

Strategic Direction 2019 – 2021



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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

