	2,152.3	2,190.0	2,215.9
<b>Complement: Authorized</b>					
Police (includes cadets as of 2006)	1,754	1,810	1,844	1,899	1,925
Civilians	662	701	739	759	777
Total	2,416	2,511	2,583	2,658	2,702
<b>Calls</b>					
To 9-1-1	265,480	281,520	296,153	311,909	353,749
To Communications	541,752	564,959	596,907	610,578	647,847
Incidents	253,347	251,413	249,871	238,476	230,858
Incidents per 100,000 population	21,897.0	21,351.4	20,842.5	19,549.6	18,604.0
Priority E Incidents	51,428	53,852	52,953	49,467	51,849
Occurrences	106,471	107,140	108,502	104,613	105,382
<b>Fleet</b>					
Police fleet (vehicles, bicycles, trailers)	621	640	660	690	693
Kilometres travelled	16,426,836	16,476,423	16,124,177	16,839,810	17,657,395
<b>Budget</b>					
Net budget	\$224,993,436	\$240,167,181	\$255,616,351	\$275,348,090	\$290,405,110
<b>Total Canadian Criminal Code Offences</b>					
Offences	46,992	46,379	43,760	42,117	40,651
Rate per 100,000 population	4,061.6	3,938.8	3,650.2	3,452.6	3,275.9
Percent (%) solved	51.8	50.1	50.0	52.2	53.5
<b>Crimes Against Person Occurrences</b>					
Total	8,268	8,310	8,324	7,797	7,868
Rate per 100,000 population	714.6	705.7	694.3	639.2	634.1
Percent (%) solved	80.7	77.1	76.6	77.2	77.1
<b>Crimes Against Property Occurrences</b>					
Total	30,652	31,089	29,454	28,458	26,820
Rate per 100,000 population	2,649.3	2,640.3	2,456.8	2,332.9	2,161.3
Percent (%) solved	33.7	31.5	33.1	36.0	36.9
<b>Drug Occurrences</b>					
Total	4,258	3,861	3,375	3,965	4,147
Rate per 100,000 population	368.0	327.9	281.5	325.0	334.2
Percent (%) solved	99.0	98.7	99.0	99.3	99.6

# Police Facilities

<b>HEADQUARTERS</b> .....	7750 Hurontario Street .....	905-453-3311
<b>EMIL V. KOLB CENTRE FOR POLICE EXCELLENCE</b> ...	180 Derry Road East .....	905-453-3311
<b>11 DIVISION</b> .....	3030 Erin Mills Parkway .....	905-453-3311
• 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
<b>12 DIVISION</b> .....	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
<b>21 DIVISION</b> .....	10 Peel Centre Drive .....	905-453-3311
• MALTON Community Station .....	7205 Goreway Drive (Westwood Mall) .....	905-677-3534
• SPRINGDALE Community Station .....	51 Mountainash Road .....	905-456-5860
<b>22 DIVISION</b> .....	7750 Hurontario Street .....	905-453-3311
• CASSIE CAMPBELL Community Station .....	1050 Sandalwood Parkway West .....	905-456-6143
• QUEEN STREET Community Station .....	148 Queen Street East .....	905-456-0412
<b>AIRPORT DIVISION</b> .....	2951 Convair Drive .....	905-453-3311
<b>FIELD &amp; OPERATIONS SUPPORT</b> .....	180 Derry Road East .....	905-453-3311

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

## Contact Numbers

<b>EMERGENCY</b> .....	<b>9-1-1</b>
NON-Emergency .....	905-453-3311
NON-Emergency (If You Know The Extension Number) .....	905-453-2121
Website .....	<a href="http://www.peelpolice.ca">www.peelpolice.ca</a>



*“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 and rights of all others.

### **U**NDERSTANDING

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

### **S**AFETY

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

### **T**RANSPARENCY

in all our practices, beliefs and actions.

# Values





## **POLICING – It's More Than You Think**



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

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

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





PRINTED ON  
RECYCLED  
PAPER

**REPORT PREPARED BY**

**Corporate Planning & Research**

Peel Regional Police

7750 Hurontario Street

Brampton, Ontario L6V 3W6

**905-453-2121** EXT. **4729 / 4731** • **www.peelpolice.ca**