

# Strategic Direction 2019 – 2021



Presented by Chief Paul Pedersen

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# Agenda

## Transitioning from Business Plan to Strategic Direction

- Strategic Direction 2019 – 2021 Overview
  - Priorities
  - Goals
  - Objectives
- Strategic Direction 2019 – 2021 Highlights
  - Performance Indicators



# Transition from Business Plan to Strategic Direction

- **Ontario Adequacy Standards Regulation 3/99, s. 30(1), 32(1) and 32(2)**
- **Business Plan 2015 – 2018**
  - Mobilizing and Engaging our Community
  - Community Safety and Law Enforcement
  - Service Excellence
  - Our Members
- **Strategic Direction 2019 – 2021**
  - Our Members and Our Inclusive Workplace
  - Public Trust and Accountability
  - Collaborative Community Safety and Wellbeing for Greater Sudbury
  - Policing with Excellence and Professionalism



# Strategic Direction Overview

## Vision

- We ensure community safety and well-being (CSWB) through collaborative partnerships, innovation, and community engagement



## Mission

- Ensuring a culture of trust through professional service while empowering our community to enhance safety

## Values

- Proudly, we pursue our vision while living our “RICH” values
  - Respect
  - Inclusivity
  - Courage
  - Honesty



# Our Priorities

- **Our Members and Our Inclusive Workplace**
  - *The health, safety, and wellbeing of our Members will be the first consideration in all that we do*
- **Public Trust and Accountability**
  - *We commit to transparency and continued engagement across the diverse communities we serve – we are **your** Police Service*
- **Collaborative CSWB for Greater Sudbury**
  - *Together with our partners, we will advance data-driven solutions to build strengths, meet needs, and reduce vulnerabilities*
- **Policing with Excellence and Professionalism**
  - *We will pursue and apply the best practices in the planning and execution of all core policing functions*



# Our Members and Our Inclusive Workplace

- Promote a culture of trust through transparent communication
- Emphasize effective and efficient operational deployment processes
- Improved Member recognition, succession planning, and career development opportunities



# Our Members and Our Inclusive Workplace

- *Develop enhanced communication strategies that break down barriers between our Members, Supervisors, and Administration*
  - *Straight from the Chief, People of GSPS, In the Spotlight*
- *Implement actions, practices, and policies that utilizes the experience of our Members*
  - *Health and Wellness Coordinator Officer*
- *Continue to develop innovative strategies and improve our workspaces to increase Member efficiency*
  - *Review of space allocation*
- *Develop and implement alternative response models to ensure equitable workloads*
  - *Calls for Service Working Group*
- *Expand internal and external recognition programs*
  - *Internal recognition certificates*
- *Develop and support all Members' commitment to continuous learning, development and succession planning*
  - *Professional development and Supervisor training*



# Public Trust and Accountability

- Enhance public trust through transparency and accountability
- Focus on community engagement through visibility, accessibility, and recruitment
- Embrace community input through community engagement





# Public Trust and Accountability

- *Continue to provide consistent, fair, and transparent communication that reflects professional police actions*
  - *Media Releases – 143*
- *Ensure accountability is consistently applied and communicated to our Members and the public*
  - *Facebook reach Jan 1 – Aug 31, 2019: 4,743,120 +*
- *Develop and maintain recruitment programs that engage and attract a talented and diverse candidate pool*
  - *Become a Cop Workshop*
- *Ensure organizational visibility through cross-sectional representation of personnel at community events*
  - *Community events – 80*
- *Build sustainable, diverse, and inclusive networks and partnerships with agencies, organizations, and community groups*
  - *External Indigenous Committee meetings or gatherings – 45*
- *Provide opportunities for community members and stakeholders to help guide and shape their police service*
  - *Community survey*
  - *Emergency Services response exercises*



# Collaborative CSWB for Greater Sudbury

- Strengthen partnerships and provide collaborative response as part of sustainable CSWB and Road Safety
- Reduce victimization through collaborative solutions with an emphasis on a Downtown Strategy
- Invest in our community's future through innovative youth services and initiatives



# Collaborative CSWB for Greater Sudbury

- Enhance partnerships with service providers to mobilize the appropriate community response
  - *Aboriginal Liaison initiatives – 18*
  - *RMT referrals – 51*
  - *PCRC referrals to other agencies – 75*
- Motivate and support community organizations to effectively address the root cause of crime and complex social issues
  - *Feasibility study for safe consumption services through CDS*
  - *Downtown Strategy*
- Continue to involve, engage, and mobilize community partners in crime prevention strategies
  - *Crime Prevention/safety messaging – 325 through social media*
- Establish and maintain a multi-sectoral approach of education, awareness, prevention, and intervention
  - *Community Safety and Wellbeing Planning*
- Strengthen partnerships with school boards and educational institutions to effectively address situations and/or persons exhibiting acutely elevated risk
  - *VTRA – 27*
- Investigate evidence-based approaches that build resiliency in youth
  - *SPARK*
  - *SPYDR*
  - *BURST*
  - *Homestead*



# Policing with Excellence and Professionalism

- Effective and efficient deployment of resources
- Reduce incidents of crime through education, prevention, and intervention
- Enforce the law and hold offenders accountable



# Policing with Excellence and Professionalism

- Use data to effectively and efficiently deploy resources
  - *Workload analysis in Communications Centre*
- Use evidence and data-driven information to ensure equitable workloads
  - *Confirmation Hearing Process – 195 cancelled court appearances*
- Use crime and intelligence analysis to generate proactive initiatives
  - *Focused patrols based on crime analysis – 48*
- Focus on individuals who pose the greatest risk using tactical and strategic analysis
  - *PCRC referrals based on crime trends and repeat offenders – 44*
- Employ appropriate enforcement strategies to identify, investigate, and disrupt individuals and groups that pose a threat to community safety and well-being
  - *Drugs seized – \$1.27 million*
- Target evolving and rapidly changing crimes through enhanced partnerships and technologies
  - *ICE Investigations – 9 arrests and 100 charges*



# Our Future



# Questions

