

# GREATER SUDBURY POLICE SERVICE

## BUSINESS PLANNING

**2015 – 2017 In Review**

**2018 – 2020 Way Forward**



OUR COMMUNITY ~ OUR COMMITMENT



# AGENDA

- Legislative Requirements
- About GSPS
- Where we are now, 2015 – 2017 Results
- Where we are going
- Business Plan 2018 – 2020 Work Plan
- Feedback
- Questions and Answers



# BUSINESS PLANNING

- As mandated under the ***Police Services Act***, we must provide, at a minimum, the following Police services:
  - Crime Prevention
  - Law Enforcement
  - Victim Assistance
  - Public Order Maintenance
  - Emergency Response
  - Administration and Infrastructure



# BUSINESS PLANNING

## **Police Services Act**

- Ontario Adequacy Standards Regulation 3/99, subsections 30(1), 32(1) and 32(2) requires the Board in partnership with the Chief of Police to prepare a strategy for the development of a business plan for a three-year period

## **Safer Ontario Act 2017**

- Collaboration, working together with community partners



# BUSINESS PLANNING

## LEGISLATIVE RESPONSIBILITY OF POLICE SERVICES BOARD

- Board shall consult with:
  - Municipal Council
  - School Boards
  - Community Organizations
  - Community Groups
  - Businesses
  - Members of the Public



# BUSINESS PLANNING

## LEGISLATIVE RESPONSIBILITY OF POLICE SERVICES BOARD

- Environmental scan of the community that highlights crime, calls for service, and public disorder trends
- Propose objectives, core business and functions, performance objectives, and indicators against the Adequacy Standards Regulation
- Estimate the cost of delivering adequate and effective services to meet the needs identified in the plan
- Produce a separate Information Technology Plan
- Produce a Facilities Plan



# OUR VISION

- ***Our Shared Commitment*** is founded in our proud traditions to provide exemplary service. As inclusive leaders, we ensure community safety and well-being through collaborative partnerships, innovation, and community engagement.



# OUR MISSION

Invested in ***Our Shared Commitment***, our members are ambassadors for a team-based approach to safety, security, and wellness as champions for effective and efficient risk-focused policing.





# OUR VALUES

- Proudly, we pursue our vision while living our "**RICH**" values:
  - **Respect** → our actions demonstrate our mutual respect for the community and each other.
  - **Inclusivity** → we value the unique qualities of our members and communities by promoting an inclusive environment guided by fairness, respect, equity and dignity.
  - **Courage** → we are committed to serving with distinction and pride for justice.
  - **Honesty** → we are professional, open, fair and accountable ethically performing our duties with integrity and trust



# GREATER SUDBURY POLICE SERVICE

## OUR SHARED COMMITMENT

### GUIDING PRINCIPLES

➤ **Enforce Laws and Hold Offenders Accountable**

➤ **Intervene Collaboratively to Reduce Elevated Risk Situations**



➤ **Champion Community Safety, Security, and Wellness**

➤ **Initiate and Partner to Achieve Change in Community Outcomes**



# GREATER SUDBURY POLICE SERVICE

## KEY STATISTICS

- Total Calls for Service in 2017: **53,163**



# GREATER SUDBURY POLICE SERVICE

## KEY FACTS

- A road network that extends over 3,560 lane kilometers
- 330 inland lakes
- Greater Sudbury is the largest municipality by geography in Ontario
- Staffing model:
  - Sworn Police Officers – 264
  - Professional support staff – 122 full-time and 45 part-time
  - Auxiliary Officers – 35
  - Volunteers – more than 160
  - Summer students – 20



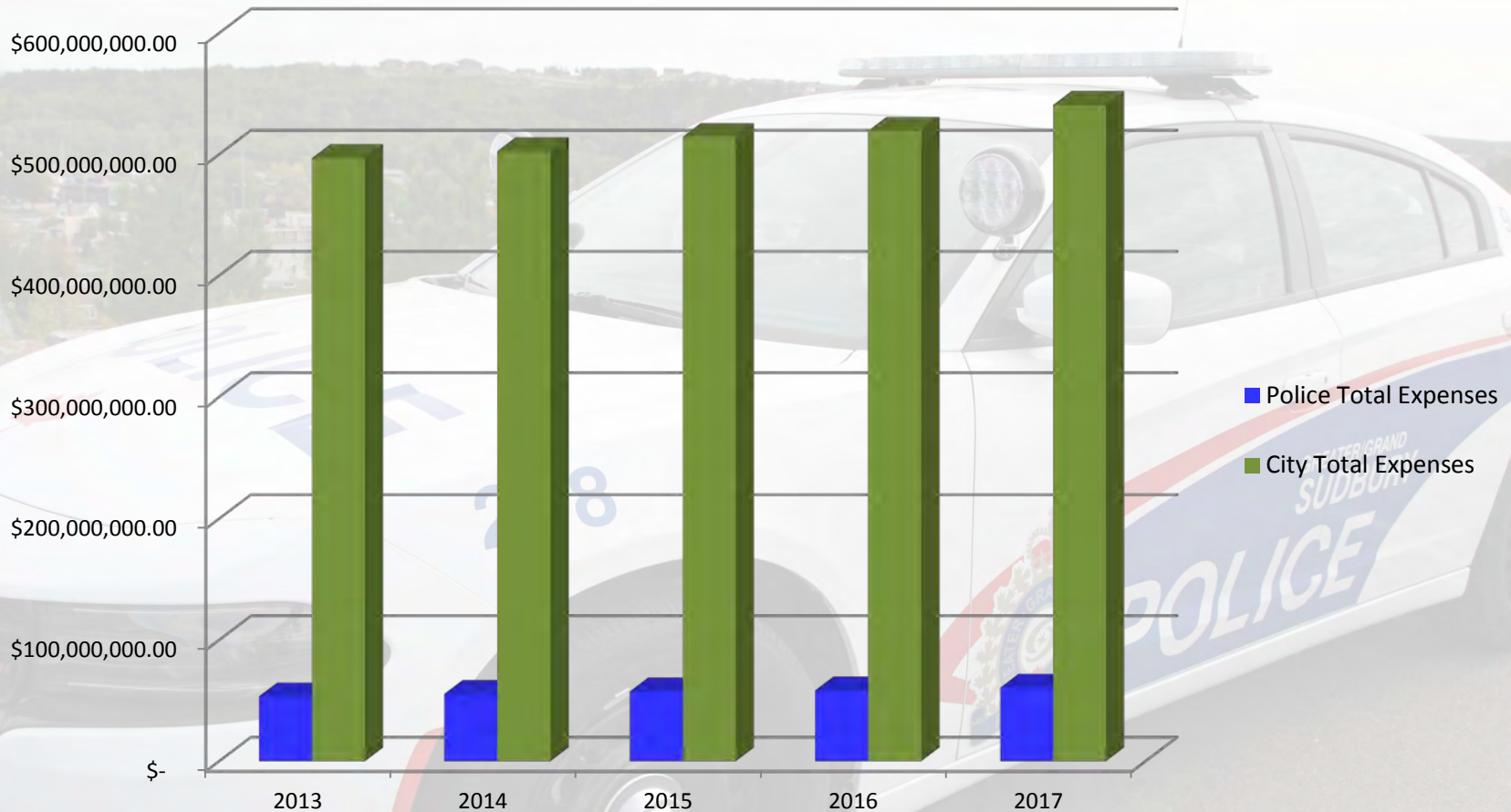
# GREATER SUDBURY POLICE SERVICE BUDGET INFORMATION

Expenditures	2017 Budget
Personnel Costs	\$ 50,983,800
Provision to Reserves and Capital	\$ 2,994,497
Operating Expenditures	\$ 6,614,481
Revenue	<b>(\$ 4,988,574)</b>
Net Total Budget	<b>\$ 55,604,204</b>



# GREATER SUDBURY POLICE SERVICE

## POLICE % TOTAL OF CITY GROSS BUDGET



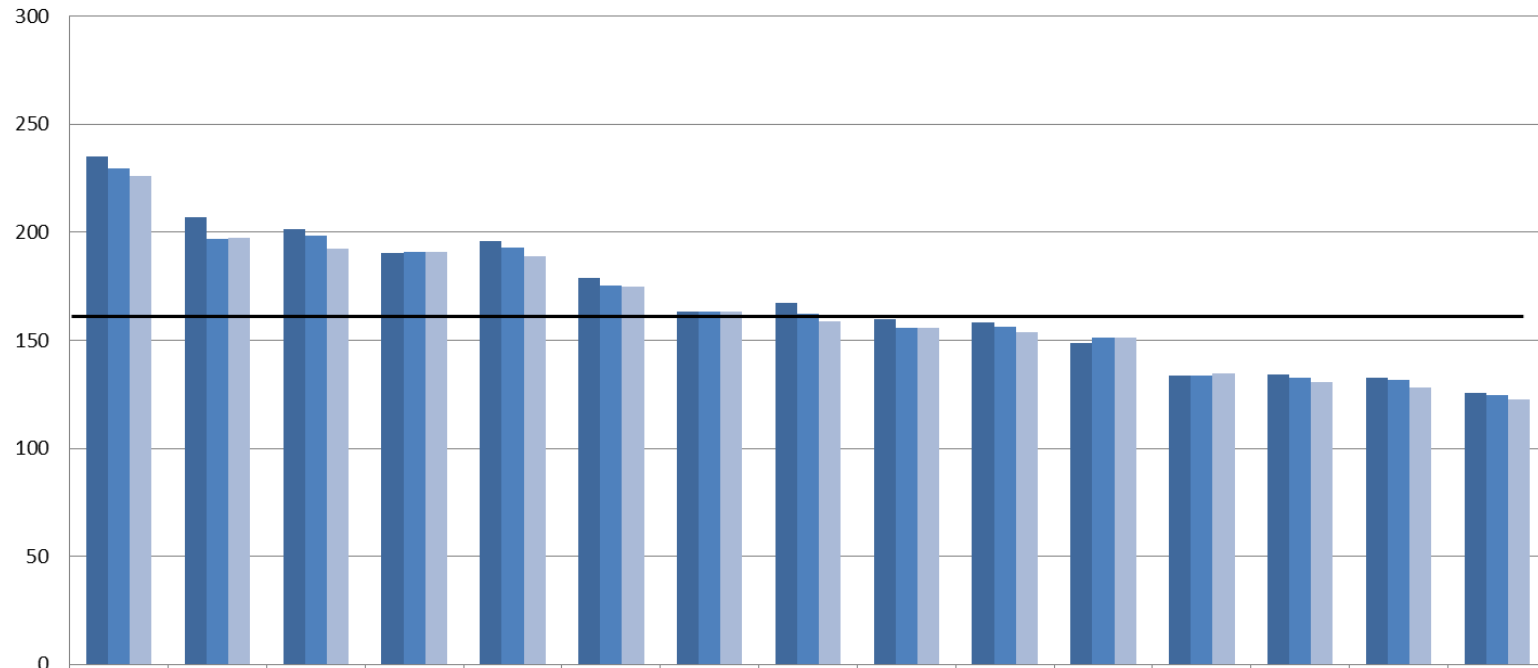
2013	2014	2015	2016	2017
11%	11%	11%	10%	11%



# GREATER SUDBURY POLICE SERVICE

## POLICE OFFICER VS. POPULATION

Number of Police Officers per 100,000 Population, Sorted



	MTL	WIND	WINN	TBAY	TOR	REG	SUD	CAL	LON	NIAG	HAM	YORK	WAT	DUR	HAL
■ 2014	235.2	206.7	201.6	190.6	195.7	178.6	163.1	167.1	159.7	158.2	148.6	133.6	134	132.8	125.6
■ 2015	229.6	197	198.4	190.9	193	175.2	163.1	162.4	155.8	156.3	151.4	133.7	132.5	131.8	124.5
■ 2016	226.1	197.5	192.5	191	189.1	174.7	163.5	158.8	155.8	153.8	151.2	134.6	130.4	127.9	122.6

Numbers include only sworn police staff. A Median Line is shown on the graph for reference. Data was sorted based on the 2016 year. This data was analyzed and graphed separately using identical MBN Canada datasets from the official 2016 MBN Canada data comparison package.



# WHERE WE ARE NOW

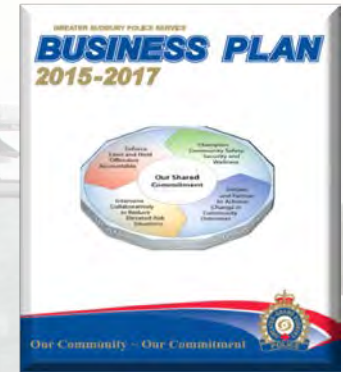
## RESULTS 2015 – 2017





# BUSINESS PLAN 2015 – 2017

- Structured around key themes
  - **Mobilizing and Engaging Our Community**
  - **Community Safety and Law Enforcement**
  - **Service Excellence**
  - **Our Members**
- Aligned with province's Strategy for a Safer Ontario
- Focus on a city that is free of crime and social disorder
- Aligned with the City's Official Plan to be a safe community
  - Support for rural areas
  - Maintains healthy communities
  - Emphasises natural and cultural heritage
  - Sustainable economic development
  - Open for Business





# Greater Sudbury Police Service

## 2015-2017 Business Plan Highlights

Enhancing Community Safety & Well-being  
Through a Full Circle Approach of Proactive Policing Practices



MOBILIZING &  
ENGAGING  
OUR  
COMMUNITY



COMMUNITY  
SAFETY & LAW  
ENFORCEMENT



SERVICE  
EXCELLENCE



OUR  
MEMBERS

4

STRATEGIC  
THEMES

21

GOALS

40

OBJECTIVES

75

PERFORMANCE  
INDICATORS

OUR COMMUNITY ~ OUR COMMITMENT





# Mobilizing & Engaging Our Community

## GOAL #1



Reduce elevated risk by intervening collaboratively with community partners:



**648** Total situations intervened



**1,097** Total number of officer hours committed

## GOAL #2



Shared responsibility through collaboration:

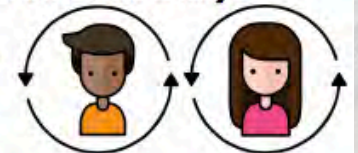
- Missing and Murdered Indigenous Women and Girls
- Counter Sexual Exploitation Strategy
- Child Welfare Protocol Agreements
- LGBT2SQ Safe Disclosure Process
- Sexual Assault Review Team
- Gang Resistance Strategy
- Community Drug Strategy
- Police & School Protocol

## GOAL #3



Increased communication with community:

**15,189,413** people reached through social media



**14,000** followers

**6,000** followers

**4,000** followers

OUR COMMUNITY ~ OUR COMMITMENT



## GOAL #1



Through targeting high level offenders and organized crime, GSPS cultivated and strengthened partnerships with the following law enforcement services:

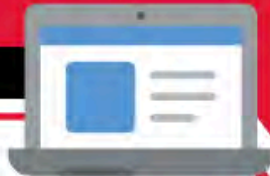
- Anishinabek Police Service
- Ontario Provincial Police
- Toronto Police Service
- York Regional Police Service

Resulting in:

**\$5,542,723.50** in controlled substances seized

**\$767,370.11** in other currency seized

## GOAL #3



Strategic Focus on Road Safety:

**30,000+** Road Safety offence notices issued

**717** Automated License Plate Reader traffic offence notices issued

# Community Safety & Law Enforcement



## GOAL #2



To improve front-line service delivery and criminal investigations, GSPS created the Community Safety Personnel Program to redirect non-emergent work from sworn officers.

**8** CSPs hired

**6** sworn officers redeployed to front line

**21,733** People reached through community engagements

**2,000** Calls for service taken

OUR COMMUNITY ~ OUR COMMITMENT





# Service Excellence



## GOAL #2

Increased visibility and participation through community events, meetings, demonstrations, adult and youth presentations, school presentations, and youth engagement events:

**81,000** Citizens engaged

**2,600** Officer hours dedicated

## GOAL #1

Commitment to recognizing and respecting community diversity:

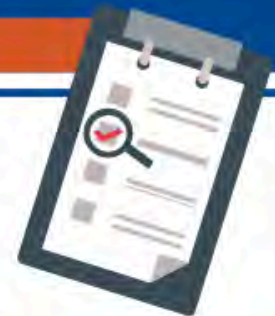
- MKWA Ride Along Program
- Intercultural Ride Along Program
- Pride Week
- Trans Day of Remembrance
- MMIWG Strategy & Conference
- Chief's Youth Advisory Committee



## GOAL #3

Efficiency & Effectiveness Review and implementation of change:

- Continuous Improvement Committee
- Reporting Realignment
- Evidence Based Practices
- Mobile for Public Safety (MPS)
- Performance Management Portal (PMP)
- Electronic Budget Submission



OUR COMMUNITY ~ OUR COMMITMENT



# Our Members

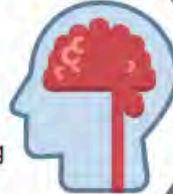


## GOAL #1



**Ongoing commitment to the health and wellness of our members:**

- PTSD Prevention Plan
- Peer 2 Peer Support Committee
- Road 2 Mental Readiness (R2MR) Training
- Fitness Facilities Improvements



## GOAL #2

**Improved Communication Training Program reduced Communicator Training period from:**



## GOAL #3

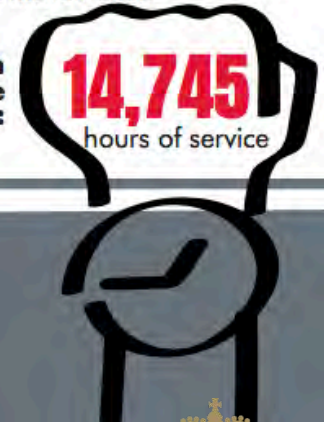


**GSPS continually recognizes the achievements and exceptional service of its members, through events such as:**

- Volunteer Appreciation Night
- Auxiliary Service Dinner
- Member Recognition Awards Banquet
- Community and Police Awards Gala

**2017 saw the 25th Anniversary of the Auxiliary Unit:**

**14,745**  
hours of service



OUR COMMUNITY ~ OUR COMMITMENT



# GREATER SUDBURY POLICE SERVICE

## STRATEGIC ISSUES AND PRIORITIES

- Finalize Facilities Improvement Plan
- Monitoring of Community Safety Personnel staffing model and redeployment of six frontline Officers for improved frontline capacity
- Examination of LEAN Management Model for improved business efficiencies
- Leverage technology for business improvements in the area of mobile technology for field users, as well as, digital document and evidence management storage solution
- Continued enhancement and expansion of community partner relationships
- Establish Research, Development, and Analytics Unit
- Radio Redundancy Project



# GREATER SUDBURY POLICE SERVICE

## STRATEGIC ISSUES AND PRIORITIES

- Collection of Identifying Information Legislation Compliance
- In-car Camera Project
- Automated License Plate Reader
- Finalization of PTSD Plan
- Comprehensive analysis of Unfounded Sexual Assaults through Community Sexual Assault Case Review Program
- Looking Ahead to Build the Spirit of Our Women - Learning to Live Free from Violence Strategy
- Counter Sexual Exploitation Strategy
- Integrated Crime Team – Victimization Reduction Plan





# WHERE WE ARE GOING

## 2018 – 2020



# WHAT'S ON THE HORIZON

- PTSD – Workplace Health
- Technology in Workplace & Technology-based Crimes
- Evidence-based Approaches
- Alternative Service Delivery Models
- Strategy for Safer Ontario
- Marihuana Legislation
- Globalization
- Collaboration



# SAFER ONTARIO ACT

## Key Features

- Modernized staffing and service delivery options
- Structured collaboration with other organizations for Community Safety & Well-being Plans
- *Policing Oversight Act*
- Inspector General to oversee conduct of board members/board activities and professional misconduct by police officers
- Budgets can be arbitrated
- Strategic Plan by Board every 4 years with Police as Stakeholder
- Regulations not yet created & Act not yet finalized



# BUSINESS PLANNING

## 2018 – 2020 WORK PLAN

Task	Date	Assigned
Review of previous Surveys/Research and data gathering to modernize same	May, June, July – July 2017	Research Analyst
Executive Team Review of Surveys	June 2017	Executive Team, Executive Services
Police Services Board Review of Surveys	June 2017	Police Services Board Members
RFP for Survey Vendor Residential/Business/Member	August 2017	Finance
Review of related data – Demographics, crime and social disorder trends, legislation, etc.	Ongoing	Business Analyst



# BUSINESS PLANNING

## 2018 – 2020 WORK PLAN

Task	Date	Assigned
Oracle Poll Awarded Contract	November 2017	Business Plan RFP Review Team
Presentation to Board Review of work plan Report card 2015 to 2017 Business Plan Results	January 2018	Chief Pedersen
Community and Business Survey's	January 2018	Oracle Poll
Joint planning meeting Board and Senior Leadership Team	January/February 2018	Board and Senior Leadership Team
Membership Survey	January 2018	Oracle Poll
Community Consultations	January/February 2018	Chief/Executive Services/Senior Leadership Team



# BUSINESS PLANNING

## 2018 – 2020 WORK PLAN

Task	Date	Assigned
Internal Focus Groups <i>Members</i> <i>Volunteers</i>	February 2018	Board/Chief/Consultant/Executive Services
Refining of Data and Building of Plan	March – April 2018	Senior Leadership Team
Business Plan Approval	May 2018	Executive Command Team
Business Plan Approval	June 2018	Police Services Board



# BUSINESS PLANNING SURVEYS

- Residential and business sector survey of the community in order to:
  - Explore views and opinions of policing
  - Measure satisfaction levels
  - Review fees for service
  - Consider alternate levels of service provision
- Member Survey



# BUSINESS PLANNING COMMUNITY SAFETY FORUMS

- Conduct with various focus groups
  - Community Action Networks
  - School boards
  - Indigenous Groups
  - Diversity and Multicultural
  - Downtown Businesses
  - CYAC/Youth Groups
  - Women's Group
  - LGBTQ+
  - Seniors
  - Sexual Assault Review Team
  - Drug Strategy Team





# BUSINESS PLANNING

- Looking for feedback on:
  - Priorities
  - Recommendations
  - Suggestions
  - Solutions



# GREATER SUDBURY POLICE SERVICE

## OUR COMMUNITY~OUR COMMITMENT

- As a Police Service, we are committed to Community Safety and Well-being
- We value your feedback regarding how to best deploy our resources with a focus on maintaining our commitment to fiscal responsibility



# GREATER SUDBURY POLICE SERVICE COMMUNICATIONS STRATEGY

- Keep, Start, Stop Exercise
  - What should we **keep** doing?
  - What new initiatives should we **start** doing?
  - What initiatives should we **stop** doing?
- Online feedback tool



# BUSINESS PLANNING YOUR FEEDBACK

*By working together in a strong community with a shared goal and a common purpose, we can make it possible.*



# BUSINESS PLANNING



# **BUSINESS PLANNING FURTHER CONTACT**

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**OUR COMMUNITY ~ OUR COMMITMENT**

