

DURHAM REGIONAL POLICE

2002 - 2004 Business Plan



PLANNING
TOGETHER FOR A *Safer*
COMMUNITY

leaders in community safety





“The real purpose of effective planning is not to make plans but to change the... mental models that... decision makers carry in their heads.”

Arie De Geus
Harvard University

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O u r | V i s i o n

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

O u r | M i s s i o n

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.

O u r | V a l u e S t a t e m e n t

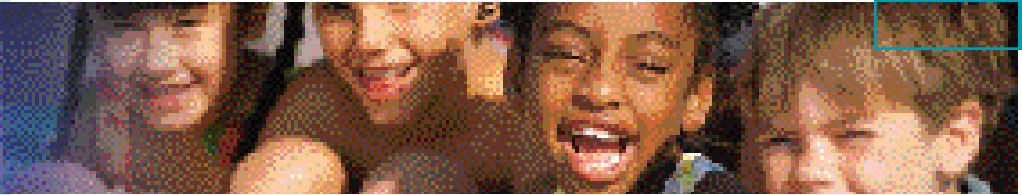
Every member of the Durham Regional Police is committed to providing QUALITY
SERVICE in partnership with our community.
While LEARNING from each other, we will achieve EXCELLENCE through PRIDE,
RESPECT, UNDERSTANDING and ETHICAL BEHAVIOUR.

D U R H A M R E G I O N A L P O L I C E

2 0 0 2 - 2 0 0 4 B u s i n e s s P l a n



Produced by the Corporate Planning and Development Unit, with assistance from Corporate Communications.



Robert G. Boychyn
Chair
Durham Regional Police
Services Board

M e s s a g e | f r o m t h e C h a i r

Dear Citizens of Durham Region:

As you read through the pages of our first ever Business Plan, please keep in mind that although this document was assembled by our employees, it was really written by the citizens of Durham Region.

This very fact is crucial to the ongoing success of the Durham Regional Police. Public participation is essential to the success of any community policing service. Community safety is everybody's responsibility and although the police serve in the "front line," they do their jobs more effectively when citizens involve themselves in the process.

As the civilian body that oversees the Durham Regional Police, the Durham Regional Police Services Board has made a commitment that our citizens must have a prominent voice in how police services are to be delivered. This Business Plan is proof of that commitment.

The 2002-2004 Business Plan captures the ideas and thoughts of thousands of our citizens. This public input, distilled into achievable, realistic objectives and action plans, will serve as a blueprint for the delivery of police services over the next three years. Furthermore, this plan illustrates our leadership approach to community safety.

More than anything else, the 2002-2004 Business Plan has reinforced our belief that the Durham Regional Police is listening to community stakeholders and is doing an excellent job keeping citizens safe.

Yours sincerely,

Robert G. Boychyn, Chair



Kevin McAlpine
Chief of Police

M e s s a g e | f r o m t h e C h i e f

The Durham Regional Police understands that strategic business planning is a significant factor in ensuring our ability to deliver excellent police services to our community. We will establish clear goals, devise strategies and allocate resources to make certain that the goals are achieved.

In these challenging times, we must be absolutely sure that our goals are clear and that they reflect the needs of our citizens. We have to be sure that we maintain our high level of service while responding to the ever-evolving needs of the citizens of Durham Region.

In this our first Business Plan, we have identified our goals and objectives for the Plan period based on comments gleaned directly from our citizens, our community groups, our municipal leaders and our members. We have also identified realistic action plans designed specifically to accomplish these objectives and have created the right measurement tools to ensure that we have, in fact, hit the target.

This Business Plan is our commitment to the citizens of Durham Region that we will continue to keep our community safe through the delivery of excellent police services.

Yours in public safety,

Kevin McAlpine, Chief of Police



Terry Ryan
President
Durham Regional Police
Association

M e s s a g e | f r o m t h e A s s o c i a t i o n

I am pleased to see that the Durham Regional Police has taken on the development of a Business Plan. The idea of a business plan, in my opinion, is long overdue for an organization of this size. This is a step in the right direction for the Service to look towards the future with a plan. The members and the public deserve to know what the police community in the Region of Durham has in store for the upcoming years.

The structure of a business plan provides the framework in which input and ideas are followed to make a plan a success. The key to this whole process is that the appropriate resources be committed in order to get the job done effectively. I congratulate the Business Plan Steering Committee for their hard work in compiling and processing the future plans of the Durham Regional Police.

The members of our Service are the heart and soul of the organization. They are an outstanding group of committed, professional people who daily provide exceptional service to the citizens of Durham Region. The Business Plan will be the roadmap to assist them in ensuring they can continue to be the best police service in the province.

Terry Ryan, President



The 2002 - 2004
Business Plan
identifies four main
goals, 9 major
objectives, 13 specific
performance measures
and 35 action plans.

E x e c u t i v e S u m m a r y |

The 2002-2004 Business Plan of the Durham Regional Police (DRP) establishes a blueprint that will help guide program and service delivery decisions and it ensures that the citizens of Durham Region will continue to receive a high level of police service.

A culmination of literally thousands of ideas and suggestions from employees, community stakeholders and citizens, the Business Plan identifies a series of achievable targets in the areas of communication, administration, response and employee support.

These targets - the key objectives of the organization - are supported by practical action plans, realistic costing estimates and suitable performance measurements to ensure they will all be met over the next three years.

Municipal police services are rapidly changing, dynamic organizations that must always adapt to community needs while staying within the parameters of strict federal and provincial legislation. In Durham Region, the delivery of excellent police services in a challenging environment has been a long tradition. Some of the challenges facing the Durham Regional Police include consistent population growth, a large geographical jurisdiction and a unique rural/urban mix.

In order to keep police services in step with community needs and priorities, it is essential that a regular public consultative process be ingrained in the policing culture. Through the establishment of this Business Plan, the Durham Regional Police Services Board and the DRP have embraced the concept of regular public consultation as an essential component of doing business. We must plan together for a safer community.

However, talking to people and coming up with a response plan is only half the battle. A series of mechanisms must also be established to closely monitor our progress to ensure accountability and achievement of intended results. This Business Plan will be evaluated, at a minimum, on a quarterly basis and annually on a more comprehensive basis.

We strongly believe that this Business Plan is not a static document, but rather a living document that will constantly be evaluated, fine-tuned and reviewed. It will enable us to listen more frequently to the citizens we serve, to share information more quickly with our stakeholders and improve our ability to communicate internally and externally.

The Business Plan does much more than satisfy the provincial Adequacy Standard Regulation. It provides clear and concise steps that will improve the Service immediately and make it even more responsive in the future.

“The mindset of policing has changed. Businesses are successful because of using these types of plans. We need to be doing the same.”
– from a police officer



Environmental Scan | Durham Region Analysis

Durham Region is located directly east of the City of Toronto and is one of five large municipal jurisdictions that comprise the Greater Toronto Area (GTA), Canada's largest urban center.

Covering a vast 2,463 square kilometers (1,000 sq. miles), Durham Region is the largest geographical jurisdiction in the GTA, stretching from Lake Ontario in the south to Lake Simcoe in the north.

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.

The landscape features significant portions of the Oak Ridges Moraine, a ridge of sand and gravel that crests across the middle of the Region in an east-west direction. Durham Region is also known for its rolling farm fields, streams, horse farms and forests.

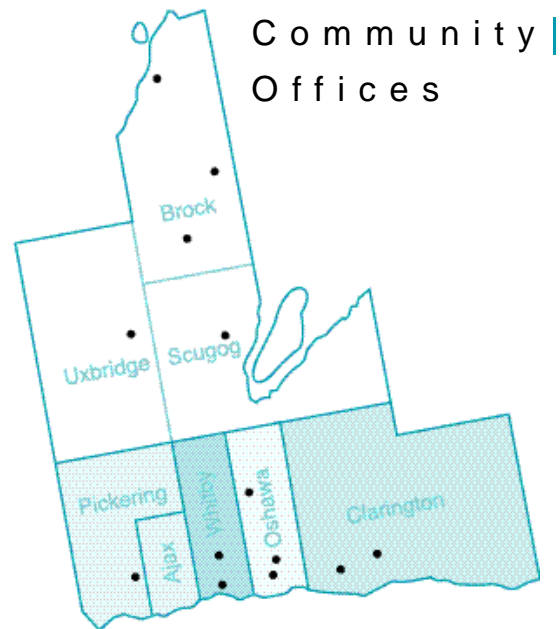
Durham Region is ideally situated for continued growth and prosperity due to an educated workforce, an outstanding educational system and easy access to national and international markets via the Trans Canada Highway, Highways 401 and 407, the St. Lawrence Seaway, nearby Pearson International Airport, and the Oshawa Airport.

Demographics

The population of Durham Region was 531,000 in May of 2001. A majority of Durham Region residents – 90 per cent – live in the five southern municipalities.

Durham Region citizens are both younger and wealthier than their provincial counterparts.

According to 1996 Statistics Canada figures, 31 per cent of Durham's population is 19 years of age or younger, compared with 27 per cent provincially. Only 9 per cent of Durham's population is 65 years old or older, compared with 12 per cent for the provincial average.



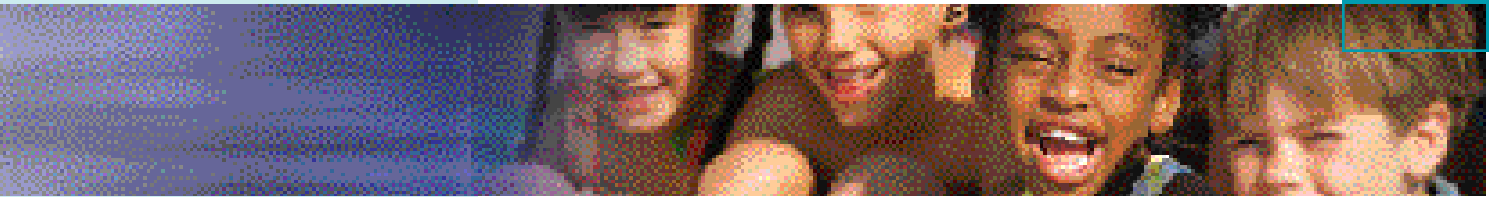
Durham Regional Police operate five major community offices and several satellite facilities to serve the people of Durham Region.

The average household income in Durham Region in 2000 was estimated to be \$68,507, higher than the GTA average (\$66,146) and the Toronto average (\$58,158). The estimated 2000 income per capita is \$23,450, compared to \$23,404 in the GTA and \$22,185 for Toronto.

Growth

Durham Region continues to experience steady growth, with the population increasing at an annual rate of 2.3 per cent between 1996 and 2001. The population has been estimated at 567,000 by 2004 and 760,000 by the year 2011.

Over the past five years, the Region has experienced an average annual assessment growth increase of 1.8 per cent. Growth is taking place across the Region, particularly in the southern municipalities. Although most construction is taking place in the residential sector, there have been impressive increases in the non-residential sector over the past few years.

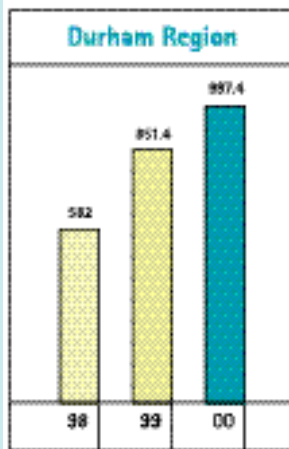


Environmental Scan | (continued)

Total building permit values have increased substantially in each of the past three years. In 1998, the value of all building permits issued in Durham Region was \$582 million. This increased to \$851.4 million in 1999 and again to \$997.4 million in 2000.

The recent provincial announcement regarding the protection of Oak Ridges Moraine lands may result in significant growth in north Pickering over the next few years.

Total Building Permit Values
In Millions 1998 - 2000



Education

The Durham District School Board and the Durham Catholic District School Board administer 143 elementary and 26 secondary schools. The Kawartha Pine Ridge District School Board, the Peterborough Victoria Northumberland and Clarington Catholic District School Board, the Conseil Scolaire de District Catholique Centre-Sud and the Conseil Scolaire de District du Centre-Sud-Ouest also operate 40 schools in Durham Region. In addition there are over 34 privately run schools in Durham Region for a combined total of 243 schools and a total enrolment of nearly 116,000 students.

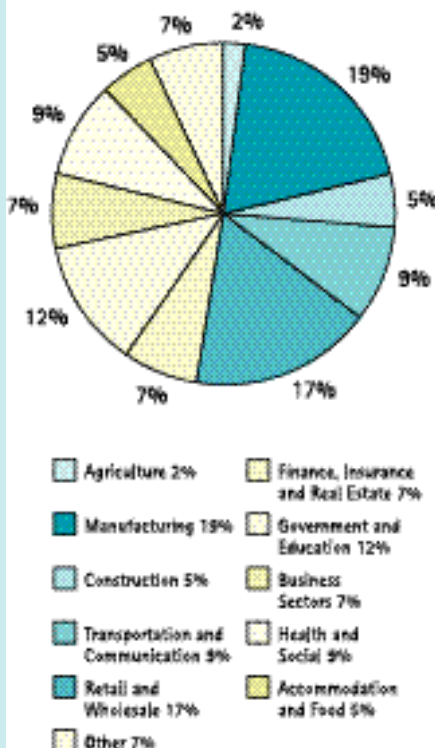
The Durham College of Applied Arts and Technology operates three campuses and two educational facilities in Durham Region and offers a wide variety of programs to 5,200 full-time and 22,970 part-time students. The recently announced Ontario Institute of Technology (O.I.T.) – Ontario's newest university – is scheduled to open its doors to students in the Fall of 2003.

Employment

The top ten employers located in Durham Region according to Human Resources Development Canada in October 2001 were:

COMPANY	HEADQUARTERS LOCATION	NUMBER OF F.T. EMPLOYEES
General Motors of Canada	Oshawa	11,849
Ontario Power Generation	Pickering	6,000
Durham Board of Education	Whitby	5,000
Lakeridge Health Corp.	Oshawa	3,430
Ontario Ministry of Finance	Oshawa	2,710
Regional Municipality of Durham	Whitby	2,500
Durham Region Roman Catholic Separate School Board	Oshawa	1,750
Ontario Power Generation	Clarington	1,612
Durham College of Applied Arts	Oshawa	1,500
ACSYS Technologies	Oshawa	1,486

EMPLOYMENT BY INDUSTRY
DURHAM REGION 2000





Emerging | Developments

Growth - The decision by the Province of Ontario to stop residential development on the Oak Ridges Moraine may have a significant impact on growth patterns in Durham Region. If lands in north Pickering receive this residential construction overflow, the population of Pickering potentially could double from 90,000 to 180,000 over the course of several years.



Durham's strategic location, access to markets and attractive and safe communities will continue. The extension of Highway 407 through Durham Region and the new Carruthers Creek interchange on Highway 401 in Ajax will also facilitate more industrial, commercial and residential growth.

O.I.T. and Durham College - Ontario's newest university, the Ontario Institute of Technology (O.I.T.), has been announced by the Province of Ontario and it will be located beside the Oshawa campus of Durham College. Although an estimated 600 students will enter the university in the fall of 2003, the O.I.T. business plan calls for 6,500 students by the end of the decade. The combined university and college by 2010 will have an estimated 15,000 full-time students and over 50,000 part-time students.

I.T.E.R. - Durham Region is competing to host this exciting international project designed to develop the fusion process into a practical source of energy. If approved in July 2002, the

International Thermonuclear Experimental Reactor (I.T.E.R.) would create an estimated 500 to 700 engineering, technical and scientific jobs at a site adjacent to the Darlington Nuclear Generating Station.

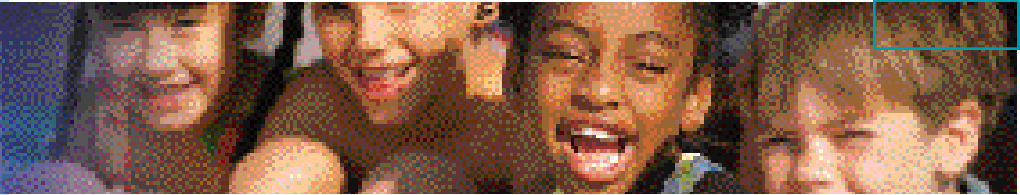
Pickering Airport - Transport Canada was successful in having extensive federal lands in north Pickering zoned for use as a future airport. The Greater Toronto Airports Authority has been asked to commence a preliminary review on the Pickering lands to determine if an airport is suitable. This review is scheduled to be complete by 2005 at which time Transport Canada will decide within 18 months on the future of the 10,000 acres northwest of Brougham.

Provincial Infrastructure - The opening of the new Lindsay Super Jail (the Central East Correctional Centre) and the subsequent closing of the Whitby Jail will have an impact on the cost and time involved in transporting criminals to and from Durham Region. Also, the possibility of a centralized courthouse facility in Durham Region will affect local policing operations.

G.M. Regional Design Centre - In June of 2001, General Motors of Canada Limited officially opened the new Canadian Regional Engineering Centre in Oshawa, a full-scale design facility employing 270 people. The facility includes a Global Collaboration Centre that enables local engineers to tap into an international G.M. engineering network in real time via a cinema-sized computer screen.



Sources of information in this section are: Durham Region, Statistics Canada and Human Resources Development Canada.



B u s i n e s s P l a n n i n g | P r o c e s s

“Citizens are supportive of Police Services and will be supportive of this type of consultative business plan.”

– from a member of a municipal council

The Durham Regional Police (DRP) planning process is a comprehensive exercise supported by research on growth and development trends in key police indicators.

The purpose of such a comprehensive undertaking is to elicit accurate information from a variety of sources. This undertaking begins with a thorough preliminary review of our environment, organization and operations. To identify the issues that challenge our police service, the Corporate Planning and Development Unit of the DRP, has conducted extensive internal and external consultations. These consultations, in addition to our preliminary review, allow us to make informed decisions with information provided directly from both police and community members.

A decision is only as good as the information made available to the people responsible for such decisions. The better the information, the more effective the decision. This business planning process allows the best information to be made available to the decision makers in order to meet the needs of the members of the DRP and the broader community.

A Business Plan Steering Committee, consisting of representatives from all ranks and Community Police Offices within the DRP, gathered the information, made available through the preliminary review, size-up, and consultations, and crafted vision and mission statements, goals, objectives, and action plans that have met with the approval of the Durham Regional Police Services Board.

On January 1, 2002 the DRP Business Plan will be implemented. This implementation will be supported by an infrastructure that will provide for continuous and regular re-evaluation. The re-evaluation will allow us to determine the effectiveness of the business plan in meeting the needs of the community and the police service.



“I commend this process. It’s an excellent framework for discussion, dialogue, and beginning a forward-thinking process.”

– from a civilian member



Community | Consultation Process

Introduction

From June to October 2001, extensive consultations were held with our members, citizens, community organizations, business leaders, educators, and political leaders from across Durham Region in the development of this Business Plan.

In order to ensure that each of the representative groups had an opportunity to speak directly with us, an information package was provided and formalized meetings were scheduled. In addition, a special page was created on the Durham Regional Police website (www.police.durham.on.ca) and media releases were issued advising the community of the consultation process, listing dates of meetings and inviting their participation in the process.

The information gathered has provided a first-hand understanding of the priorities and concerns of the community.

Methodology

Citizens - Representatives of the Business Planning Steering Committee attended Community Days at the Community Police Offices in Ajax-Pickering and Clarington and also attended several community events, including the Orono Fair. Media releases, media interviews, and postings on the Durham Regional Police website were also used in order to invite citizens to share their ideas.

Citizens from all walks of life also came out to the presentations made to the municipal and regional councils, taking advantage of that opportunity to provide input. Issues that required immediate attention were forwarded immediately to the respective Community Offices for follow-up.

Business Leaders, Community Organizations and Groups - Business leaders and members of community organizations were invited to submit a written commentary or to attend one of 16 meetings held in the eight municipalities of Durham Region.

Over 1,000 letters were sent to a wide array of community organizations. Many of these groups took the time to either



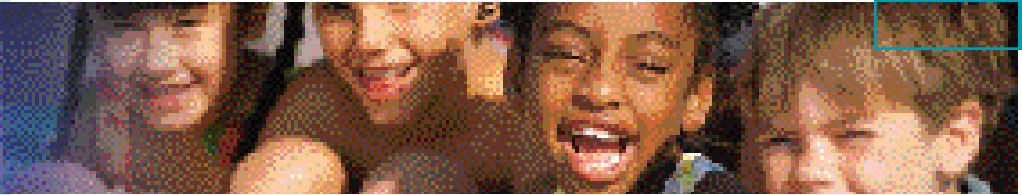
write or attend a meeting, providing valuable thoughts regarding police service delivery issues.

Educators - Meetings were held in October with the directors, chairs and executive members of both the public and Catholic school boards. Representatives from both boards praised the consultation effort and pledged to continue their strong partnerships with the police service.

Municipal and Regional Councils - In September presentations were made to all municipal councils. A presentation was also made in September to the Durham Region department heads. Municipal and Regional Council members were also invited to attend the community consultation meetings throughout Durham Region.

In addition, in March 2001, the first in a series of quarterly briefings from the Police Services Board was established with Regional Council. These updates provide not only information on the business planning process, but a regular snapshot of activities within the Service.

Durham Regional Police Members - A crucial component of the consultative process is the involvement of members from all levels of the Service. Through attendance at shift briefings and at scheduled business plan meetings, over 80 per cent of our members were given a first-hand opportunity to provide input. A videotape copy of the Foundations in Business Planning presentation was also produced and made available to all members.



C o n s u l t a t i o n P r o c e s s | (continued)

F i n d i n g s

“A Business Plan is an excellent beginning for communication between the residents and the Police.”
– from a citizen

In October 2001 an initial review was made of the notes from each of the meetings and all correspondence received to date. This was followed in November by a subsequent review of the notes and any additional correspondence that had been received. Issues, priorities, and concerns were drawn from the comments and recorded. As each set of notes were reviewed, trends and themes began emerging. Based on the entire consultative process, the following principles have been identified and have formed the basis for the development of the goals, objectives and action plans for the current Durham Regional Police Business Plan:

- C o m m u n i c a t i o n
- A d m i n i s t r a t i o n
- R e s p o n s e
- E m p l o y e e S u p p o r t

The strategic, operational, and administrative priorities of the Durham Regional Police for the 2002-2004 time period will flow from this document.

N e x t S t e p s

Community consultation is a key, essential component of the process and will be an ongoing commitment of the organization. Public surveys assist in identifying the public's policing attitudes, perceptions, needs, priorities and satisfaction levels. Therefore, in early 2002, a Public Needs Survey will be conducted. Concurrently, a survey of the members of the Service will also be completed.

Through our consultation process it became evident that it will be necessary to develop a more extensive, and accurate, inventory of businesses, community groups and associations both regionally and by community office. This will assist us in ensuring that information is distributed in a timely fashion, and reaches the correct individuals, at these groups, agencies and associations.

The Durham Regional Police is also committed to developing a process where issues raised through the community consultation process are dealt with expeditiously. Various approaches will be investigated and a series of focus groups established to assist us in understanding the best ways of gathering community opinion.

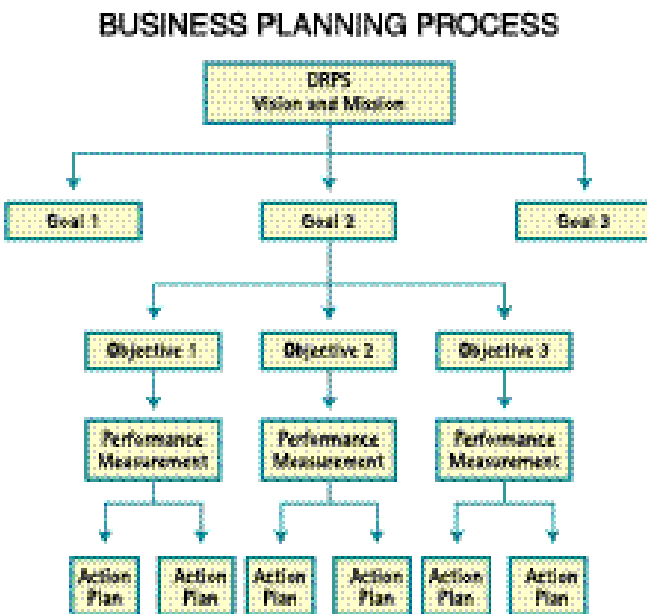
We will continue to plan together as part of the community we police in order to fulfill our mission of ensuring public safety, working with all members of our community, and holding ourselves accountable to improved effectiveness in everything we do.

“There is a need for the Durham Regional Police to do more outreach with various community groups and organizations, especially diverse cultural groups.”
– from a community group representative



The Business Plan | Goals and Components

As illustrated, the general structure of the Business Plan has goals arising from the vision and mission. In turn, strategic objectives, performance measures and action plans provide the course of action, the assessment tools, and the details of how the goals will be accomplished.



Goal - A goal describes a desired outcome. Four goals have been established for the Durham Regional Police 2002–2004 Business Plan. These goals are:

Communication

Reinforce our communication infrastructure

Administration

Build effective systems that support excellent police service delivery

Response

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

Employee Support

Optimize the development of our members



Objective - Specific, measurable, actionable, and compatible items that provide the identified course of action for attaining a selected goal. An objective has both action plans and a performance measure associated with it.

Performance Measurement - An evaluation and assessment tool assigned to a specific objective. The purpose of the performance measurement tool is to provide an indicator to determine if an objective is being met. Performance measures must be reliable and valid.

Action Plans - An action plan is a specific undertaking that works towards achieving a specific objective. The action plans developed will provide the tactics from which our police service will strive to attain our goals and objectives. The action plan framework is designed to allow an activity to be broken up into manageable components.

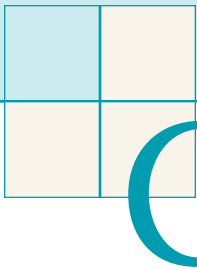
What? - What is planned to be done to work towards the objective.

How? - How do we plan to carry out the action plan.

Who? - Who is responsible for ensuring the action plan is completed? Although the individual(s) listed is ultimately accountable they will assemble a team of people who will assist them in the completion of the action plan.

When? - When is the action plan to be completed.

Cost? - What is the cost of implementing this action plan.



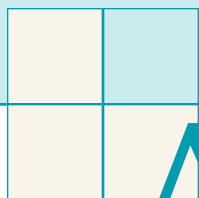
C o m m u n i c a t i o n

Goal: Reinforce our Communication Infrastructure

Objective	Performance Measure	Action #	What
Ensure our Communication mechanisms provide 24/7 access to and from all of our members by June 30, 2004.	Quarterly reviews and status reports.	C1.1	Configure voice mail for all members of the Service. This will allow community members to contact officers directly at all community police offices without going through others to leave messages.
		C1.2	Encourage ongoing feedback, ideas and suggestions from members by designing a mechanism that any member can use to communicate concerns, questions and ideas and see a published response.
Ensure that every citizen has reasonable and practical access to information on community safety and crime prevention initiatives.	Public survey (once every three years). Increase usage of website	C2.1	Redesign external website to better suit the needs of citizens.
		C2.2	Develop, and then launch, a marketing strategy to support increased usage of redesigned website.
		C2.3	Develop a consistent external consultation strategy to bring key corporate messages to stakeholders.
		C2.4	Measure the market penetration and citizen knowledge level of the Durham Regional Police.
Develop and implement a strategy designed to strengthen and facilitate community partnerships. <i>"We need to continue to open the lines of communication. It's a good thing to see the new leadership approach to communication - keep this up!"</i> <i>– from a police officer</i>	Regular reviews and status reports. Community consultation surveys.	C3.1	Conduct a thorough inventory of all major community stakeholders, both regionally and by community police office, ensuring that all Adequacy Standards related to community consultation committees are met.
		C3.2	Measure community attitudes, perceptions, needs and satisfaction levels regarding policing services and safety, at least once every three years.
		C3.3	Develop a process whereby issues raised through the community stakeholder survey are dealt with expeditiously.
		C3.4	Measure Durham Regional Police member attitudes, perceptions, and needs regarding Service requirements and safety at least once every three years.
		C3.5	Ensure consistent and ongoing dialogue with both internal and external stakeholder groups from throughout the Region.
		C3.6	Review processes for providing Criminal Information Requests to members of the public.



How	Who	When	Cost
<ul style="list-style-type: none"> Set up an Octel integration card and an active port Activities to be coordinated with Bell to install the integration card and program all units for all members to have voice mail 	Manager, Information Technology	Second Quarter 2002	\$55,000
<ul style="list-style-type: none"> Develop and implement a suggestions system or automated "bulletin board" for members to provide input on issues, problem areas, possible resolutions and suggestions for improvements to processes, procedures and systems 	Director, Corporate Communications	First Quarter 2002	No Additional Costs
<ul style="list-style-type: none"> Consult stakeholders to determine what information they are seeking Redesign the website with the assistance of an internal cross-functional team 	Director, Corporate Communications	First Quarter 2002	No Additional Costs
<ul style="list-style-type: none"> Consult stakeholders to research accessibility issues Build new partnerships Promote the redesigned website via a promotional campaign 	Director, Corporate Communications	First Quarter 2002	2002 - \$5000 2003 - \$5000 2004 - \$5000
<ul style="list-style-type: none"> Create a general presentation template for use by all Units Organize a series of scheduled presentations to key stakeholders featuring the Chief and Deputy Chiefs 	Director, Corporate Communications	January 2002	No Additional Costs
<ul style="list-style-type: none"> Launch an annual public opinion survey, through an appropriate independent third party, to gauge public understanding of key police messages 	Director, Corporate Communications	March – April 2002	\$1,000 to \$20,000 (varies upon method)
<ul style="list-style-type: none"> Through consultation with our front-line officers, Community Police Office leaders, and community groups, develop a current database of stakeholder contact information for use in the community consultation process 	Director, Corporate Communications	Fourth Quarter 2001	No Additional Costs
<ul style="list-style-type: none"> Develop and conduct a Public Needs Survey 	Director, Corporate Communication and Manager, Corporate Planning and Development	March – April 2002	\$1,000 - \$40,000 (varies upon method)
<ul style="list-style-type: none"> Consult with Community Police Office Leaders Create a process to deal with stakeholder input gleaned from C3.2 above 		Second Quarter 2002	No Additional Costs
<ul style="list-style-type: none"> Develop and conduct an Internal Member Survey 		March – April 2002	\$1,000 - \$3,000 (varies upon method)
<ul style="list-style-type: none"> Develop and conduct regular community consultation processes 	Manager, Corporate Planning and Development	First Quarter 2002 Quarterly and Annually	\$5,000 - \$10,000 (varies upon method)
<ul style="list-style-type: none"> Review Directive Consult Law Enforcement and Records Managers Network (L.E.A.R.N.) schedule for pricing by other major police services in Ontario 	Records Manager and Police Services Board	June 2002	No Additional Costs



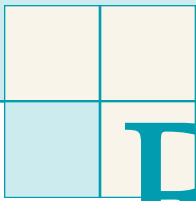
A d m i n i s t r a t i o n

Goal: Build effective systems that support excellent police service delivery

Objective	Performance Measure	Action #	What
<p>Focus resources towards operational priorities while achieving/maintaining organizational consistency.</p>	<p>Regular review and analysis of organizational practices.</p>	A1.1	Organizational projects should follow established standards of project planning and management.
		A1.2	Review Business Plan to identify costs in the 2002 - 2004 budgets.
		A1.3	Provide budget overview, for both internal and public information, to identify where police resources are spent.
		A1.4	Benchmark and develop a Service-wide approach to auditing our systems, processes and the way business is conducted.
<p>Identify current and future Service requirements with respect to staffing, facilities, equipment and technology, and prepare plans to meet identified community safety resource needs.</p> <p><i>“The needs of officers need to be addressed so their health and well-being is maintained. We realize that they deal with a lot of pain, suffering and evil. They are so busy taking care of others: we need to ensure they are taking care of themselves.”</i></p> <p><i>– from a community group representative</i></p>	<p>Annual submission and Board approval of identified resourcing plans.</p>	A2.1	Benchmark and review current Staffing Plan, develop a Staffing Model that addresses current and future Service requirements.
		A2.2	Benchmark and review current Facilities Plan, develop a Facilities Model that addresses current and future Service requirements.
		A2.3	Benchmark and develop a Durham Regional Police Fleet Acquisition, Deployment and Maintenance Model that addresses current and future Service requirements.
		A2.4	Benchmark and develop a Service-wide Equipment Acquisition and Distribution Plan that addresses current and future Service requirements.
		A2.5	Benchmark and develop a Service-wide Technology Acquisition and Distribution Plan that addresses current and future Service requirements.
		A2.6	Modernize the Records Management (RMS) and Communications Computer Aided Dispatch (CAD) Systems.
		A2.7	Assess and implement an appropriate method to deliver ongoing computer software training for all members.
		A2.8	Establish the Business Plan Review Committee.
		A2.9	Develop and provide a wellness program for all members of the Durham Regional Police.



How	Who	When	Cost
<ul style="list-style-type: none"> • Ensure that Unit leaders have the necessary project management training • Ensure that all projects follow standard project management methodology 	Unit Leaders	Third Quarter 2002	\$2500 per course per participant
<ul style="list-style-type: none"> • Evaluate Business Plan to identify those items that will impact budgets 	Manager, Financial Services	Annually	No Additional Costs
<ul style="list-style-type: none"> • Review budgets to define major areas of expenditure • Develop written overview based on analysis and mandate of Units • Tie in with Business Plan objectives 	Manager, Financial Services	First Quarter 2002	No Additional Costs
<ul style="list-style-type: none"> • Review best practices and perform an annual review of each Unit to determine efficiencies and effectiveness of systems and processes • Report to the Police Services Board and implement approved recommendations 	Superintendent, Planning, Finance and Information Systems	Second Quarter 2002, Third Quarter 2003, 2004 Annual Review	\$5000
<ul style="list-style-type: none"> • Review best practices and perform an annual review of the Staffing Plan • Report to the Police Services Board and implement approved recommendations 	Inspector, Employee Services	Annually, starting Second Quarter 2002	No Additional Costs
<ul style="list-style-type: none"> • Review best practices and perform an annual review of the Facilities Plan • Report to the Police Services Board and implement approved recommendations 	Facilities Manager	Annually, starting Third Quarter 2002	No Additional Costs
<ul style="list-style-type: none"> • Review best practices and conduct a police fleet needs assessment and an audit of the vehicle maintenance process and the quality of service provided • Report to the Police Services Board and implement approved recommendations • Perform an annual review of the Fleet Plan 	Fleet Manager	June 2002 Report Second Quarter 2003, 2004 Annual Review	No Additional Costs
<ul style="list-style-type: none"> • Review best practices and conduct a police equipment needs assessment • Report to the Police Services Board and implement approved recommendations • Perform an annual review of the Equipment Plan 	Fleet Manager	June 2002 Report Second Quarter 2003, 2004 Annual Review	No Additional Costs
<ul style="list-style-type: none"> • Review best practices and conduct a technology needs assessment • Report to the Police Services Board and implement approved recommendations • Perform an annual review of the Technology Plan 	Manager, Information Technology	June 2002 Report Second Quarter 2003, 2004 Annual Review	Approximately \$2,300 per unit swapped out
<ul style="list-style-type: none"> • Installation of new systems 	Manager, Information Technology	Installation starting First Quarter 2002	\$500,000
<ul style="list-style-type: none"> • Review best practices and conduct a computer training needs assessment • Report to the Police Services Board and implement approved recommendations • Perform an annual review of computer software training mechanisms 	Manager, Information Technology and Learning Centre Leader	Second Quarter 2002	\$100-\$250/hr. Consulting Costs
<ul style="list-style-type: none"> • Submit an invitation to all members of the Durham Regional Police to participate on the Business Plan Review Committee • Review applicants to ensure committee makeup reflects broad representation from across the Service 	Manager, Corporate Planning and Development	January 31, 2002	\$300 (approx) Mailings, postings
<ul style="list-style-type: none"> • Review best practices and conduct a member wellness needs assessment • Report to the Police Services Board and implement approved recommendations • Perform an annual review of the member wellness program 	Inspector, Employee Services	October 2002 – March 2004	No Additional Costs for Review



R e s p o n s e

Goal: Create a safer community by maximizing the efficiency and effectiveness of police operations

Objective	Performance Measure	Action #	What
<p>Increase officer visibility and improve road safety by increasing time available to front-line officers for community patrol duties and emergency calls for service.</p>	<p>Annual officer workload assessment.</p>	<p>R1.1</p>	<p>Reduce time spent by members on reporting, court preparation, and administrative tasks by identifying areas that can be streamlined through the reduction of redundant processes.</p>
	<p>Yearly comparison of Fatality, Motor Vehicle Collision and RIDE statistics, and evaluation of traffic programs and public education initiatives.</p>	<p>R1.2</p>	<p>Annual review of patrol zone alignment/structure to ensure the most appropriate and effective deployment of patrol and investigative personnel.</p>
		<p>R1.3</p>	<p>Ensure the human resources of Durham Regional Police are deployed in the most effective and efficient manner, allowing for the best available coverage.</p>
<p>Evaluate current investigative capacity in order to enhance our internal support, external response, and assistance to victims of crime.</p>	<p>By December 31, 2002, complete evaluation of investigative capacity, practices and structure, as well as historical clearance rates for violent, property and youth crime.</p> <p>By December 31, 2003, implementation of recommendations to be completed.</p>	<p>R2.1</p>	<p>Benchmark and develop a three-year Investigative Plan that addresses current and future Service requirements.</p>
<p>Implement a crime, call, and public disorder analysis function that is regional in scope and centrally coordinated.</p> <p><i>"I appreciate seeing officers doing walk-about, getting out of their cruisers and walking amongst the people (public and businesses)."</i></p> <p><i>– from a member of a municipal council</i></p>	<p>Full implementation of a crime, call and public disorder analysis function that will, as part of its capabilities, enable the evaluation of violent, property and youth crime incidents.</p>	<p>R3.1</p>	<p>Benchmark and develop a crime, call and public disorder analysis function that addresses current and future Service requirements.</p>



How	Who	When	Cost
<ul style="list-style-type: none"> • Complete review of calls for service response processes 	Superintendent, Policing Operations	December 2002 Review July 2003 Implement	No Additional Costs
<ul style="list-style-type: none"> • Review best practices and perform an annual review of the patrol and investigative units within the Community Police Offices to ensure staffing levels appropriate to the workload, proper scheduling, officer skill development/training, and currency with legislation and community standards/expectations • Report to the Police Services Board and implement approved recommendations 	Superintendent, Policing Operations	December 2002	No Additional Costs for Review
<ul style="list-style-type: none"> • Utilize the diverse membership of the Staff Deployment Committee to bring forth ideas and solutions for increased patrol and investigative visibility 	Superintendent, Policing Operations	July 2002 Analysis January 2003 Implementation	No Additional Costs
<ul style="list-style-type: none"> • Review best practices and complete a three-year Investigative Plan that addresses the acquisition, allocation and deployment of resources • Report to the Police Services Board and implement approved recommendations • Perform an annual review of the Investigative Plan 	Superintendent, Crime Management	June 30, 2002 Review Second Quarter 2003, 2004 Annual Review	No Additional Costs
<ul style="list-style-type: none"> • Review best practices and complete a Crime Analysis implementation Plan that addresses the acquisition, allocation and deployment of resources • Report to the Police Services Board and implement approved recommendations • Perform an annual review of the Crime Analysis function 	Superintendent, Crime Management	June 30, 2002 Review Second Quarter 2003, 2004 Annual Review	No Additional Costs

E m p l o y e e S u p p o r t

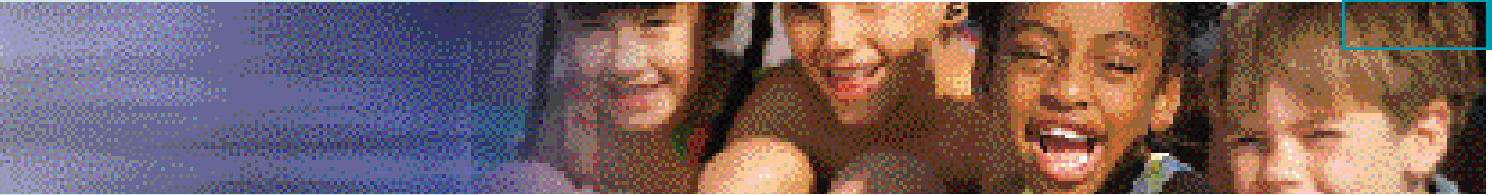
Goal: Optimize the development of our members

Objective	Performance Measure	Action #	What
<p>Finalize, implement, and communicate the Durham Regional Police Career Development Plan. This will serve to meet the training and certification requirements of our members and ensure our leaders are properly equipped and supported in their roles through the provision of formal leadership training.</p>	<p>Training and Certification requirements for all positions identified by end of 2002.</p>	<p>E1.1</p>	<p>Establish the Career Development Steering Committee.</p>
	<p>Career Development Plan fully implemented and operational by June 30, 2004.</p>	<p>E1.2</p>	<p>Staff the Career Development Coordinator position.</p>
		<p>E1.3</p>	<p>Complete implementation of the "Job Acquisition and Movement" and the "Individual Information and Planning" elements of the Career Development Plan.</p>
		<p>E1.4</p>	<p>Complete implementation of the "Organization Information and Planning" element of the Career Development Plan.</p>
		<p>E1.5</p>	<p>Complete implementation of the "Development and Rewards" element of the Career Development Plan, which includes the identification and delivery of formal leadership training.</p>

*"Our members need to feel valued - management has to recognize this 'human need'. Recognition needs to come from the top level as well as their peers."
- from a civilian member*



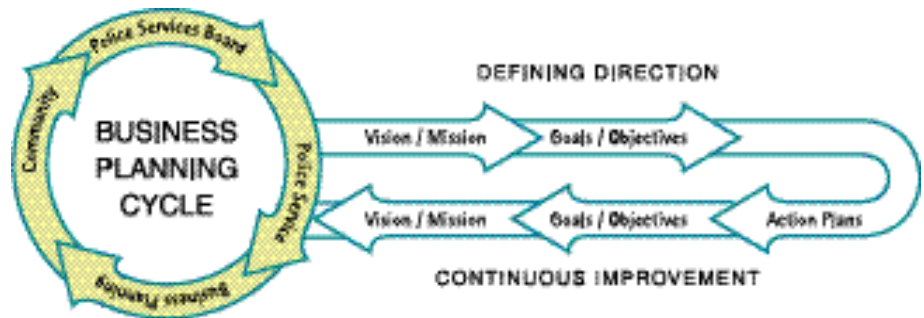
How	Who	When	Cost
<ul style="list-style-type: none"> • Draw members from Operations, Administration and the Durham Regional Police Association • Ensure the full implementation of the Career Development Plan • Perform an annual review of the Career Development Plan 	Inspector, Employee Services	January 2002 Establish Committee Third Quarter 2002-2004 Review	No Additional Costs
<ul style="list-style-type: none"> • Post, select and hire Career Development Coordinator as identified in the Career Development Plan 	Inspector, Employee Services	Third Quarter 2002	No Additional Costs Position already budgeted
<ul style="list-style-type: none"> • Human Resources Manager and Career Development Steering Committee to fully develop and implement all aspects of the "Job Acquisition and Movement" and the "Individual Information and Planning" elements of the Career Development Plan 	Inspector, Employee Services	October 2002	No Additional Costs
<ul style="list-style-type: none"> • Human Resources Manager and Career Development Steering Committee to fully develop and implement all aspects of the "Organization Information and Planning" element of the Career Development Plan 	Inspector, Employee Services	June 2003	No Additional Costs
<ul style="list-style-type: none"> • Human Resources Manager and Career Development Steering Committee to fully develop and implement all aspects of the "Development and Rewards" element of the Career Development Plan 	Inspector, Employee Services	June 2004	No Additional Costs



B u s i n e s s P l a n n i n g C y c l e

There are four key components involved in the business planning process: the community, the Police Services Board, the Durham Regional Police (DRP), and Business Planning which is coordinated by the Corporate Planning and Development Unit of the DRP. These four groups define our direction through the development of our vision, mission, goals, objectives and action plans.

Our commitment to continuous improvement is reflected in our planning and reporting infrastructure that provides both quarterly and annual reports. These reports will provide the basis for the re-evaluation of the effectiveness of our action plans in achieving our stated objectives.



R e - e v a l u a t i o n

The DRP strongly believes that our Business Plan is not a static document that is developed and then not considered until it has elapsed. The DRP three-year Business Plan is a living document that is constantly being evaluated and reviewed. Our business planning process is an ongoing endeavour that is supported by a well-established infrastructure that supports continuous re-evaluation of the Business Plan.

This infrastructure consists of a series of mechanisms that have been established to closely monitor our progress over the three-year time period to ensure accountability and achievement of the intended results. The Business Plan is evaluated, at a minimum, on a quarterly basis and once yearly in a comprehensive manner. The reviews allow the Business Plan and all of its components to be evaluated on a continual basis to determine the effectiveness of the action plans in meeting specific objectives according to the timelines established. Additionally, ongoing re-evaluation will position the DRP to effectively respond, in a timely fashion, to changes in our environment by ensuring action plans are in alignment with changing environmental needs.

This approach to continuous improvement solidifies our commitment to meeting the needs of our members and the community through a proactive approach to police management.

*"I've noticed a real shift in the past two years on the part of the police - an increased willingness to partner with community groups and work together on issues to solve problems."
- from a community group representative*



Acknowledgements |

The Durham Regional Police 2002-2004 Business Plan has been produced by the Business Planning Steering Committee on behalf of the Police Services Board. It has been made possible through the contribution of the members of our organization and the citizens of Durham Region. We gratefully acknowledge the valuable contributions of all who participated in this process.

Business Planning Steering Committee Members:

Mr. Doug Moffatt	Police Services Board
Mr. Bob Nicol	
Chief Kevin McAlpine	Executive Leadership Group
Deputy Chief Chuck Mercier	
Secretary/Treasurer Mark McConkey	Durham Regional Police Association
President Terry Ryan	
Inspector Tom Cameron	Community Police Offices
Inspector Bob Chapman	
Staff/Sergeant Kim Bulloch	Operational Units
Sergeant Janet Galipeau	
Training Co-ordinator Sue Knox	
Superintendent Ian Wootton	Administrative Units
Manager Valerie Beyer	Corporate Planning Unit Facilitators
Sergeant Joe Maiorano	
Planning Clerk Morgen Dobson	

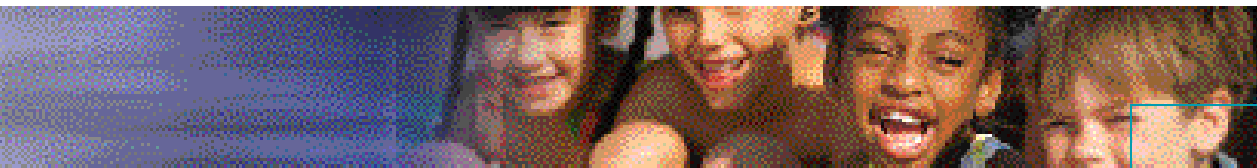
This document is also available in PDF format on our website at

<http://www.police.durham.on.ca>

Please visit our website for additional information on our organization or contact the Corporate Planning and Development Unit by e-mail at: planning@police.durham.on.ca or by telephone at: 905.579.1520 ext. 4310

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d u r h a m r e g i o n a l p o l i c e



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