



DURHAM REGIONAL **POLICE**

*Building the safest community for
people to live, work and play.*



**2011-2013
BUSINESS PLAN**



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Vision, Mission, **Vision, Mission, Philosophy, Values** *Philosophy, Values*

Our Vision

To have the safest community for people to live, work and play.

Our Mission

As Leaders in Community Safety, we work proudly with all members of our community while holding ourselves accountable to improved effectiveness in everything we do. We proactively address future challenges while up holding our values.

Our Philosophy

We are a problem-solving organization that in partnership with our community addresses the root causes of crime, fear of crime and anti-social behaviour.

Our Values

Every member of the Durham Regional Police Service is committed to providing quality service in partnership with our community. While learning from each other, we will achieve excellence through pride, respect, understanding, and ethical behaviour.



Messages

Message from the Chair of the Police Services Board

On behalf of the Regional Municipality of Durham Police Services Board, I am pleased to present the 2011 to 2013 Business Plan for the Durham Regional Police Service. The Police Services Board, the Police Executive, Police Members, and the Citizens of the Region of Durham developed this plan jointly. This plan will serve as the blueprint and guide for the delivery of police services over the next three years.

The Police Services Board acts as community representatives, and is responsible for setting the budget, policy, objectives and goals for the Durham Regional Police Service. It is also responsible for developing a business plan every three years as required by the Provincial Adequacy Standards Regulation.

To ensure that our citizens had a prominent voice in how police services are delivered, this Business Plan was developed through extensive consultation with Durham Region residents, our Community Partners, and members of the Police Service.

The Business Plan has established as priorities, Community Safety, Crime Prevention Through Law Enforcement and Organizational Excellence. While continuing to utilize the Problem-Oriented Policing philosophy, it also identifies several key objectives for each priority that will become the focus of service delivery over the next three years. In turn, each objective is linked to measurable and meaningful outcomes.

While the Police Service responds to the needs of our communities, we will continue to provide the necessary resources, equipment, facilities, and training to carry its duties safely and effectively.

We look forward to the implementation of the 2011 to 2013 Business Plan. We remain committed to our mandate of establishing policies and governance for the effective management of the Police Service to ensure that we have the safest community for people to live, work and play.



Terry Clayton
Chair
Durham Regional Police Services Board

Message from the Chief Constable

The Durham Regional Police Service has experienced numerous operational successes through the implementation of successive Business Plans. We are pleased to present the 2011 to 2013 Business Plan which continues to build on our achievements and will continue to guide our Problem-Oriented Policing service delivery model.

The Business Plan provides strategic direction and outlines our policing priorities for the next three years. It addresses the increasing demands placed on policing due to variable crime trends and ongoing operational and technological changes, while maintaining our vision and philosophy.

While adhering to our core policing responsibilities, this Business Plan also addresses strategies that will enable us to provide sustainable policing services to the citizens of Durham Region and meet future challenges and opportunities.

This document will provide the framework from which we will form our future operational direction. Our operational plans will continue to utilize Problem-Oriented Policing and Problem-Based Learning philosophies while remaining flexible enough to meet ever-changing needs and expectations. We encourage our members and citizens to review our 2011 to 2013 Business Plan.

While we can be proud of our past successes in delivering quality police service to our community, we look forward to continually improving and building a police service second to none in community safety.

Our members are committed to providing the highest level of policing service to our community. With this Business Plan and the support of our community partners we will continue to have the safest community for our citizens.



A handwritten signature in black ink, appearing to read "Mike Ewles".

Mike Ewles
Chief Constable
Durham Regional Police Service



Messages

Message from the Senior Officers' Association

The Senior Officers' Association recognizes how integral the 2011 – 2013 Business Plan is to the strategic success of our Police Service. It is the result of a comprehensive consultative process involving Service members, community partners and citizens throughout our Region. Their combined insight helped shape the plan and reflects the needs and expectations of both external and internal stakeholders.

Insightful and relevant preparation for the future is critical to the success of our service delivery to the community that depends upon us. The Senior Officers' Association believes this plan will guide us over the next three years to ensure the members of the Durham Regional Police Service continue to meet both the needs and expectations of our community.

The theme of "Problem-Oriented Policing" continues to be a key guiding principal to the success of this plan's priorities and objectives. All members of the Senior Officers' Association, as senior leaders of the Durham Regional Police Service, reaffirm their commitment and dedication to this, and the provision of excellent and cost effective police service delivery.

We encourage all members of our Service and our community partners to incorporate the clear direction provided by this Business Plan, because we all have a stake in living and working in the safest community possible.



Inspector Eva Reti
President
Durham Regional Police Senior Officers' Association

Message from the Durham Regional Police Association

On behalf of the Durham Regional Police Association, I want to congratulate the Durham Regional Police Services Board on the development of their 2011 - 2013 Business Plan.

The Business Plan's strategic direction will guide our members for the coming years and it will assist in ensuring that all citizens of the Region receive equal protection and quality service. The Association shares the Board's commitment to ensuring our members acquire the latest equipment, training, and education. The Board's continued commitment to member wellness and high morale is critical to our shared goal of quality service delivery.

As future challenges arise, we are committed to solving issues in a mutually beneficial manner with the ultimate goals of having a safe work environment for our members and a safe community to live in.

As the Service continues to redefine its policing services delivery model, our members will see a shift from the reactive to a more proactive policing style, which ultimately utilizes Problem-Oriented Policing.

The Association understands the importance of establishing a clear direction for our Service and we will endeavour to promote the strategic direction established in the plan.



A handwritten signature in black ink that reads "M. J. Glennie". The signature is stylized and cursive.

Mike Glennie
President
Durham Regional Police Association



Serving Our Community

Region of Durham Profile

The Durham Regional Police Service (DRPS) proudly serves the residents and visitors of Durham Region, a rapidly growing area with a population estimated to be over 620,000 by 2011 and 645,000 by the end of 2013. There are eight member municipalities in the Region of Durham: The Town of Ajax, The Township of Brock, The Municipality of Clarington, The City of Oshawa, The City of Pickering, The Township of Scugog, The Township of Uxbridge, and The Town of Whitby. Covering approximately 2,500 square kilometers of mixed urban and rural land, Durham Region is geographically the largest municipal jurisdiction in the Greater Toronto Area (GTA).

While less diverse than Ontario and the GTA, the cultural diversity of Durham Region is increasing, with approximately one-third of Pickering and Ajax identified as a visible minority in the 2006 Statistics Canada Census Survey. Overall, the percentage of visible minorities has increased across Ontario, the GTA and in the Durham Region between 2001 and 2006. As such it is important that the Durham Regional Police continue to work towards an inclusive workforce that is reflective of our diverse community.

Like the rest of Ontario, middle-age individuals, those aged forty to fifty years, make up the largest proportion of Durham Region's population according to the 2006 Canadian Census Survey. However, Durham Region has a larger proportion of youth than the province with over 28% of the population under the age of twenty, compared to 25% of the province. Educating our youth and managing issues that are unique to this group of young people is important to the future of the Region.

According to the 2006 Canadian Census Survey, although half of Durham Region's employed labour force live and work in the Region only a quarter work in the same municipality in which they live. Of greater note, over a third of Durham Region's employed residents commute to work outside of the Region, significantly more than the provincial percentage who do the same. With many residents working in locations other than where they live, encouraging a sense of community ownership and partnership becomes somewhat more difficult, but ever more critical, to effective policing.

Providing visible police service to our densely populated urban communities and our geographically large rural communities poses unique challenges. The DRPS responds to over 130,000 calls for service each year while meeting more complex legislative requirements and matching the expectations of the community. We are dedicated to using the principles of Problem-Oriented Policing and working with the community as partners in safety.

With over 1,100 members, the DRPS is a progressive and innovative organization that has a strong commitment to continuously improve the quality of service provided to the residents of Durham Region.





The Purpose of Business Planning

The Purpose of Business Planning

The Purpose of Business Planning and The Board's Commitment to Problem-Oriented Policing

We develop a business plan for many reasons. The most primary reason is to define where we want our service to be and then to outline how we intend to get there. We develop this plan, not only for legislated requirements, but because it guides us, in partnership with the community to effectively deliver police services.

Our plan includes the high level actions that we will take. These will be broken down into specific schedules and actions by individual units within the Durham Regional Police Service (DRPS). As we proceed, we return to the plan and its measurements of progress to judge whether the DRPS is meeting the commitments articulated in the plan, and what adjustments might be needed to improve.

In the previous business plan we began a transition towards a Problem-Oriented Policing model, or POP. POP is a key tool to assist us in achieving our community safety goals. It is about front line officers identifying problems that are a concern to both the community and the police, and developing holistic strategies to address the root causes of those problems. POP involves considerable innovation and community contact and is recognized as one of the most effective methods of being more proactive, rather than reactive, to police and community issues. The Board is committed to the continued implementation of POP and its positive outcomes and recognizes that this shift from a traditional policing model will take time to implement. While POP has been fully embraced at the organizational level, much work remains to adopt operational strategies that align to this new service delivery model. The understanding and commitment of all members of the DRPS will be the key to our success.

POP cannot be developed without the existence of a plan to provide the framework and the resources to achieve our goals. The Business Plan provides that structure.

Our outcomes are defined in our goal statement and we will work towards achieving or exceeding them.

Building On Our Success

Building On Our Success

The Transition to Problem-Oriented Policing

The 2011-2013 Business Plan prepares the organization to meet both current and future challenges. This plan builds on the success of the 2008-2010 Business Plan. It is the second in a series of three plans that will drive the Service to achieve a fully integrated Problem-Oriented Policing model.

In order to achieve this transition three critical areas have been identified. The first area was an organizational transition that was designed to align our business and operational processes to support our direction.

The second component involved a focus on the root causes of problems, in partnership with the community. To this end, we will create an environment where members will be encouraged to actively engage with the principles of Problem-Oriented Policing.

The third component is engaging our communities to be active as full partners in addressing community problems with the police. We will work with our community partners to effectively prevent and reduce crime.





Planning For Our Future

The Planning Process and Consultation Feedback

POLICE SERVICES ACT: ADEQUACY STANDARD REQUIREMENTS

The 2011-2013 Business Plan is developed in line with Adequacy Standard regulations, which require a Business Plan to:

1. Address the core business and functions of the police service including the provision of adequate and effective police services
2. Include quantitative and qualitative performance objectives/indicators for a) community-based crime prevention initiatives, community patrol, and criminal investigation services; b) community satisfaction with police services; c) emergency calls for service; d) violent crimes, property crimes, youth crimes and related clearance rates; e) police assistance to victims and re-victimization rates; and f) road safety.
3. Address information technology; resource planning; police facilities.
4. Be developed in consultation with municipal councils, school boards, community organizations and groups, businesses, and members of the public in municipalities served.

These requirements are reflected in the Board's current Governance Process policy on Strategic Business Planning.

BUSINESS PLAN DEVELOPMENT PROCESS

To ensure that this plan was developed in a comprehensive way, several methods of information gathering were employed. A scan of key trends and developments that affect our operating environment is performed on an annual basis. Additionally, monitoring of the existing plan is done on a quarterly basis, while operational trends and figures are monitored monthly. The development of this Business Plan was a participatory process, involving consultation with the public and external stakeholder groups, as well as with the Durham Regional Police Service's own members.

External Consultations

In all eight municipalities of Durham Region, members of the Police Services Board and senior officers of the DRPS conducted community consultations to obtain public input. Municipal councillors were invited to participate in these public consultations.

Representatives from Social, Youth, Mental Health, Corrections, Housing and Residential Services participated in facilitated Stakeholder forums. These forums also included representatives from shelters, crisis intervention centres and other community support agencies.

In addition, a presentation was delivered to Regional Council to seek their input and feedback. Separate consultation meetings were held with the Crown Attorneys, the DRPS Auxiliary Unit, various senior and youth groups, and a school board in Durham Region.

Internal Consultations

Consultations were held with Platoons, Branches, and Units across the Service. Members of the Senior Officer Association and the Command team were individually interviewed for comments.

Working Groups, including members from across the organization, convened to aid in the development of the Business Plan's objectives.

Online Survey and Other Means of Feedback

A short online Business Plan survey was posted on the DRPS' website as an additional way of collecting information from the community. The online survey does not replace the Region-wide public opinion survey, periodically conducted by the Service. It is intended as another means to capture feedback from the public on their community safety priorities.

In addition the public and internal members were invited to use an email account dedicated to the Business Plan or to phone the Planning Unit to provide feedback. Most comments were acknowledged through face-to-face contact in consultation meetings.

Highlights of the Top Issues from our Community Consultations

- Youth safety concerns
- A desire for more crime prevention
- Concerns about personal safety in public spaces
- Police visibility and contact within communities
- More accessibility for non-emergency situations
- Safe roads
- More community engagement by the police
- Effective communication between the community and police
- Cultural competence in officers and an increase in diversity within the police service

With guidance from the Board's Strategic Planning Committee, the Leadership Group and working groups within the Service, the information gathered from these sessions contributed to the development of the priorities and objectives of this Business Plan.

The three priorities of the 2011-2013 Business Plan are Community Safety, Crime Prevention Through Law Enforcement, and Organizational Excellence. These priorities are addressed using the key principles of Problem-Oriented Policing in conjunction with community liaison and partnerships. The resources required to implement this Business Plan are considered as part of the annual budget cycle.



Community Safety

Community Safety

Our ultimate vision is to have the safest community for people to live, work and play. Every member of the Durham Regional Police Service is committed, in partnership with our community, to provide quality service. These fundamental values are the underpinnings of community safety.

Community safety is about working in partnership with the community to reduce the factors that affect people's right to live without fear of crime and to ensure that citizens and visitors have quality of life. This partnership goes beyond crime reduction and prevention and the Durham Regional Police Service understands that providing social change through partnerships is another way of preventing crime and disorder.

We recognize that we cannot deliver this by the police alone and it is essential that we work with our community to develop solutions. We will provide the tools to develop these partnerships and the information for our youth to make choices. We will work together to ensure property is protected and roads are safe.

A sense of personal safety is essential, and we will provide our community with accessible ways of reporting crimes. This information will be provided back to the community in a summarized format that is in context and current. We will ensure that the flow of information is maintained so that the public is confident and satisfied in their level of safety and security.

Objective 1: Maintain or improve safety in public areas

STRATEGIES:

- Ensure a sustainable, approachable police presence throughout our communities.
- Assist the public by providing the tools, and supporting partnerships, for them to actively participate in the safety of their communities and contribute to crime reduction.
- Enable the youth in our communities to make safe choices, through education and policing programs for youth.

Objective 2: Increase the protection of property and enhance the sense of personal safety

STRATEGIES:

- Engage citizens in crime prevention strategies and develop realistic opportunities for them to become involved in problem-solving and crime reduction.
- Increase public awareness and ensure that the community has accessible ways of reporting all non-emergency matters.
- Ensure that crime statistics and figures are easily accessible, current, and put into context for the community.

In partnership with our community, our Police Service will ensure that the public is confident and satisfied in their level of safety and security.

Objective 3: Ensure safe roads

STRATEGIES:

- Work with the community to identify and address neighbourhood specific issues relating to any form of vehicle use that is unsafe.
- Through enforcement and education, address driving behaviour that is detrimental to the individual driver, other users of the road, and the community in general.
- Explore and utilize technology and environmental designs to address road safety issues.





Crime Prevention Through Law Enforcement

Crime Prevention Through Law Enforcement

One of the core functions of a police service is the enforcement of law. Police are primarily responsible for ensuring that federal, provincial and municipal laws are adhered to. Along with Community Safety and Organizational Excellence, Crime Prevention Through Law Enforcement is one of the pillars of our plan to provide a safe community.

Enforcement is more than just looking for offenders but involves the analysis of the patterns of crime. We will work to reduce violent crime in any form through prevention and enforcement, whether on the gang level or crimes against the vulnerable and the elderly.

Enforcement also speaks to those who have been charged with an offence and are at a high risk of repeating those offences. As such, we will identify and monitor those high risk offenders and work with all components of the justice system, including community groups to reduce the opportunity for criminals to continue.

Our youth are our future, and we will work with the justice system to manage issues that are unique to them. We will coordinate both enforcement and intervention efforts to reduce reoffending while at the same time work with our community partners and the judicial system to ensure that youthful offenders are properly monitored.

Objective 1: Reduce violent crime through Intelligence-Led Policing and community mobilization

STRATEGIES:

- Address violent crime prevention and enforcement through crime analysis and directed patrols.
- Focus on crimes against vulnerable persons through Problem-Oriented Policing initiatives.
- Reduce violence related to gang activity, drugs and guns through education and prevention programs focused on youth and 'at risk' individuals.
- Continue to gather information and develop intelligence to deter and disrupt illicit drug, gang, and gun activity.

Objective 2: Manage high risk offenders

STRATEGIES:

- Develop a program to identify high risk offenders.
- Increase monitoring for compliance of high risk offenders after they are charged and before they are convicted.
- Strengthen liaison between the police service, community groups, probation services, and the Crown's office to facilitate monitoring offenders.

Our Police Service will use effective means to reduce the incidence and impact of crime.

Objective 3: Manage issues related to at risk youth and young offenders

STRATEGIES:

- Include 'anti-drug' and 'anti-gang' safety components as part of community-based prevention programs targeted at youth.
- Coordinate youth intervention and enforcement efforts and further develop the means to divert youth from the criminal justice system to reduce re-offending.
- Develop a repeat offender program for youth to improve monitoring and re-integration of young offenders.
- Strengthen liaison between the police service, community groups, probation services, and the Crown's office to facilitate monitoring of young offenders





Organizational Excellence

Organizational Excellence

As Leaders in Community Safety, the Durham Regional Police Service is committed to providing accessible services, with the utmost degree of professionalism and accountability, to the citizens of the Region of Durham. We value diversity, those things that make us different, both within our service and community. We understand, that to better respond to the needs of our community, we must aim to be reflective of those we serve.

The Durham Regional Police Service remains dedicated to using the principles of Problem-Oriented Policing and supporting problem-solving initiatives across the organization. We must use our resources in the most efficient and effective way without compromising our commitment to the safety of our community or our responsibility to uphold the law. We will continue to anticipate and prepare for future needs through facilities, information technology and resource planning. It is our responsibility to ensure that critical policing and system operations persist, even in the event of a major emergency or disaster.

To achieve excellence, we are committed to promoting the highest standards of performance through education and development opportunities, while fostering a culture that values ethical behavior to maintain public confidence and trust. Active partnerships and productive communication with our community are essential for success.



Our Police Service will ensure our commitment to excellence in service delivery for the public and our members.

Objective 1: Have an inclusive workforce that promotes learning and values diversity

STRATEGIES:

- Increase member education and awareness of needs and expectations of diverse communities, youth, seniors, and other vulnerable and at-risk groups.
- Recruit and retain members who are representative of Durham Region's diverse communities.
- Support the use of problem-solving and Problem-Oriented Policing across the organization.
- Provide education, training, and development opportunities that enhance members' abilities and promote the highest standards of performance.
- Sustain a positive, healthy, safe, and environmentally-friendly workplace for our members.

Objective 2: Enhance police service delivery and operational agility and accountability

STRATEGIES:

- Ensure staffing and infrastructure plans anticipate future growth to enhance performance and support decision-making across the organization.
- Ensure service delivery that is efficient and effective through critical examination of our operational practices and structures.
- Create capacity to promote positive interaction between youth and police.
- Maintain and communicate Service-wide contingency plans in preparation for a major emergency or disaster.
- Foster a culture that values, respects and supports ethical behaviour to maintain public confidence and trust.

Objective 3: Improve community accessibility to police services

STRATEGIES:

- Raise awareness within the community of the Service's legislated purpose and the partnerships established to support these functions.
- Communicate the police response to crime and other community safety issues to the public and to our partners in a timely manner.
- Increase public awareness and accessibility to victim services and our partnerships with victim support groups.
- Increase police, civilian and auxiliary interaction within neighbourhoods and at community events.



Planning Our Infrastructure

Information Technology, Facilities, and Capital Development Plans

One of our greatest strengths is the people who work for the Durham Regional Police Service. People alone, however, cannot fully serve the community without the tools and the infrastructure to support them. Our Business Plan includes three separate but related components, Information Technology, Facilities and a plan for our Capital Expenditures.

The key to knowledge is information and the key to our success is the management of that information. Through the creation of an Information Technology Plan we will build on the solid infrastructure we have put in place over the previous Business Plan. The Information Technology Plan will provide the framework and the guidance needed for us to undertake our day to day work. In addition it will allow us to keep pace with any further development required for our systems to ensure we deliver on each of our priorities.

Our facilities must be able to support our commitment to the community and our Business Plan priorities. Our facilities are a critical component of our Business Plan and can either help or hinder our ability to achieve our mission and vision. This can be dependent on our facilities' state of repair, their proper upkeep, or matching the size of our facilities to the communities growing needs. We will develop a plan to work with our existing facilities and to address those future needs.

The Capital Development plan is the framework to support our facilities, provide new capabilities, and correct issues in our buildings. This plan looks at both current and future needs of the service.



Measuring Our Success

Measuring Our Success

Measuring and Holding Ourselves Accountable for Success

Our Business Plan provides the guidance and direction for our priorities, but without knowing how we are doing we cannot measure our success. Measurements of our objectives are crucial, not only for demonstrating our success, but also to identify when we need to put more emphasis on an objective that is not performing to our high expectations.

Each Objective has defined measurements and goals that will challenge us as an organization to meet our Vision of being the safest community to live, work and play. Our accountability is to the community that we serve and it is imperative to the process that our measurements are fully transparent and open to public scrutiny.

Our measures must be able to accurately show more than just quantities of work, but also show the achievement of outcomes towards our stated objectives and priorities. We will include community satisfaction and other quality of life measures along with more traditional numeric measures of success.

Each year we will publish our progress on all of our objectives as part of the Business Plan process.





Measures of Success

Community Safety

In partnership with our community, our Police Service will ensure that the public is confident and satisfied in their level of safety and security.

Objective 1: Maintain or improve safety in public areas



MEASURES OF SUCCESS:

- Rate of disorder calls for service per 100,000 population
- Number of work hours for civilian and auxiliary units within neighbourhoods and at community events
- Percentage of the community who feel that DRP are VERY approachable
- Percentage of employees who feel that DRP are VERY approachable in our community
- Percentage of the community who feel that there is THE RIGHT AMOUNT of police in their neighbourhood
- Percentage of the community that are satisfied with the quality of police service
- Percentage of employees who feel that the community is USUALLY or ALWAYS willing to provide the DRPS with assistance
- Percentage of the community that feels they are USUALLY or ALWAYS willing to provide the DRPS with assistance
- Percentage of employees who rated our performance at educating and providing policing programs for youth as GOOD or VERY GOOD
- Percentage of the community who rated our performance at educating and providing policing programs for youth as GOOD or VERY GOOD

Objective 2: Increase the protection of property and enhance the sense of personal safety

MEASURES OF SUCCESS:

- Non-Violent Crime Severity Index
- Property Crime Rate per 100,000 population
- Property Crime Clearance Rate
- Other Criminal Code Crime Rate per 100,000 population
- Other Criminal Code Clearance Rate
- Percentage of employees who feel safe in public areas of the Durham Region when not working
- Percentage of community members who feel safe in public areas of the Durham Region
- Number of reported hate crime offences
- Percentage of employees who feel the community is willing and has the opportunity to be involved in crime prevention
- Percentage of the community that feel they have opportunities to be involved in crime prevention
- Percentage of citizens who are aware of how to report non-emergency matters to the DRPS
- Percentage of the community that feel they are informed about what the DRPS has been doing over the last 12 months

Objective 3: Ensure safe roads

MEASURES OF SUCCESS:

- Percentage of community members who feel the roads are safe within the Durham Region
- Number of motor vehicle collision fatalities (non-medical)
- Percentage Change in number of motor vehicle collisions with injury
- Number of Criminal Code Driving, Impaired Operation/Related Violations
- Number of Provincial Offence Act Notices issued in high collision areas



Measures of Success

Crime Prevention Through Law Enforcement

Our Police Service will use effective means to reduce the incidence and impact of crime.

Objective 1: Reduce violent crime through Intelligence-Led Policing and community mobilization

MEASURES OF SUCCESS:

- Violent Crime Severity Index
- Violent Crime Rate per 100,000 population
- Violent Clearance Rate
- Founded occurrences involving domestic violence
- The number of violent crimes with a gang affiliation
- Number of firearms seized
- Number of Controlled Drugs and Substances Act violations
- Controlled Drugs and Substances Act Clearance Rate

Objective 2: Manage high risk offenders

MEASURES OF SUCCESS:

- Program developed to identify 'high risk' offenders
- Number of compliance checks conducted by officers on high risk offenders
- Number of breaches of conditions by high risk offenders

Objective 3: Manage issues related to at risk youth and young offenders

MEASURES OF SUCCESS:

- Rate of youth charged per 100,000 population aged 12-17 years (Criminal Code violations)
- Total youth charged (Criminal Code violations)
- Number of youth diversions
- Program developed for youth repeat offenders
- Number of compliance checks conducted by officers on high risk youth offenders
- Number of breaches of conditions by high risk youth offenders





Measures of Success

Organizational Excellence

Our Police Service will ensure our commitment to excellence in service delivery for the public and our members.



Objective 1: Have an inclusive workforce that promotes learning and values diversity

MEASURES OF SUCCESS:

- Percentage of police officer recruits from minority ethnic groups
- Percentage of police officers that are female
- Percentage of senior officers that are female
- Percentage of police senior officers that are from a minority group
- Percentage of civilian staff that are from a minority group
- Aggregate score from the PROBLEM SOLVING section of Internal Member Survey
- Aggregate score from the SKILLS AND CAREERS/PROFESSIONAL DEVELOPMENT section of Internal Member Survey
- Aggregate score from the JOB SATISFACTION and WELLNESS sections of Internal Member Survey
- Percentage of working hours lost to sickness for police officers
- Percentage of working hours lost to sickness for civilians
- Aggregate score from the HARASSMENT AND DISCRIMINATION section of Internal Member Survey
- Retention Rate

Objective 2: Enhance police service delivery and operational agility and accountability

MEASURES OF SUCCESS:

- Average time to attend P1 (Emergency) Calls
- Average time to attend P2 (Urgent) Calls
- Percentage of P1 (Emergency) Calls that were attended in 8 minutes
- Response time that 90% of P1 (Emergency) Calls are at or under
- Aggregate score from the RESOURCES section of Internal Member Survey
- Aggregate score from the MY WORK UNIT section of Internal Member Survey
- Aggregate score from the SUPERVISION section of Internal Member Survey
- Aggregate score from the SENIOR MANAGEMENT section of Internal Member Survey
- Percentage of community members who feel that the DRPS interacts with the youth in our community in a mostly positive manner
- Percentage of employees who know what is expected of them in the case of a major emergency or disaster
- Aggregate score from the PLANNING FOR OUR FUTURE section of Internal Member Survey
- Rate of complaints per 100,000 calls for service
- Aggregate score from the ETHICS section of Internal Member Survey

Objective 3: Improve community accessibility to police services

MEASURES OF SUCCESS:

- Percentage of employees who are familiar with the legislated purpose of the police
- Percentage of employees who are familiar with our community partners
- Percentage of the community who are familiar with our community partners
- Percentage of the community that feels we communicate the police response to crime and other community safety issues in a timely manner
- Comparison of victim service referrals made vs. victims who take up the referrals
- Percentage of victims satisfied with the overall service provided by the DRPS
- Percentage of community members who are aware of how to access victim services and support groups
- Percentage of community members who feel that the DRPS is at enough community events



Acknowledgements

Thank You for Your Contribution

We would like to take the opportunity to acknowledge the contributions of all members of the Durham Regional Police Service and the citizens of Durham Region who participated in working groups and provided their valuable insights to the development of the 2011 – 2013 Business Plan.

The 2011 - 2013 Business Plan was developed on behalf of the Police Services Board through the dedicated work of members across the police service.

The working groups were instrumental in prioritizing and defining realistic objectives and strategies to be achieved over the three-year horizon of the Business Plan.

A special thank you goes to . . .

Adult Probation
Ajax Diversity and Community Engagement
Advisory Committee
Beaverton District Chamber of Commerce
Bethesda House
Block Parents
City of Oshawa – Corporate Strategic Initiatives
City of Oshawa and Regional Council
City of Pickering
City of Pickering Recreation Department
Community Justice Alternatives of Durham Region
Crime Stoppers
Denise House
Durham College and University of Ontario
Institute of Technology
Durham Rape Crisis Centre
Durham Region Board of Education
Durham Region Catholic Family Service
Durham Region Catholic School Board
Durham Region Children's Aid Society
Durham Region Domestic Abuse/Sexual Assault Care
Durham Region EMS
Durham Region Health Department
Durham Region Home Builders Association
Durham Region Non Profit Housing
Durham Region Planning Department
Durham Region Support Services
Durham Region Transit
Durham Region Works Department
Durham Violence Prevention Coordinating Council
Durham Youth House
Eastview Boys and Girls Club
Family Court Clinic
Family and Community Action Program
Fernie House
Herizon House
Host Program – Community Development Council
of Durham
Immigrant Settlement Services
Insurance Brokers of Canada
Insurance Brokers of Durham
John Howard Society of Durham Region
Kawartha Pineridge District School Board
Linc – Community Development Council Durham
Multi-cultural Council of Oshawa/Durham
Municipality of Clarington
Murray McKinnon House
Muslim Association of Whitby
Oshawa/Clarington Association for Community Living
Safe Communities of Pickering/Ajax (SCOPA)
Salvation Army Community and Family Services
Town of Ajax
Town of Whitby
Township of Brock
Township of Scugog
Township of Uxbridge
Whitby Business Resource Centre, Town of Whitby
YMCA
Youth Justice Services Ontario Ministry Children
and Youth Services

And all those in the community who participated in the development of this plan and in the success of the previous plan.



Durham Regional Police Service

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