

DURHAM REGIONAL POLICE SERVICE

2005 - 2007 Business Plan



WORKING TOGETHER
for a **SAFER** *Community*

leaders in community safety



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VISION *What we aspire to be.*

We are acknowledged as the leader in creating a safer community by providing QUALITY police service.

MISSION *The overall purpose of our organization.*

We ensure PUBLIC SAFETY by delivering EXCELLENT POLICE SERVICE. We proudly work with all members of our community, and hold ourselves accountable to improved effectiveness in everything we do. We proactively address future challenges, while upholding our values.

VALUES *The principles that guide our members' individual conduct, attitudes, and their expected behaviour.*

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.

Our core values are C.L.E.A.R.:

COMMITMENT:

We are dedicated to fulfilling our mission by serving our community with integrity.

LEADERSHIP:

We call upon the diverse knowledge, skills, abilities and views of our members to achieve constructive outcomes with our community.

EXCELLENCE:

We encourage our members to accept increased levels of responsibility and maintain high standards in everything we do.

ACCOUNTABILITY:

We are conscientious, acting in a professional and forthright manner.

RESPECT:

We demonstrate that we value ourselves, each other, and our community by treating everyone in an impartial, equitable, and sensitive manner.





BUSINESS PRINCIPLES

Organizational principles that are hallmarks of how we deliver services.

PEOPLE:

Our people are our most valuable resource. We recognize the quality and commitment of our members to do what is right and be accountable for the decisions they make. We value the contribution of each member and promote equality of opportunity.

QUALITY FOCUS:

We are committed to continuous improvement and encourage innovation to improve performance across our programs and services. We strive for personal and professional excellence at all times.

CUSTOMER FOCUS:

We are fundamentally committed to addressing the diversity and the needs of the communities and stakeholders we serve. We aim to achieve a level of performance that exceeds our community's expectations.

PROBLEM SOLVING:

We improve effectiveness when we help identify and solve community problems. We encourage our members to introduce new ideas and achieve long-term solutions to identified problems.

PARTNERSHIPS:

We will engage in meaningful consultation with our community partners and focus our joint efforts on promoting public safety and preventing crime.

LEARNING:

We invest in the education and training of our members to continuously learn and remain an innovative and effective organization.



Doug Moffatt

*Chair
Durham Regional Police
Services Board*

MESSAGE FROM THE CHAIR

Dear Citizens of Durham Region:

I am pleased to provide you with our most recent Business Plan, which sets out a clear course for the ongoing improvement of police programs and services in our Region.

As the Durham Regional Police Services Board, we provide public oversight of the Durham Regional Police Service. Our responsibilities include:

- Establishing broad policies, objectives and priorities regarding the delivery of police services,
- Monitoring the performance of the Durham Regional Police Service, and
- Submitting financial estimates to Regional Council.

As a public body we are accountable to you, the “citizen-owners” of the Durham Regional Police Service, to ensure there are adequate and effective police services in Durham Region. It is our commitment to ensure that Durham Region is a safe community in which to live and work, at a competitive cost.

Our Business Plan for 2005-2007 is the summation of input from thousands of concerned citizens, public figures, police service members, and other community stakeholders. The Business Plan is based on our assessment of:

- Community needs,
- Trends in community safety and criminal activity,
- Current capabilities of the Durham Regional Police Service and our various public safety partners, and
- Accomplishments and lessons learned since our first Business Plan was published in 2002.

Thanks to all those persons who provided input to this Business Plan, and thanks to every citizen and police service member who help make Durham Region a safe community for all of us to live, work and play. You are the key to our collective safety and prosperity.

Yours sincerely,

Doug Moffatt
Chair



Kevin McAlpine

*Chief of Police
Durham Regional Police
Service*

MESSAGE FROM THE CHIEF

The 2005 – 2007 Business Plan: Working Together for a Safer Community builds on the strengths of our first Business Plan and provides us with a clear path for improving and enhancing police services in Durham Region.

We have enjoyed success as an organization because our hard-working members keep in close touch with the citizens we serve. Our strength is firmly rooted in the many community partnerships we enjoy. As we developed this Plan, we turned once again to our stakeholders for their ideas and suggestions. We also consulted with our own members, who always have innovative and creative ideas to share.

The Business Plan gives us an opportunity to put in motion the many suggestions we heard throughout our consultations. As a result, this Plan will help us fine-tune our response to community safety concerns such as traffic safety, criminal gangs and problem youths in the most cost effective and operationally efficient way.

Our most precious resource will always be our people. This Business Plan strongly reflects our commitment to our employees, from the implementation of a career development plan to enhancements of our health and wellness programs.

I invite you to read through our 2005 – 2007 Business Plan and help us continue to support the work of our frontline officers and administrative staff.

Yours in public safety,

Kevin McAlpine
Chief of Police



Doug Cavanaugh

*President
Durham Regional Police
Association*

MESSAGE FROM THE ASSOCIATION

Every day, members of the Durham Regional Police face a complex and changing world. These changes require us to have an eye for detail, to work in teams, to use proper equipment and to rely on a high level of skill and common sense.

None of these elements happen by accident – our police officers and administrative staff alike must have programs and services available to them to do their jobs on a continuous basis.

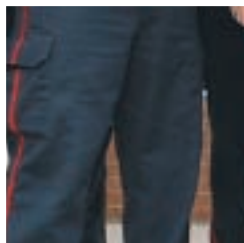
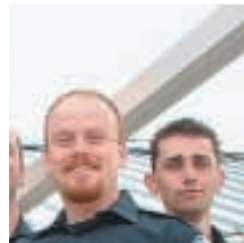
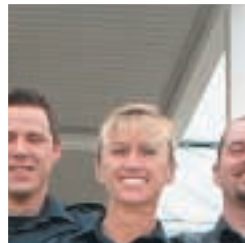
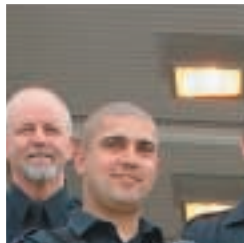
That's why planning is so critical to our profession. We must have the ability to look ahead and prepare accordingly. The Durham Regional Police Association continues to be an active partner in the decisions and development of the Service's organizational Business Plan.

It is a very important document not only for our members' safety, but also for our ability to meet the challenges of modern day policing. We believe we have the best police and civilian members of any police agency in Canada. We will continue to serve the citizens of Durham Region at a high level and if we work together and plan together we will succeed as an organization and as a community.

I encourage you to read this important document and to make yourself available for future consultations in the interest of public safety. Please don't hesitate to call the Corporate Planning Unit with your comments.

Yours truly,

Doug Cavanaugh
President
Durham Regional Police Association



EXECUTIVE SUMMARY

The 2005 – 2007 Business Plan of the Durham Regional Police Services Board is a road map of strategies and specific initiatives to guide the Police Service in its program and service delivery decisions over the next three years. This Plan is vital to move the Durham Regional Police (DRP) beyond immediate needs and ensures that service delivery continues to be effective, efficient, and responsive to the evolving needs of our citizens.

Wide ranging consultations with Police Service members, community stakeholders and groups, and citizens were held in the Spring of 2004 to seek their views and suggestions on where most police effort should be concentrated over the next three years. Surveys of the public and of police members were also undertaken to guide policing priorities. The strategic goals and initiatives contained in the 2005 – 2007 Business Plan are shaped by this feedback.

With continuing growth and development in Durham Region, increasingly complex criminal investigations, and an ever-changing legislative environment, the demand on resources remains high across all core police functions. We respond to these demands by continuing to ensure our service delivery is in line with community needs and by improving police operations – both critical to excel in our vision as leaders in community safety.

To this end, the strategic goals in the Business Plan are designed to increase community linkages, provide more effective administrative support to police operations, improve the effectiveness and efficiency of front-line operations, and strengthen human resource development. These broad directions are captured in the four strategic goal areas of Communication, Administration, Response, and Employee Support (C.A.R.E.).



Communication

Build effective communication methods, strategies, and infrastructure to improve internal and external relationships.

Administration

Build effective systems and processes that support excellence and accountability in police service delivery.

Response

Create a safer community by maximizing the efficiency and effectiveness of policing operations.

Employee Support

Provide opportunities and services designed to assist members in their personal and professional development.

The objectives and specific action plans that follow from these strategic goals focus our policing efforts on meeting the most pressing community needs – youth issues, gang activity, and traffic safety – and augment our efforts for crime prevention and assistance to victims.

To support these operational activities, initiatives are outlined that apply business principles in our management of police operations, augment outreach to our community partners, and draw on the skills and abilities of all our members to deliver programs and services.

The DRP is continually challenged to make the best use of its financial and human resources to remain proactive and responsive to competing public safety needs. In addition to day-to-day activities, we have maintained our flexibility to respond to unforeseen events like the August 2003 Blackout, the SARS outbreak, and train derailments. Initiatives in the 2005 – 2007 Business Plan will be achieved by reallocating existing resources and working within budget projections.

The Police Services Board and the Police Service's leadership will carefully monitor the initiatives outlined in the Business Plan to ensure their implementation. Regular updates on the Plan's progress will also be provided to the community through the Police Services Board and through updates to Regional and Municipal Councils.

Taken together, the strategic directions in the 2005 - 2007 Business Plan continue to demonstrate the DRP's leadership in community safety, its commitment to improve the accessibility of police services, and its desire to ensure that it remains a leading-edge employer of choice in the community.



BUSINESS PLANNING PROCESS

A Business Plan is a roadmap of broad strategic goals and specific initiatives that guide the delivery and management of an organization's programs and services, bringing it closer to achieving its overarching vision and mission. Business planning is gaining momentum in all areas of the public sector as organizations look for new ways to meet customer needs, make the most of limited resources, ensure accountability, and achieve results.

The 2005 – 2007 Business Plan is the second three-year Plan for the Durham Regional Police Service (DRP). Since the inception of the first Plan effective January 2002, business planning has become an important tool for the DRP's police and administrative functions.

Many Police Service and community members were involved in some capacity with the development and implementation of the strategic goals, objectives, and action plans outlined in the first Business Plan. These efforts increased in the development of our second Plan.

Internal processes have evolved so that planning for service delivery changes and budgeting for resources are aligned and sequenced through the annual planning and budgeting cycle. As part of this cycle, Units within the DRP are required to develop their own multi-year plans – called trifocal visions – that outline their proposed direction and related resource needs in line with the Business Plan's goals and objectives. Similarly, the Police Service's budget supports the Business Plan's priorities, and reflects the resource needs identified in Units' multi-year plans, as funding allows.



"Each year it is a challenge for Police to meet the needs of the community. I see this Business Plan meld things together with the community, which should make it easier to give 'value to dollar' at budget time to meet the needs of the community."

- Comment from local councillor.

This planning and budgeting cycle has allowed the DRP to move beyond immediate needs and systematically plan and implement service changes over time that are key to effective and efficient policing.

New to the 2005 – 2007 Business Plan are six business principles that reflect our approach to how we conduct our business across all police and administrative activities. These principles – which relate to members, quality, customers, problem solving, partnerships, and

learning – complement the core values that govern individual members' behaviour.

The 2005 – 2007 Business Plan initiatives will be achieved by reallocating existing resources and working within budget projections. The DRP's Business Plan supports the strategic direction of 'sustaining effective policing and working with the community to enhance safety' as outlined in the Region of Durham's Community Strategic Plan published in 2004.

ACCOMPLISHMENTS FROM THE 2002 – 2004 BUSINESS PLAN

On January 1, 2002 the Durham Regional Police Service's first Business Plan came into effect, covering the period 2002 – 2004. Over the past three years significant progress has been made regarding key policing initiatives and improvements in administrative systems and processes.

The DRP implemented 95% of action plan items identified in the 2002-2004 Business Plan. Selected accomplishments include:

- Implementing a crime analysis function to identify crime trends and reduce crime and public disorder.
- Continuous commitment to train and deploy police officers in an efficient and effective manner, a result of which was the realignment of patrol zones to better respond to community needs.
- Evaluating investigative capacity to enhance frontline support, community response, and assistance to victims of crime.
- Supporting front line policing by introducing such technological changes as email capability for all members to improve communication with the public, stakeholders, and each other.

- Strengthening and facilitating community partnerships, including an ongoing commitment to public consultation through surveys and community liaison.
- Managing our fleet and vehicle servicing contracts more efficiently.
- Collecting, analyzing, and disseminating statistical indicators to evaluate the effectiveness of service delivery annually.
- Continued use of the Durham Regional Police business planning process and the alignment of budget and performance management processes.

Large-scale initiatives from the 2002 – 2004 Plan that are still underway will be carried forward for full implementation as part of the 2005 – 2007 Business Plan. These initiatives include implementing a new records management system, a project management process for major projects, and a renewed career development program for members.



ENVIRONMENTAL ANALYSIS

The Durham Regional Police planning process is a comprehensive exercise supported by research on growth and development trends that affect police activity, and changes in the environment, the organization itself, and police operations.

The steps in the business planning process include an environmental scan to understand the external drivers of change, information gathering through consultations and focus groups, and surveys of external and internal stakeholders. This approach to business planning elicits comprehensive and accurate information from a variety of sources, and uses the best information available in planning and decision-making for the short, medium, and long-term. Information and feedback from these sources were prioritized and addressed through specific initiatives outlined over the three-year horizon of the Business Plan.

Working Committees, made up of members from all ranks across the organization, helped prioritize the views and suggestions received from consultations into a framework of strategic goals, objectives, and action plans. A Steering Committee consisting of senior members of the DRP, the Police Services Board, and the Durham Regional Police Association guided the overall development of the 2005 – 2007 Business Plan.

Through this process of information gathering and considering long-term issues, the Business Plan moves the Police Service beyond immediate needs and guides program and service delivery decisions in a staged and managed way over the horizon of the Plan.



"We have had a very good relationship with the Police - I hope that this continues so that we may have a great community. We must continue to ensure that our citizens stay safe."

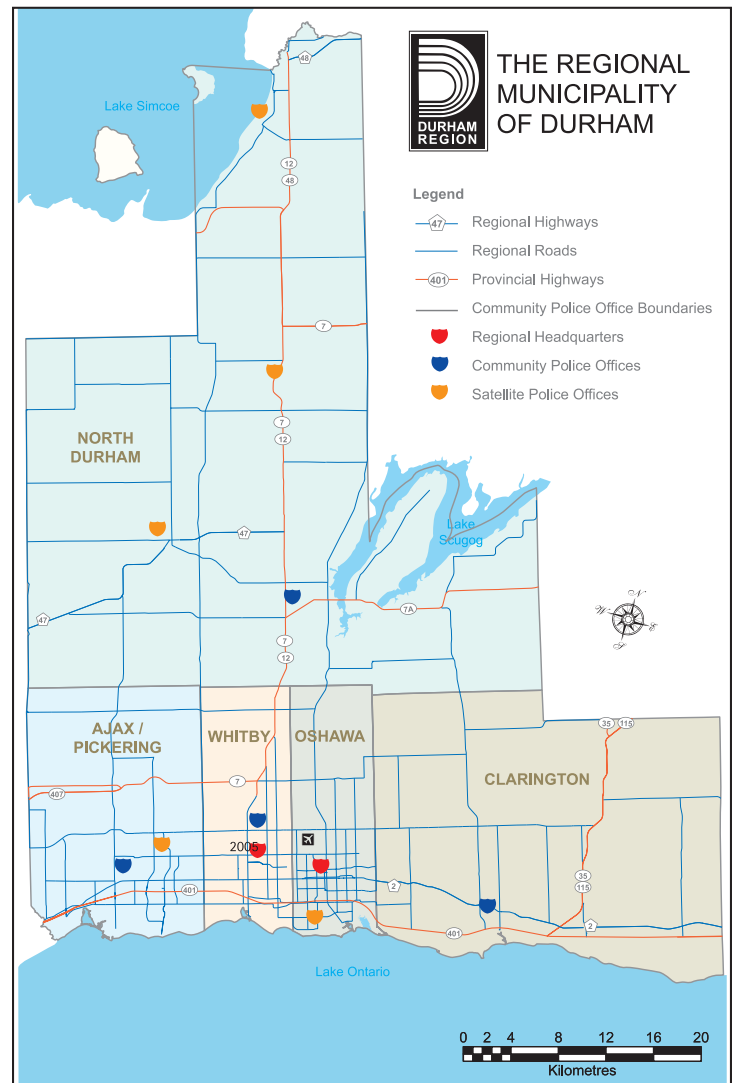
- Comment from Community member during consultations.

THE DURHAM REGION CONTEXT

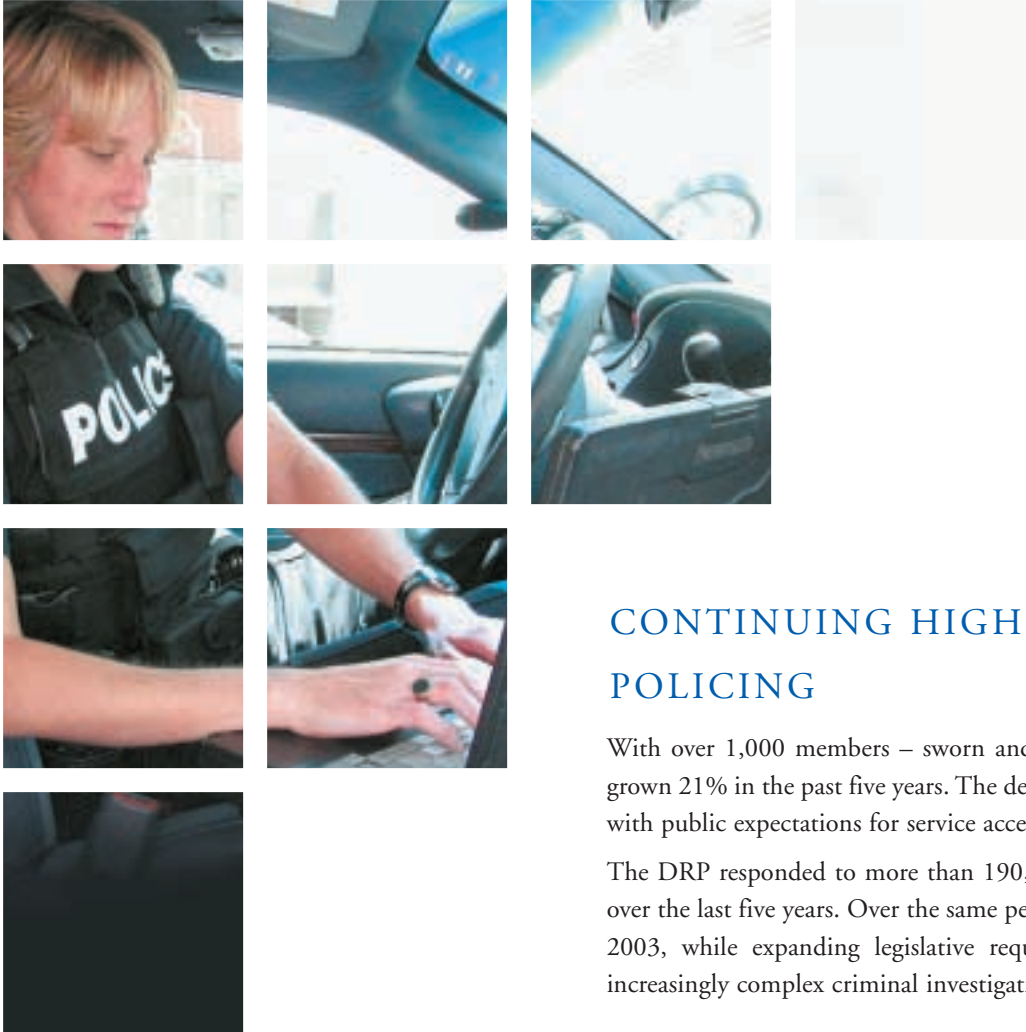
The Durham Regional Police Service polices 2,500 square kilometers of mixed urban and rural land – the largest municipal jurisdiction in the Greater Toronto Area stretching from Lake Ontario in the south to Lake Simcoe in the north. Providing visible police service to densely populated urban communities and geographically expansive rural communities poses unique challenges for effectively managing police resources.

There are eight member municipalities in Durham Region: 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.

Community Police Offices	Population (1,000s)	Area (Sq. km)
Ajax/Pickering	183.2	294
Clarington	79.1	608
North Durham	54.0	1,301
Oshawa	148.7	143
Whitby	99.0	143



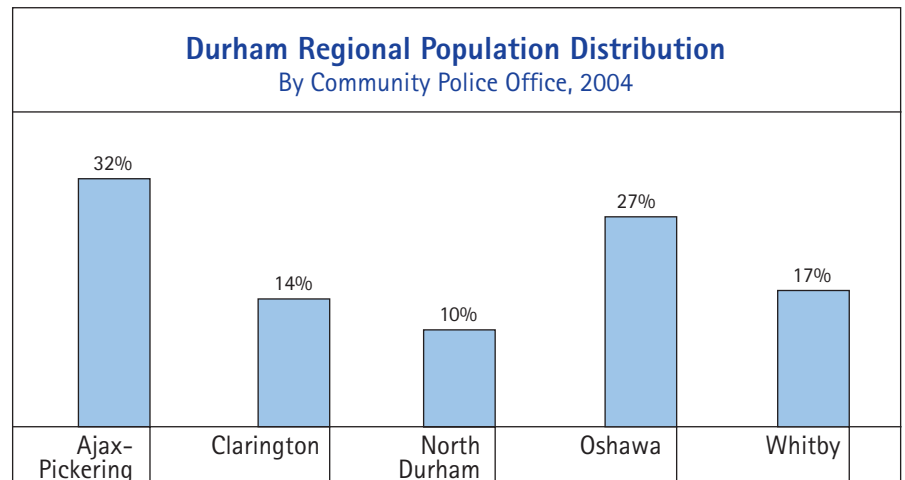
Source: DRP Corporate Planning Unit interpolations of Durham Region's Official Plan. New Regional Headquarters open Summer 2005.



CONTINUING HIGH DEMANDS ON POLICING

With over 1,000 members – sworn and civilian – the size of our membership has grown 21% in the past five years. The demands on policing have grown as well, along with public expectations for service accessibility and accountability.

The DRP responded to more than 190,000 calls for service in 2003, a rise of 37% over the last five years. Over the same period, reported crimes rose 24% to 38,188 in 2003, while expanding legislative requirements require the police to deal with increasingly complex criminal investigations.





"There are wonderful policing partnerships in some schools. I think police officers need to hear about these successes."

- Comment from Community Liaison Member.

THE DEMOGRAPHIC PROFILE OF DURHAM REGION

Durham Region continues to experience steady population growth of over 2% per year. By 2005, more than 576,000 people will reside in Durham Region. Population is expected to reach 664,000 in 2011 and over 1 million by 2031. The municipal areas of Whitby, Clarington, and Ajax showed the largest population growth over the 1996 and 2001 Census years. The largest forecasted growth is expected in Pickering, followed by Ajax, Clarington, and Whitby, as outlined in Durham Region's Planning Department Official Plan.

While less diverse than other areas in Greater Toronto, the cultural diversity of Durham Region is increasing. The largest number of visible minority groups live in the municipal areas of Pickering and Ajax where they now comprise more than 25% of the population. The Business Plan includes initiatives to reflect the growing diversity in the Durham community.

Durham Region, like the rest of Canada, is facing an aging population. The largest age groups are people between the ages of

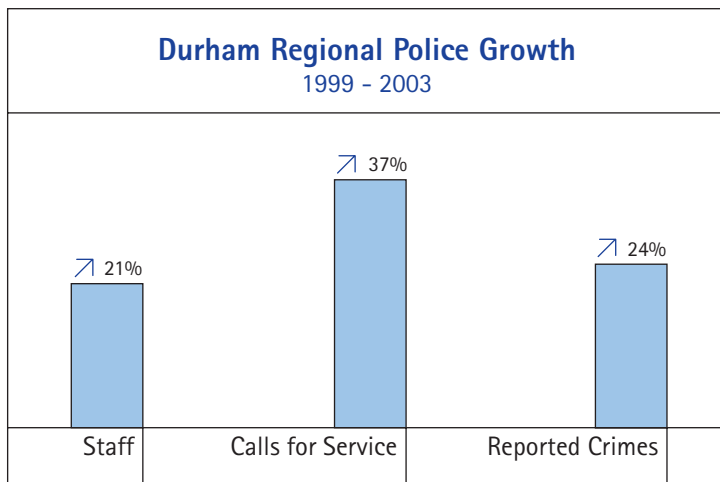
35 – 39 and 40 - 44. At the same time, Durham's age profile is appreciably younger than that of Ontario – 30% of Durham's population is under 19, compared to 26% in the province. This is in part due to the migration of young families to the Region.

The age and diversity composition of the community will impact police service delivery. The high proportion of youth will challenge the DRP to review its existing programs and develop new initiatives specific to those under 19 years old. With an aging population, elderly victims will likely require police assistance specific to their needs. Actions to address these trends are outlined in the 2005 – 2007 Plan.

STRONG ECONOMIC FUNDAMENTALS

Durham Region's economic prospects continue to grow. The \$1.7 billion in building permits issued in 2003 was the highest in the Region's 30-year history, driven by a 36% increase in residential building permits to \$1.1 billion in 2003. Non-residential building permit value also rose substantially by almost 75% to \$649.8 million in 2003, surpassing high growth in the Greater Toronto Area overall.

Growth and development – whether residential, commercial, industrial or other growth – will continue to place high demands on all public services in Durham Region, including policing.





CONSULTATIONS

The Police Service's strength stems from the partnerships it has with all members of the Durham Region community. The collective co-operation between the community and the DRP is essential to achieving success in the core policing functions of crime prevention, law enforcement, assistance to victims, public order maintenance, emergency response, and administration and infrastructure.

With this in mind, the 2005 – 2007 Business Plan was developed with significant input from a broad cross-section of the community, stakeholder groups, residents, and members of the Police Service. In the Spring of 2004, the Corporate Planning and Development Unit held extensive consultations and focus groups with its members and the Durham Region community. More than one-half of Police Service members were contacted directly through focus groups and internal meetings. Many excellent suggestions for service delivery improvements were received.

Over the same period, public consultations were held in every Durham municipality with residents, community organizations and groups, business leaders, educators, and Regional and Municipal councilors. To ensure broad participation, these meetings were advertised, media releases were issued, and invitations were sent directly to community stakeholders, groups and business leaders. Participants were invited to submit further commentary via written submission or email.



"One of our strengths is that we recruit high quality people to our Service."

- Comment from DRP member during consultations.

The consultations were well attended by a wide range of individuals and organizations. More than 1,000 comments were collected, grouped, prioritized, and used to gain a first-hand understanding of the priorities and concerns of the Durham community and Police Service members. The information gathered from those who attended consultations and independently submitted written briefs provided the foundation for the 2005 – 2007 Business Plan.

The messages were clear and consistent, reiterating the need to continue to work together to achieve the vision of community safety across Durham Region and address the dominant concerns of traffic enforcement, youth issues, and more police visibility.

SURVEY RESULTS

In addition to consultations, surveys of the Durham Region community and of Police Service members were conducted to gain an understanding of priorities, perceptions, concerns, and needs.

COMMUNITY SURVEY

In June 2004, the DRP conducted its second public opinion survey across Durham Region to identify the public's perceptions and attitudes towards policing, and their satisfaction levels with police services. The results show that the vast majority of Durham Region residents feel safe in their community (93%), and are satisfied with the quality of the police service they receive (89%).

As well, most people feel the police are approachable always or most of the time (83%), fair to people like themselves (82%), and available when needed (76%). These results mirror those conducted during a similar public opinion survey in 2002.

When asked what the top one or two priorities should be for the DRP, the most popular response was "more police patrols/more police presence" at 40%. The next two priorities were youth

crime/gangs/teenagers (19%) followed by traffic safety/speeding (15%). These issues are remarkably consistent with those identified in public consultations.

INTERNAL MEMBERS' SURVEY

The results of the public opinion survey are complemented by responses from a survey of our members held in May 2004. Members were asked about issues relating to their safety, their work environment, service delivery, and training. About two-thirds of our members had no major concerns or felt positively about issues across all of these areas. In fact, to corroborate views on community participation in public safety, 82% of members felt positively or had no major concerns with the community's willingness to provide the police with assistance. Suggestions from members related to work process improvements are addressed through specific initiatives in the Business Plan.

The Plan outlines a continuing commitment to keep the community and our members informed of the Plan's implementation, and to ensure that community participation will be regular and ongoing. The issues and priorities raised in consultations and surveys are addressed through goals, objectives, and action plans identified in the 2005 – 2007 Business Plan.



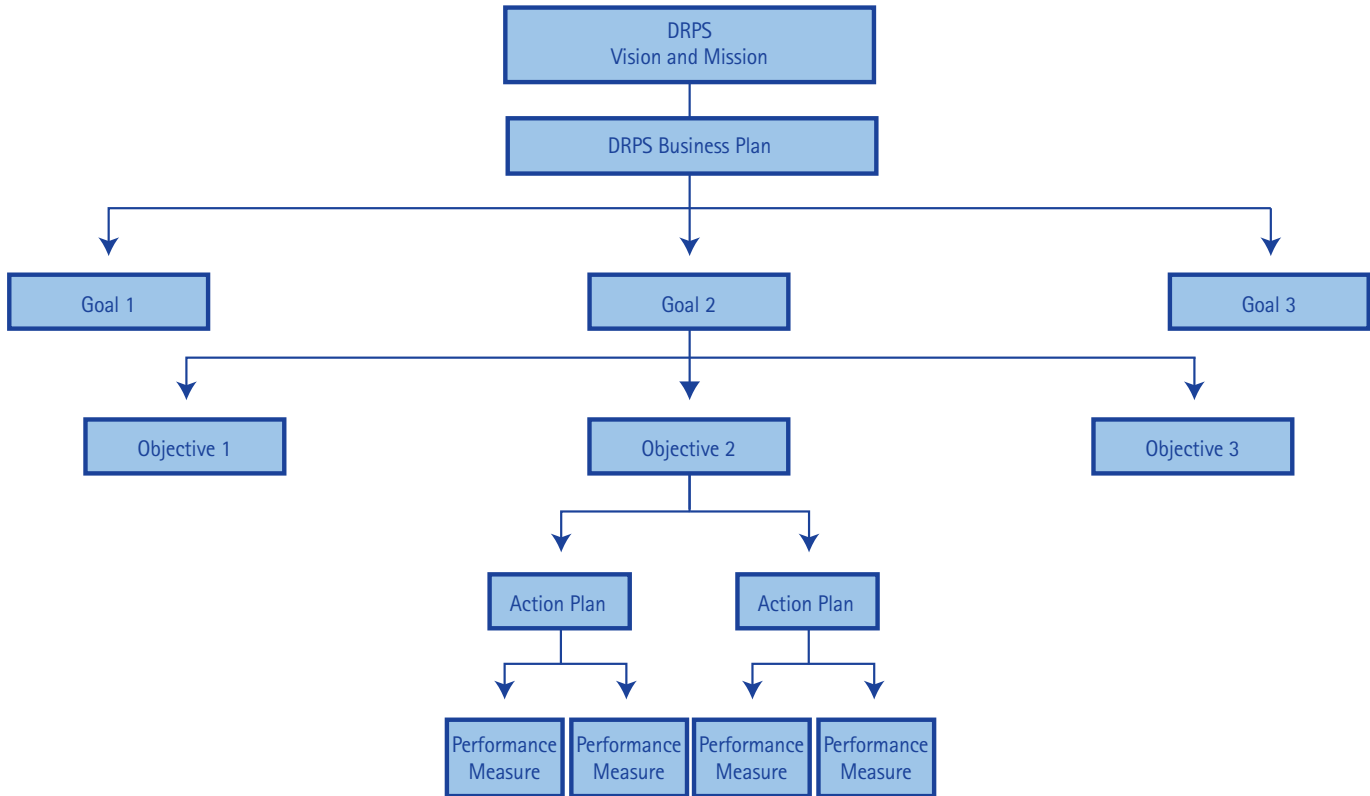
THE BUSINESS PLAN MODEL

The 2005 - 2007 Business Plan sets priorities for the DRP based on information gathered through feedback from consultations and surveys, among other things. These priorities identify how the Police Service will make the best use of its resources to respond to changes in the environment and meet evolving community and members needs.

The planning horizon covers a three-year period, consistent with the Ontario Police Services Act Adequacy and Effectiveness of Police Services Regulation (O. Reg. 3/99), which requires that every Police Services Board in Ontario develop a business plan at least once every three years that provides direction to the Service. This timeframe is flexible enough to allow for changes in the environment that can be reflected in a new Plan.



THE STRUCTURE OF THE PLAN



As illustrated, the general structure of the Business Plan includes *goals, objectives, action plans, and performance measures*, cascading from the organization’s *vision* and *mission* statements. A definition of each Business Plan component is provided below.

Strategic Goals – reflect the outcome or ends the organization wants to achieve. Goals arise from the vision and mission of the Durham Regional Police Service.

Objectives – flow from strategic goals and represent multiple courses of action to achieve a goal.

Action plans – are specific undertakings that work toward achieving a

specific objective. The action plan allows an activity to be broken up into manageable components of what will be done to work toward the objective, and how the action plan will be carried out.

Performance measures – assessment tools to measure the intended results of the objective as a whole and action plans individually. Performance measures must be reliable and valid and are an important part of achieving intended results.

Details of performance measures, timelines, and lead accountabilities can be found in the Appendix of the Business Plan.



THE 2005-2007 BUSINESS PLAN STRATEGIC GOALS

The 2005 - 2007 Business Plan's strategic goals are grouped in the four areas of Communication, Administration, Response, and Employee Support (C.A.R.E.). This framework was carried forward from the first Business Plan (2002 - 2004) and provides a common focus for accountability and achieving results in the strategic areas of:



Communication – build effective communication methods, strategies, and infrastructure to improve internal and external relationships.

Administration – build effective systems and processes that support excellence and accountability in police service delivery.

Response – create a safer community by maximizing the efficiency and effectiveness of policing operations.

Employee Support – provide opportunities and services designed to assist members in their personal and professional development.

This framework maintains continuity with the first Business Plan, and also reflects an evolution in our planning and management processes. The objectives and action plans in the 2005 – 2007 Plan balance community needs with a complementary set of initiatives to improve the effectiveness and efficiency of service delivery, sustain change, and augment community linkages.

One notable change relates to the strategic goal of Response, which now includes the Police Service’s operational priorities of traffic safety, gangs and organized crime, and intelligence-led policing. Historically, specific measures to deal with policing priorities were addressed outside of the business planning process. Now these operational

elements are included in the Business Plan and complemented by other strategic initiatives. These initiatives will be monitored for implementation, and progress on them will be reported to the community.

The Response goal also outlines objectives and specific action plans to augment and improve services that prevent crime, enforce laws, and assist victims deal with the negative impact of crime.

The strategic goals of Communication, Administration, and Employee Support outline a series of interrelated objectives: building community partnerships, increasingly adopting business principles to manage our police service more effectively, and maximizing our organizational capacity and member development.

There are a total of 22 objectives and 49 action plans to be carried out over the horizon of the 2005 – 2007 Business Plan. Taken together, all of these objectives and action plans improve the DRP’s ability to effectively and efficiently deliver front-line police services to Durham Region residents. The Plan ensures that our financial and human resources are deployed in a way that meets these goals.



STRATEGIC GOAL | **C** o m m u n i c a t i o n

Build effective communication methods, strategies, and infrastructure to improve internal and external relationships

Policing in the Durham community reflects the concept that the DRP is community-centered and focuses on the needs of the residents it aims to serve. The need for more community involvement in policing partnerships was raised in our public consultations across Durham Region. To meet these needs, the Communication strategic goal provides details of how the DRP will strengthen alliances with its partners and the community to achieve common public safety goals through proactive policing.

As well, with growing cultural diversity in Durham the DRP has committed to fostering existing relationships through our Diversity Liaison Committee, and building new partnerships to reflect this and other changing trends in the Region.





OBJECTIVE	ACTION PLAN
<p>C1 To ensure that every citizen can locate appropriate resources within the Police Service easily and effectively.</p>	<p>C1.1 Improve public accessibility to members, corporate communications, and facilities.</p> <p>C1.2 Improve public accessibility to police-related information for publications, brochures, and events.</p> <p>OUTCOME Citizens will find it easier to locate appropriate resources within the Service.</p>
<p>C2 To work in partnership with other agencies and the community to promote safer neighbourhoods and roads that are free of injury, damage, and crime.</p>	<p>C2.1 Consult with external agencies, including other police agencies, to explore shared participation in joint messages, events, and information campaigns.</p> <p>C2.2 Conduct a pilot project to explore the feasibility of expanding our current commitment to surveys to include focus on specific users of police services: victims, businesses, and other client groups.</p> <p>C2.3 Continue to encourage the community to take an active role in reporting crime, including crime perceived to be minor in nature.</p> <p>OUTCOME The community will be kept better informed on issues related to public safety through joint efforts by the Service and its community partners.</p>
<p>C3 To make internal communications more efficient throughout the organization and ensure greater linkages at all levels of the Service.</p>	<p>C3.1 Identify and streamline current sources of internal communications throughout the organization, to reduce fragmentation.</p> <p>OUTCOME Information flow within the Service will be improved, resulting in enhanced two-way lines of communication and better coordination of internal information services.</p>
<p>C4 To actively communicate, cultivate, and foster partnerships/relationships with our culturally diverse communities.</p>	<p>C4.1 Expand current programs to strengthen partnerships with culturally diverse communities.</p> <p>OUTCOME The Service will be a strong, willing participant, and work closely with our culturally diverse communities to foster understanding and bridge any gaps that may exist.</p>



STRATEGIC GOAL | Administration

Build effective systems and processes that support accountability and excellence in police service delivery

The DRP continuously strives to improve the effectiveness and efficiency of policing activities. From the inception of our first Business Plan to now, the Police Service's internal planning and resource allocation processes have evolved to ensure a more rigorous, business-like approach to service delivery decisions. The 2005 – 2007 Business Plan builds on this approach.

The series of objectives and action plans under the Administration strategic goal are designed to ensure the Police Service has the right infrastructure to support effectiveness and efficiency in our core police functions.

OBJECTIVE	ACTION PLAN
<p>A1 To develop a comprehensive Facilities Plan that ensures adequate facilities to meet current and future needs of the Service.</p>	<p>A1.1 Develop a comprehensive Facilities Plan that ensures adequate facilities to meet current and future needs of the Service.</p> <p>A1.2 Evaluate and proceed with the following expansion projects: Regional Support facility; Construction of the Firearms Training Range; Move to new Durham Regional Administrative Facilities; Reallocating space at the location of Headquarters, and having better provisions for the Emergency Command Centre.</p> <p>OUTCOME The Service will have a Facilities Plan, which addresses current and future needs to better serve the community.</p>
<p>A2 To develop a comprehensive Equipment Plan to ensure current and future needs are met.</p>	<p>A2.1 Eliminate common and persistent members' equipment concerns.</p> <p>OUTCOME The Service will have an Equipment Plan, which ensures that all members have access to well-maintained equipment appropriate to their job function.</p>
<p>A3 To provide information and communication technology solutions designed to increase efficiency and effectiveness of policing.</p>	<p>A3.1 Implementation of a new Service-wide computer-aided dispatch and record management system (CAD/RMS) with linkages to other police services in Ontario and Canada.</p> <p>A3.2 Publish link to Information Technology (IT) Strategic Plan to identify IT priorities consistent with service needs.</p>



OBJECTIVE	ACTION PLAN
<p>A3 (continued)</p>	<p>OUTCOME A new Service-wide computer-aided dispatch and record management system will assist members to provide more efficient and effective service to the public, allowing members better access to the records management systems of other police services.</p>
<p>A4 To manage and evaluate business processes more effectively.</p>	<p>A4.1 Identify and develop operational indicators/measures to monitor unit core functions and assess performance.</p> <p>A4.2 Develop a business management system to effectively coordinate, track, and communicate the role of committees.</p> <p>A4.3 Continue to develop and implement a project management system for organizational projects.</p> <p>OUTCOME A business management system will be put in place that coordinates organizational processes and monitors their success.</p>
<p>A5 To continue process to further integrate business plan priorities, multi-year Unit-based planning, and budget submissions.</p>	<p>A5.1 Streamline current multi-year budget planning to support implementation over multiple years.</p> <p>OUTCOME A fully integrated business planning and budgeting process will result in more effective and transparent allocation of resources to multi-year police service needs.</p>
<p>A6 To support consistent organizational practices by ensuring documentation of internal policies, operating procedures, and directives.</p>	<p>A6.1 Review the current directive system for ease of use, comprehension, and training.</p> <p>OUTCOME Directives, policies, and operating procedures will be streamlined, ensuring consistent organizational practices.</p>
<p>A7 To develop effective strategies that will minimize risk to our members, our service, and the community.</p>	<p>A7.1 Implement an ongoing risk management committee with a mandate to examine the potential for risk from internal and external sources and make recommendations consistent with best policing practices.</p> <p>A7.2 Promote risk management awareness among the members of the Service.</p> <p>OUTCOME A comprehensive risk management strategy will be instituted that promotes best policing practices to reduce or eliminate risk, where possible.</p>



STRATEGIC GOAL 1 **R**esponse

*Create a safer community
by maximizing the
efficiency and effectiveness
of policing operations*

While our community consultation and public opinion survey feedback shows that residents of Durham Region feel safe overall, there are areas of concern related to increased police presence and visibility in local neighbourhoods, youth crime and gang violence, and increased traffic safety and enforcement.

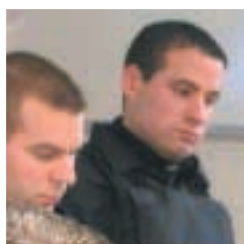
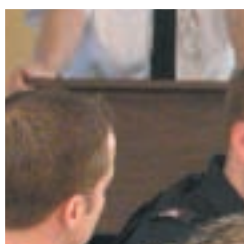
The strategic goal of Response lays out initiatives that focus our policing efforts on meeting these community needs. The DRP's operational priorities and action plans include improving traffic safety, reducing the impact of criminal gangs, and advancing intelligence-led policing – that is, using information proactively to guide patrols, conduct investigations, and solve crime and public disorder issues.

Initiatives to enhance service delivery in the core functions of crime prevention and assistance to victims of crime are also specified. Together, these initiatives form a comprehensive and cohesive approach to increase community safety in Durham Region.

OBJECTIVE	ACTION PLAN
<p>R1 To undertake a review of front line policing practices to improve operational efficiency and increase focus on proactive community based policing.</p>	<p>R1.1 Review current frontline policing practices and evaluate for efficiency/effectiveness.</p> <p>R1.2 Continue to develop and support volunteer programs to encourage members of the community to work in partnership with our Service.</p> <p>OUTCOME Frontline-policing practices will be optimized for efficiency and effectiveness to better serve the community.</p>
<p>R2 To reduce crime, particularly youth crime and maintain public safety and order by providing high standards of service in the community.</p>	<p>R2.1 Develop / implement a Service-wide crime prevention strategy.</p> <p>R2.2 Renew strategy to reduce youth crime/disorder.</p> <p>OUTCOME Improved public safety for the community at large.</p>
<p>R3 To reduce unlawful activity of identified gangs.</p>	<p>R3.1 Identify criminal gang members and expose criminal gang activity.</p> <p>R3.2 Develop and implement sustainable enforcement initiatives to target gangs and weapons.</p> <p>R3.3 Disseminate information / communicate impact of gangs to the community.</p>



OBJECTIVE	ACTION PLAN
<p>R3 (continued)</p>	<p>OUTCOME Unlawful activity of identified gangs will be reduced through sustainable enforcement initiatives and information sharing.</p>
<p>R4 To increase traffic enforcement and education, focusing on unsafe driving and high collision areas.</p>	<p>R4.1 Provide education for our citizens to heighten awareness of personal driving habits related to unsafe driving.</p> <p>R4.2 Develop and implement a comprehensive traffic safety strategy for the Service.</p> <p>R4.3 Develop, enhance, and strengthen partnerships with local municipalities and traffic departments to:</p> <ul style="list-style-type: none"> •Manage vehicle speeds on our roads through enforcement, education, and engineering. •Reduce motor vehicle collisions. •Explore use of new technologies (e.g. Photo Enforcement). <p>R4.4 Improve the safe driving habits of DRP members, and increase awareness of officers to risks.</p> <p>OUTCOME A comprehensive traffic safety strategy that targets aggressive and unsafe driving will be implemented to effectively reduce motor vehicle collisions.</p>
<p>R5 Intelligence-Led Policing - To translate credible information into operational activity.</p>	<p>R5.1 Collect, analyze, and disseminate information to identify traffic, crime, and public disorder trends.</p> <p>R5.2 Ensure ongoing, proactive use of crime analysis information.</p> <p>R5.3 Develop and implement a strategy to make proactive use of credible information from all sources for police activities, while ensuring accountability.</p> <p>R5.4 Develop operational strategies to ensure use of ongoing, proactive use of information for sustainable results.</p> <p>OUTCOME Proactive use of crime and traffic analysis information will ensure that policing resources and operational strategies are coordinated to improve public safety.</p>
<p>R6 To provide victims of crime with timely information, assistance, and support to reduce the impact of crime.</p>	<p>R6.1 Improve access to victims of crime and keep them informed throughout the investigation process.</p> <p>R6.2 Review and improve the service to vulnerable groups including those affected by domestic assault, criminal harassment, mental illness, and elder abuse.</p> <p>OUTCOME Reduction in the negative impact of crime through improved services to victims.</p>



STRATEGIC GOAL | **E** m p l o y e e S u p p o r t

Provide opportunities and services designed to assist members in their personal and professional development

To ensure that the DRP is an employer of choice with a high performing workforce, it is critical that we attract, hire, develop, and retain our most valuable resource – our people. The DRP is committed to ensuring the health and well being of all members.

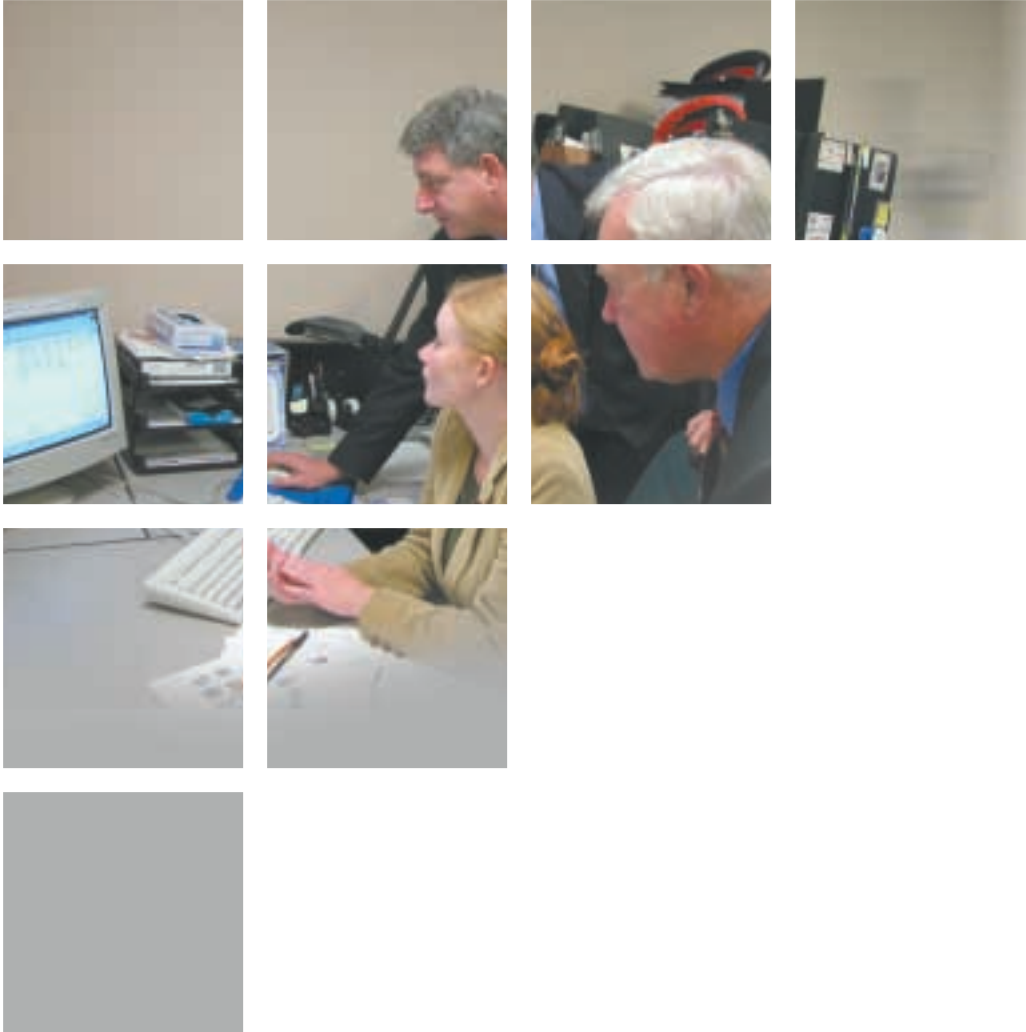
The objectives and action plans supporting the strategic goal of Employee Support are designed to ensure that our employees have the right training opportunities and skills to do their jobs, and draw on their initiative to advance their career objectives in line with Police Service needs and achieve their personal best.

The Plan also specifies initiatives that reach out to members of diverse communities to ensure that over time the DRP will evolve to reflect the composition of the community it serves.

OBJECTIVE	ACTION PLAN
<p>E1 To develop a revitalized approach to recruiting that is reflective of ethnic, cultural, and gender diversity in the community.</p>	<p>E1.1 Develop a recruiting strategy that is reflective of ethnic, cultural, and gender diversity in the community.</p> <p>E1.2 Educate members on the changing demographics within the community and the importance of successful community policing.</p> <p>OUTCOME Increased representation of diverse communities and women within the Service.</p>



OBJECTIVE	ACTION PLAN
<p>E2 To develop a stable staffing model to project short and medium-term staffing needs in line with organizational priorities.</p>	<p>E2.1 Develop a methodology / model to determine current staffing requirements and project future staffing needs and staff allocation.</p> <p>E2.2 Increase awareness of job functions and areas of responsibility throughout the Service.</p> <p>OUTCOME The staffing model will assist the Service by projecting future staffing based on organizational priorities.</p>
<p>E3 To implement a comprehensive career development plan and performance management for appropriate training, succession planning, and accountability.</p>	<p>E3.1 Evaluate current human resources policies and practices to ensure that they are consistent with career development.</p> <p>OUTCOME Increased member skills, knowledge, and leadership through career development in line with organizational objectives.</p>
<p>E4 To promote member wellness and raise awareness of health and physical fitness.</p>	<p>E4.1 Annually measure effectiveness of newly established wellness program.</p> <p>E4.2 Promote fitness through education and awareness.</p> <p>E4.3 Review, evaluate, and standardize current Uniform/Civilian recognition programs.</p> <p>E4.4 Ensure utilization of Critical Incident Stress Team as required.</p> <p>OUTCOME Increased member wellness, fitness, and recognition.</p>
<p>E5 To ensure that current training meets the professional requirements of our members.</p>	<p>E5.1 Review and revise, where necessary, new recruit training at the Police Learning Centre.</p> <p>E5.2 Review and revise, where necessary, coach officer training at the Police Learning Centre.</p> <p>E5.3 Provide risk management training for those members performing supervisory duties, or acting in the capacity of a supervisor.</p> <p>E5.4 Ensure high quality of crown brief preparation through training and increased supervision:</p> <ul style="list-style-type: none"> • Identification of training needs • Access to 24/7 training to supplement classroom instruction • Quantifiable testing of knowledge <p>OUTCOME Officer training will provide members with required skills and knowledge, and promote accountability and consistency of performance within the Service.</p>



MONITORING AND EVALUATING PERFORMANCE

The Business Plan is a living document that will be monitored to ensure the goals, objectives, and action plans are achieved within the specified timelines. The Plan identifies four strategic goals, 22 objectives, and 49 action plans to be carried out over the horizon of the Plan.

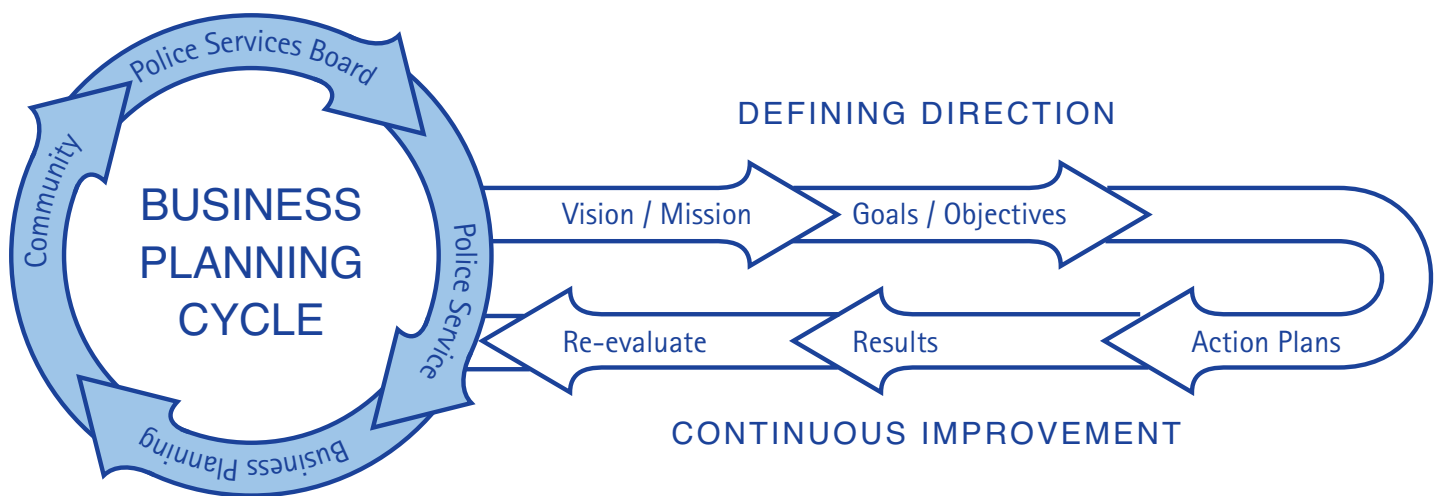


THE PLANNING CYCLE

1. Plan

2. Deliver

3. Evaluate



Throughout the life of the Business Plan, the commitments outlined by the objectives and action plans will be evaluated for timely implementation in line with specified performance measures and intended results. The Plan is reviewed, at a minimum, on a quarterly basis and once yearly in a comprehensive manner. These reviews allow the Police Service to ensure effective follow through, take stock of successes, and make adjustments where necessary to ensure full implementation and accountability.

To remain relevant and responsive, the entire Business Plan is revisited and rewritten every three years. As part of the planning cycle, the environmental scan, consultations and surveys, and the prioritization of feedback, is undertaken tri-annually to respond to evolving community and member needs, new crime trends, and other major changes in the external environment.

Through continuous improvement in planning and management of its service delivery, the DRP will stay at the forefront of crime trends that

affect community safety. The DRP, with the help of partners, will continue to examine all operations for efficiency and effectiveness, and develop and retain its best people.

Planning for the future is central to achieving organizational effectiveness. We expect to realize significant benefits to community safety, resulting from the strategic goals and commitments made in the Durham Regional Police Service's 2005 – 2007 Business Plan.



APPENDIX

2005 – 2007 BUSINESS PLAN Goals, Objectives, and Action Plans

The 2005 – 2007 Business Plan will be achieved by reallocating existing resources and working within budget projections.

STRATEGIC GOAL | Communication

Build effective communication methods, strategies, and infrastructure to improve internal and external relationships.

OBJECTIVE C1	Ensure that every citizen can locate appropriate resources within the Police Service easily and effectively.
OUTCOME	Citizens will find it easier to locate and access appropriate resources within the Service.
SPONSOR	Director Corporate Communications

Action Plan	Measures	Timeline	Lead Accountability
C1.1 Improve public accessibility to members, corporate communications, and facilities.			
(a) Review external and internal publications to ensure that all police emergency and administrative contact numbers/addresses are available and easily accessible. Provide regular media releases to the public on the proper use of the 911 Emergency number.	Reduced number of improper 911 calls	Q2 2005 Ongoing	Manager Communications Director Corporate Communications
(b) Develop a searchable intranet system, which identifies mandated roles and areas of responsibility within the Service for call takers to direct inquiries and calls appropriately.	System implemented and evaluated	Q4 2005	Manager Information Technology
(c) Review hours of operation for Service facilities (Community and Satellite) to ensure greater public accessibility where possible.	Complete with recommendations	Q2 2005	Superintendent Policing Operations
(d) Provide voice mail capability to every member of the Service.	Full implementation	Q4 2006	Manager Information Technology
C1.2 Improve public accessibility to police-related information for publications, brochures, and events.			
(a) Continue to implement a proactive media policy to communicate relevant and timely information to our community and our stakeholders.	Tri-annual public opinion survey responses	Ongoing	Director Corporate Communications
(b) Provide members with ongoing media training to improve consistency and relations with media partners.	Full implementation	Q1 2005	Director Corporate Communications Support: Police Learning Centre
(c) Increase frequency of exposure to media by all senior staff at major incidents and matters of community concern, when appropriate to demonstrate support and instill public confidence.	Increased participation at events	Annual Review	Director Corporate Communications
(d) Review current communication delivery methods to ensure that messages are carried to all members of the community.	Increased number of delivery methods used	Q2 2005	Director Corporate Communications

STRATEGIC GOAL | Communication

OBJECTIVE C2	To work in partnership with other agencies and the community to promote safer neighbourhoods and roads that are free of injury, damage, and crime.		
OUTCOME	The community will be kept better informed on issues related to public safety through joint efforts by the Service and its community partners.		
SPONSOR	Director Corporate Communications		
Action Plan	Measures	Timeline	Lead Accountability
C2.1 Consult with external agencies, including other police agencies, to explore shared participation in joint messages, events, and information campaigns.			
(a) Review existing partnerships to focus resources on meaningful participation in joint communications to the public on matters of shared responsibility, crime prevention and public safety.	Number of joint partnerships established	Q1 2006	Director Corporate Communications
(b) Maintain a current up to date list of external agencies and examine the potential for building new partnerships and coordinating services.	Internally published list of partnerships	Ongoing	Director Corporate Communications
C2.2 Conduct a pilot project to explore the feasibility of expanding our current commitment to stakeholder and member surveys to include focus on specific users of police services:			
<ul style="list-style-type: none"> • Victims • Businesses • Other client groups 	Undertake surveys as required.	Q1 2006	Manager Corporate Planning and Development
C2.3 Continue to encourage the community to take an active role in reporting crime, including crime perceived to be minor in nature.			
(a) Develop a public education program to draw attention to the importance of reporting crime.	Public education program developed	Q1 2006	Director Corporate Communications

STRATEGIC GOAL | Communication

OBJECTIVE C3	To make internal communications more efficient throughout the organization and ensure greater linkages at all levels of the Service.		
OUTCOME	Information flow within the Service will be improved, resulting in enhanced two-way lines of communication and better coordination of internal information services.		
SPONSOR	Director Corporate Communications		
Action Plan	Measures	Timeline	Lead Accountability
C3.1 Identify and streamline current sources of internal communications throughout the organization to reduce fragmentation.			
(a) Establish a committee to develop recommendations on how to address fragmentation of internal sources of information.	Committee report submitted for review	Q3 2005	Director Corporate Communications
(b) Introduce protocols to ensure Mediaone is a source of relevant information prioritized for operational needs, and that all Units are represented on Mediaone.	Revision of Media One	Q2 2005	Director Corporate Communications
(c) Develop a content management system to simplify updating Unit sites on Mediaone.	System implemented	Q4 2005	Manager Information Technology

STRATEGIC GOAL | Communication

OBJECTIVE C4	To actively communicate, cultivate, and foster partnerships/relationships with our culturally diverse communities.		
OUTCOME	The Service will be a strong, willing participant, and work closely with our culturally diverse communities to foster understanding and bridge any gaps that may exist.		
SPONSOR	Deputy Chief Administration		
Action Plan	Measures	Timeline	Lead Accountability
C4.1 Expand current programs to strengthen partnerships with culturally diverse communities.			
(a) Maintain a commitment to regular meetings with the Community Liaison Committee to identify, analyze and act on issues of mutual concern.	Number of meetings held	Annual Review	Deputy Chief Administration
(b) Designate an individual or unit within the Service to act as an ongoing liaison to culturally diverse communities.	Liaison designated	Q1 2005	Inspector Employee Services Support: Staff Sergeant Employee Services
(c) Keep members of the Service informed of upcoming community cultural events and when appropriate, encourage them to participate.	Increased participation	Annual Review	Director Corporate Communications
(d) Actively promote an awareness of the Service by encouraging culturally diverse communities to participate in community police programs and services.	Increased promotion	Annual Review	Inspectors Community Police Offices Support: Director Corporate Communications

STRATEGIC GOAL | Administration

Build effective systems and processes that support accountability and excellence in police service delivery.

OBJECTIVE A1	To develop a comprehensive Facilities Plan that ensures adequate facilities to meet the current and future needs of the Service.		
OUTCOME	The Service will have a Facilities Plan, which addresses current and future needs to better serve the community.		
SPONSOR	Director Business Services		
Action Plan	Measures	Timeline	Lead Accountability
A1.1 Develop a comprehensive Facilities Plan that ensures adequate facilities to meet current and future needs of the Service.			
	Annual report	Q4 2005	Director Business Services
A1.2 Evaluate and proceed with the following expansion projects.			
(a) Regional Support Facility (Whitby Project – Phase II).	Facility completed	Q4 2006	Director Business Services
(b) Construction of the Firearms Training Range.	Facility completed	Q4 2006	Director Business Services
(c) Reorganization and movement of members/equipment from current Headquarters to new Durham Regional Administrative Facilities.	Reorganization completed	Q3 2005	Director Business Services
(d) Reallocating space at the current Headquarters and having better provisions for the Emergency Command Centre.	Facility completed	Q4 2005	Director Business Services Support: Emergency Planning Officer

STRATEGIC GOAL | Administration

OBJECTIVE A2	To develop a comprehensive Equipment Plan to ensure current and future needs are met.		
OUTCOME	The Service will have an Equipment Plan, which ensures that all members have access to well-maintained equipment appropriate to their job function.		
SPONSOR	Director Business Services		
Action Plan	Measures	Timeline	Lead Accountability
A2.1 Eliminate common and persistent members' equipment concerns.			
(a) Develop and publish a members' equipment plan to ensure the purchase, issue, care and maintenance of all equipment is coordinated.	Annual Review	Q1 2005	Manager Fleet/QM
(b) Continue internal survey of members to obtain feedback and suggestions from members on quality of equipment.	Internal member survey	Q2 2007	Manager Corporate Planning

STRATEGIC GOAL | Administration

OBJECTIVE A3	To provide information and communication technology solutions designed to increase efficiency and effectiveness of policing.		
OUTCOME	A new Service-wide computer-aided dispatch and record management system will assist members to provide more efficient and effective service to the public, allowing members better access to the records management systems of other police services.		
SPONSOR	Deputy Chief Administration		
Action Plan	Measures	Timeline	Lead Accountability
A3.1 Implementation of a new Service-wide computer-aided dispatch and record management system (CAD/RMS) with linkages to other police services in Ontario and Canada.			
(a) Undertake changes to existing hardware to accommodate the new CAD/RMS system.	System implemented	Q3 2005	CAD/RMS Project Management Steering Committee
(b) Develop and deliver detailed training programs based on the new CAD/RMS system to all members of the Service.	Training delivered to all members	Q3 2005	CAD/RMS Implementation Team
A3.2 Publish link to Information Technology (IT) Strategic Plan to identify IT priorities consistent with service needs.			
(a) Undertake changes to existing hardware to accommodate the new CAD/RMS system.	IT Plan published annually	Q1 2005	Manager Information Technology

STRATEGIC GOAL | Administration

OBJECTIVE A4	Manage and evaluate business processes more effectively.		
OUTCOME	A business management system will be put in place that coordinates organizational processes and monitors their success.		
SPONSOR	Business Services Director		
Action Plan	Measures	Timeline	Lead Accountability
A4.1 Identify and develop operational indicators/measures to monitor unit core functions and assess performance.			
	Indicator framework established	Q1 2005	Manager Corporate Planning
A4.2 Develop a business management system to effectively coordinate, track, and communicate the role of committees.			
	System developed and fully implemented	Q3 2005	Manager Corporate Planning
A4.3 Continue to develop and implement a project management system for organizational projects.			
(a) Design a system to ensure that organizational projects follow standard project management practices to ensure effective use of resources.	System developed and fully implemented	Q3 2005	Manager Corporate Planning

STRATEGIC GOAL | Administration

OBJECTIVE A5	Continue process to further integrate business plan priorities, multi-year Unit-based planning, and budget submissions.
OUTCOME	A fully integrated business planning and budgeting process will result in more effective and transparent allocation of resources to multi-year police service needs.
SPONSOR	Director Business Services

Action Plan	Measures	Timeline	Lead Accountability
A5.1 Streamline current multi-year budget planning to support implementation over multiple years.			
(a) Enhance the framework for annual operational plans that align business plan and unit priorities, including support for multi-year implementation.	Framework developed and implemented	Q3 2005	Manager Corporate Planning
(b) Standardize debriefing for all units on outcome and rationale for annual budget decisions.	Annual review	Q4 2005	Executive Leadership Group

STRATEGIC GOAL | Administration

OBJECTIVE A6	To support consistent organizational practices by ensuring documentation of internal policies, operating procedures, and directives.
OUTCOME	Directives, policies, and operating procedures will be streamlined, ensuring consistent organizational practices.
SPONSOR	Deputy Chief Administration

Action Plan	Measures	Timeline	Lead Accountability
A6.1 Review the current directive system for ease of use, comprehension, and training.			
(a) Establish a committee to examine current Directive system for ease of use and comprehension	Committee established	Q1 2005	Executive Leadership Group
(b) Review methods to provide additional training on directives, and conduct external research for best practices.	Committee report submitted for review	Q3 2005	Superintendent Administrative Services Support: Quality Assurance Police Learning Centre
(c) Implement approved recommendations.	Recommendations implemented	Q4 2005	Staff Sergeant Quality Assurance Staff Sergeant Police Learning Centre

STRATEGIC GOAL | Administration

OBJECTIVE A7	To develop effective strategies that will minimize risk to our members, our service, and the community.		
OUTCOME	A comprehensive risk management strategy will be instituted that promotes best policing practices to reduce or eliminate risk, where possible.		
SPONSOR	Deputy Chief Administration		
Action Plan	Measures	Timeline	Lead Accountability
A7.1 Implement an ongoing risk management committee with a mandate to examine the potential for risk from internal and external sources and make recommendations consistent with best policing practices.			
(a) Establish a committee to make recommendations based on analysis of Inquest Recommendations, liability lawsuits, changes in legislation, decisions of oversight bodies or other sources.	Annual review	Q3 2005	Deputy Chief Administration
(b) Implement a system to track risk issues and recommendations and ensure accountability for implementation of approved recommendations.	Full implementation of tracking system	Q1 2006	Deputy Chief Administration
A7.2 Promote risk management awareness among the members of the Service.			
(a) Establish risk management training program for new recruits, coach officers, and frontline supervisors that is effective and measurable.	Program implemented	Q1 2005	Police Learning Centre Support: Staff Inspector Legal Services
(b) Performance management system to reflect risk management awareness as a competency for frontline officers.	Performance management system modified	Q2 2005	Inspector Employee Services
(c) Review all directives to ensure compliance requirements are present and are supported by training.	Directives reviewed and modified	Q3 2005	Staff Sergeant Quality Assurance Support: Staff Inspector Legal Services

STRATEGIC GOAL | Response

Create a safer community by maximizing the efficiency and effectiveness of policing operations.

OBJECTIVE R1	Undertake a review of front line policing practices to improve operational efficiency and increase focus on proactive community-based policing.		
OUTCOME	Frontline policing practices will be optimized for efficiency and effectiveness to better serve the community.		
SPONSOR	Deputy Chief Operations		
Action Plan	Measures	Timeline	Lead Accountability
R1.1 Review current frontline policing practices and evaluate for efficiency/effectiveness.			
(a) Establish an operational best practices review committee to examine frontline policing practices and determine where operational efficiency can be improved.	Committee established	Q3 2005	CAD/RMS Project Management Steering Committee
(b) Research best practices and make recommendations on which areas or specific units should undergo a comprehensive review, taking into account community and Service needs to establish priorities.	Areas/Units for review identified Committee report submitted for review	Q2 2006	CAD/RMS Operational Best Practices Review Support: Operational Personal
(c) Implement approved committee recommendations.	Recommendations implemented	Q1 2007	Deputy Chief Operations
R1.2 Continue to develop and support volunteer programs to encourage members of the community to work in partnership with our Service.			
(a) Undertake a review of the Volunteer Unit to examine opportunities for: <ul style="list-style-type: none"> New volunteer initiatives that can provide assistance to victims (timely support, information and referrals). Increased participation by Youth volunteers within our Service. Increased use of volunteers for community safety initiatives at the Community Police Office level. 	Review completed and report submitted	Q2 2006	Superintendent Policing Operations

STRATEGIC GOAL | Response

OBJECTIVE R2	Reduce crime, particularly youth crime and maintain public safety and order by providing high standards of service in the community.		
OUTCOME	Improved public safety for the community at large.		
SPONSOR	Deputy Chief Operations		
Action Plan	Measures	Timeline	Lead Accountability
R2.1 Develop / implement a crime prevention strategy.			
(a) Establish a committee to develop a Service-wide crime prevention strategy.	Committee established	Q1 2005	Superintendents: Policing Operations Crime Management Regional Operations
(b) Research external crime prevention strategies for proven approaches and make recommendations on resources required to initiate the strategy.	Committee report submitted for review	Q4 2005	Crime Prevention Strategy Committee Support: Operational Personnel
(c) Implement approved committee recommendations.	Recommendations implemented	Q3 2006	Superintendents: Policing Operations Crime Management Regional Operations
R2.2 Renew strategy to reduce youth crime/disorder.			
(a) Establish a committee to review the existing youth initiative to ensure appropriate mandate and use of resources.	Committee established	Q1 2005	Superintendent Policing Operations
(b) Research best practices for: <ul style="list-style-type: none"> School-based programs to enhance school safety for youth. Initiatives to reduce unlawful activities of identified gangs. Consult with existing youth services to establish partnerships for crime prevention. 	Committee report submitted for review	Q3 2005	Youth Initiative Committee
(c) Implement approved recommendations.	Approved recommendations implemented	Q1 2006	Superintendent Policing Operations

STRATEGIC GOAL | Response

OBJECTIVE R3	Reduce unlawful activity of identified gangs.		
OUTCOME	Unlawful activity of identified gangs will be reduced through sustainable enforcement initiatives and information sharing.		
SPONSOR	Superintendent Crime Management		
Action Plan	Measures	Timeline	Lead Accountability
R3.1 Identify criminal gang members and expose criminal gang activity.			
(a) Collect/disseminate gang-related information to frontline officers. Ensure that gang-related information is entered on all intelligence systems.	Information disseminated Ongoing	Q1 2005	Inspector Criminal Intelligence Support: Information Technology Unit
(b) Educate officers on need to monitor gang activity and reinforce the need to submit Field Contact cards for building dossiers for gang surveillance.	Gang activity training delivered	Q3 2005	Inspector Criminal Intelligence, Support: Police Learning Centre
(c) Ensure immediate reporting to the Intelligence Unit of any gang activity.	Review by Intelligence Unit	Q3 2005	Inspector Criminal Intelligence
R3.2 Develop and implement sustainable enforcement initiatives to target gangs and weapons.			
(a) Initiate directed patrols or activities in relation to gang members.	Directed patrols or activities initiated	Q3 2005	Inspector Criminal Intelligence, Support: CPO Leadership Team
(b) Monitor gang activity through information received from crime analysis and regional units, and develop local strategies.	Local strategies developed and implemented	Q1 2005	Inspector Criminal Intelligence, Support: CPO Leadership Team
(c) Disrupt identified criminal gangs by proactive enforcement of release conditions.	Enforcement implemented	Ongoing	Inspector Criminal Intelligence, Support: Offender Management Unit & CPO Leadership
(d) Integrated use of CPO resources to achieve reduction in unlawful gang activity.	Level of CPO resource integration	Q3 2005	Inspector Criminal Intelligence, Support: CPO Leadership Team
R3.3 Disseminate information / communicate impact of gangs to the community.			
(a) Increase awareness of local community concerning the existence of gangs and the negative impact they have on community safety.	Gang awareness program implemented in the community	Q2 2005	Inspector Criminal Intelligence, Support: Corporate Communications
(b) Develop and implement school education program.	Gang education program implemented in schools	Q3 2005	Inspector Criminal Intelligence, Support: Street Crime & Community Resource Units

STRATEGIC GOAL | Response

OBJECTIVE R4	To increase traffic enforcement and education, focusing on unsafe driving and high collision areas.		
OUTCOME	A comprehensive traffic safety strategy that targets aggressive and unsafe driving will be implemented to effectively reduce motor vehicle collisions.		
SPONSOR	Superintendent Regional Operations		
Action Plan	Measures	Timeline	Lead Accountability
R4.1 Provide education for our citizens to heighten awareness of personal driving habits related to unsafe driving.			
(a) Develop and deliver ongoing safe driving presentations to community groups, students & others as required.	Safe driving presentations delivered	Ongoing	Inspector Regional Support Support: Inspectors CPO
(b) Develop, enhance and strengthen partnerships with the community and other agencies to deliver safe driving programs.	Partnerships and safe driving programs developed	Ongoing	Sergeant Traffic Services Support: Inspectors CPO
(c) Liaison with local media to develop a strategy for raising awareness of traffic safety issues.	Traffic safety awareness strategies developed	Ongoing	Sergeant Traffic Services Support: Director Corporate Communications
R4.2 Develop and implement a comprehensive traffic safety strategy for the Service.			
(a) Establish a committee to conduct a review of traffic safety delivery for efficiency and effectiveness including: <ul style="list-style-type: none"> Intoxilyzer Technician program Current practices for hit and run vehicle investigation Eliminating prohibited/suspended drivers from our streets. 	Committee established	Q1 2005	Inspector Regional Support Support: Sergeant Traffic Services
(b) Research best practices and make recommendations on: <ul style="list-style-type: none"> Frontline officer training traffic safety and enforcement Effective use of traffic analysis to reduce collisions. 	Committee report submitted for review	Q3 2005	Inspector Regional Support Support: Inspectors CPO
(c) Implement the approved recommendations.	Approved recommendations implemented	Q1 2006	Superintendent Regional Operations. Support: Inspector Regional Support
R4.3 Develop, enhance, and strengthen partnerships with local municipalities and traffic departments to: <ul style="list-style-type: none"> Manage vehicle speeds on our roads through enforcement, education, and engineering Reduce motor vehicle collisions Explore use of new technologies (e.g. Photo Enforcement). 			
	Partnerships established and safety strategies developed	Q1 2006	Superintendent Policing Operations
R4.4 Improve the safe driving habits of DRPS members, and increase awareness of officers to risks.			
(a) Develop a Service-wide strategy to reinforce good driving. Conduct ongoing education to heighten awareness of driving habits and skills required to reduce aggressive, unsafe driving.	Strategy developed Member safe driver program implemented	Q1 2005 Annual Review	Director Corp. Comm. Police Learning Centre Support: Traffic Services
(b) Standardize and implement the Collision Review Panel process and review departmental motor vehicle collisions to identify and correct unsafe driving practices.	Full implemented	Q2 2005	Inspectors Community Police Office

STRATEGIC GOAL | Response

OBJECTIVE R5	Intelligence-Led Policing - To translate credible information into operational activity.		
OUTCOME	Proactive use of crime and traffic analysis information will ensure that policing resources and operational strategies are coordinated to improve public safety.		
SPONSOR	Superintendent Crime Management		
Action Plan	Measures	Timeline	Lead Accountability
R5.1 Collect, analyze, and disseminate information to identify traffic, crime, and public disorder trends.			
(a) Develop and direct patrols and develop enforcement initiatives based on analysis.	Directed patrols and enforcement initiated	Annual Patrol Plan	Inspector Regional Support & Inspectors CPO Support: Crime Analysis Supervisor
(b) Respond to information collected, analyzed, disseminated information on all criminal release orders and conditional sentence orders to ensure compliance.	Ongoing enforcement /response	Q3 2005	Detective Sergeant Crime Administration
R5.2 Ensure ongoing, proactive use of crime analysis information.			
(a) Enhance use of crime analysis information & develop a system to: <ul style="list-style-type: none"> Monitor activities and outcomes Encourage frontline officers to initiate crime prevention strategies. Promote best policing practices by ensuring that outcomes are shared with other units within the Service. 	Usage report submitted for review	Q2 2005	Detective Sergeant Crime Administration Support: Information Technology Unit
(b) Standardize process to track and disseminate stolen auto information to front line officers.	Standardized process implemented	Q4 2005	Detective Sergeant Crime Administration
R5.3 Develop and implement a strategy to make proactive use of credible information from all sources for police activities, while ensuring accountability.			
(a) Establish a Committee to research best practices on the proactive use of intelligence information for police activities	Committee established	Q2 2005	Inspector Criminal Intelligence Branch
(b) Research best practices and make recommendations	Committee report submitted for review	Q4 2005	Inspector Criminal Intelligence Branch
(c) Implement the approved recommendations	Recommendations implemented	Q1 2006	Inspector Criminal Intelligence Branch
R5.4 Develop operational strategies to ensure use of ongoing, proactive use of information for sustainable results.			
(a) Utilize user group for ongoing, regular assessment of crime analysis information and needs.	Ongoing user group established	Q1 2005	Detective Sergeant Crime Administration
(b) In consultation with Community Offices, develop a process to identify 'Top 10' wanted persons disseminated regularly (e.g. weekly and bi-weekly).	Scheduled dissemination of 'Top 10' wanted persons list	Q2 2005	Detective Sergeant Crime Administration
(c) Develop strategies to encourage use of intelligence gathering to ensure sustainable results.	Strategies implemented	Q4 2005	Detective Sergeant Crime Administration

STRATEGIC GOAL | Response

OBJECTIVE R6	To provide victims of crime with timely information, assistance, and support to reduce the impact of crime.		
OUTCOME	Reduction in the negative impact of crime through improved services to victims.		
SPONSOR	Superintendent Crime Management		
Action Plan	Measures	Timeline	Lead Accountability
R6.1 Improve access to victims of crime and keep them informed throughout the investigation process.			
(a) Increase public awareness of police and community services available to assist victims of crime.	Awareness strategy implemented	Q2 2005	Detective Sergeant Crime Administration Support: Director Corporate Communications
(b) Increase officer awareness of the Victim Services Unit and other community agencies that offer support to victims.	Awareness strategy implemented	Q1 2005	Detective Sergeant Crime Administration Support: Director Corporate Communications
(c) Strengthen links to social and community agencies that provide assistance to victims and continue to explore new partnerships.	Partnerships established	Q1 2005	Detective Sergeant Crime Administration
(d) Improve process to ensure that victims and witnesses can reliably contact officers involved in their investigation.	System implemented	Q1 2006	Detective Sergeant Crime Administration Support: Information Technology Unit
R6.2 Review and improve the service to vulnerable groups including those affected by domestic assault, criminal harassment, mental illness, and elder abuse.			
	Review completed	Q2 2006	Superintendent Crime Management

STRATEGIC GOAL | Employee Support

Provide opportunities and services designed to assist members in their personal and professional development

OBJECTIVE E1	Develop a revitalized approach to recruiting that is reflective of ethnic, cultural, and gender diversity in the community.		
OUTCOME	Increased representation of diverse communities and women within the Service.		
SPONSOR	Superintendent Administrative Services		
Action Plan	Measures	Timeline	Lead Accountability
E1.1 Develop a recruiting strategy that is reflective of ethnic, cultural, and gender diversity in the community.			
	Strategy developed and implemented	Q3 2005	Inspector Employee Services Support: External Consultant
E1.2 Educate members of the changing demographics within the community and the importance of successful community policing.			
	Education provided to members	Ongoing	Inspector Employee Services

STRATEGIC GOAL | Employee Support

OBJECTIVE E2	Develop a stable staffing model to project short and medium-term staffing needs in line with organizational priorities.		
OUTCOME	The staffing model will assist the Service by projecting future staffing based on organizational priorities.		
SPONSOR	Superintendent Administrative Services		
Action Plan	Measures	Timeline	Lead Accountability
E2.1 Develop a methodology / model to determine current staffing requirements and project future staffing needs and staff allocation.			
	Staffing report and methodology completed	Q1 2006	Manager Corporate Planning and Development Support: Inspector Employee Services
E2.2 Increase awareness of job functions and areas of responsibility throughout the Service			
(a) Prepare published reference materials describing job functions and areas of responsibility.	Published job descriptions	Q4 2005	Manager Human Resources

STRATEGIC GOAL | Employee Support

OBJECTIVE E3	Implement a comprehensive career development plan and performance management for appropriate training, succession planning, and accountability.		
OUTCOME	Increased member skills, knowledge, and leadership through career development in line with organizational objectives		
SPONSOR	Superintendent Administrative Services		
Action Plan	Measures	Timeline	Lead Accountability
E3.1 Evaluate current human resources policies and practices to ensure that they are consistent with career development.			
	Organizational practices documented	Q1 2005	Inspector Employee Services

STRATEGIC GOAL | Employee Support

OBJECTIVE E4	Promote member wellness and raise awareness of health and physical fitness.		
OUTCOME	Increased member wellness, fitness, and recognition		
SPONSOR	Superintendent Administrative Services		
Action Plan	Measures	Timeline	Lead Accountability
E4.1 Annually measure effectiveness of newly established wellness program.			
	Annual review /assessment	Annual	Inspector Employee Services
E4.2 Promote fitness through education and awareness			
(a) Research and develop incentive programs to encourage members to increase their fitness.	Program developed and implemented	Q3 2005	Inspector Employee Services
(b) Coordinate and design initiatives to promote fitness.	Report submitted	Q3 2005	Inspector Employee Services
(c) Implement approved recommendations.	Initiatives implemented	Q1 2006	Inspector Employee Services, Support: Police Learning Centre
(d) Conduct review of divisional fitness equipment maintenance and replacement plan.	Report submitted	Ongoing	Community Police Office Leaders
E4.3 Review, evaluate, and standardize current Uniform/Civilian recognition programs.			
(a) Conduct internal and external review to identify all policing and civilian awards available to members.	Report submitted	Q4 2005	Inspector Employee Services
(b) Develop a system to track available awards and recipients.	System developed and implemented	Q3 2005	Inspector Employee Services
E4.4 Ensure utilization of Critical Incident Stress Team as required.			
(a) Increase member awareness of program and provide training to all supervisors.	Program availability communicated to all members	Q1 2005	Inspector Employee Services, Support: Police Learning Centre

STRATEGIC GOAL | Employee Support

OBJECTIVE E5	Ensure that current training meets the professional requirements of our members.		
OUTCOME	Officer training will provide members with required skills and knowledge, while promoting accountability and consistency of performance within the Service.		
SPONSOR	Superintendent Administrative Services		
Action Plan	Measures	Timeline	Lead Accountability
E5.1 Review and revise, where necessary, new recruit training at the Police Learning Centre.			
(a) Review new recruit training at the Police Learning Centre to ensure that it maintains linkage with current directives and better reflects actual needs during field training with Coach Officers.	Recommendations made and implemented	Q2 2005	Inspector Employee Services
E5.2 Review and revise, where necessary, coach officer training at the Police Learning Centre.			
(a) Design a training program to augment the Ontario Police College Coach Officer course with local needs.	Training program implemented	Q2 2006	Inspector Employee Services
E5.3 Provide risk management training for those members performing supervisory duties, or acting in the capacity of a supervisor.			
	Training program implemented	Q1 2005	Staff Inspector Legal Services
E5.4 Ensure high quality of crown brief preparation through training and increased supervision of quality expectations:			
<ul style="list-style-type: none"> • Identification of training needs • Access to 24/7 training to supplement classroom instruction • Quantifiable testing of knowledge 			
	System developed and implemented	Q4 2005	Staff Sergeant Police Learning Centre

a c k n o w l e d g e m e n t s

We gratefully acknowledge the valuable contributions of all members of the Durham Regional Police Service and the citizens of Durham Region who participated in consultations and provided their views and suggestions to shape the 2005-2007 Business Plan.

The Business Plan was developed on behalf of the Police Services Board through the dedicated work of a Steering Committee and Working Committees, which included representation from members across the organization, the Durham Regional Police Association, and the Police Services Board.

These Committees were instrumental in prioritizing the feedback and suggestions from public and internal consultations, and defining realistic objectives and action plans to be achieved over the three-year horizon of the Plan.

CONTACT INFORMATION

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