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STRATEGIC PLAN

D u r h a m R e g i o n a l P o l i c e S e r v i c e

"I REALLY FEEL THAT DRPS HAS CHANGED FOR THE BETTER."

-Durham Region business owner



"CONTINUE TO HAVE A CONSISTENT PRESENCE."

-Ajax resident

*Quotes throughout this Strategic Plan were taken from the surveys of Durham Region businesses and residents.

TABLE OF CONTENTS

<u>A Plan for Community Safety</u>	4
<u>Introduction</u>	
<u>Mission, Vision and Values</u>	
<u>Welcome</u>	6
<u>Police Services Board Chair</u>	
<u>Chief of Police</u>	
<u>President of the Durham Regional Police Association (DRPA)</u>	
<u>President of the Senior Officers' Association (SOA)</u>	
<u>Governance</u>	8
<u>Overview of the Police Services Board</u>	
<u>Review of the 2017-2019 Plan</u>	10
<u>Deliver Community Safety Through Collaboration</u>	
<u>Demonstrate Excellence in Core Service Delivery</u>	
<u>Build Strength in Our Membership</u>	
<u>Context for the Strategic Plan</u>	12
<u>Consultation Summary</u>	
<u>Developing the Strategic Plan</u>	
<u>Strategic Goals</u>	14
<u>Deliver Services and Programs that Inspire the Trust and Confidence of All Communities</u>	
<u>Foster a Positive Organizational Culture</u>	
<u>Provide Efficient and Effective Evidence-Based Policing Services</u>	
<u>Supporting the Strategic Plan</u>	16
<u>Information Technology Plan</u>	
<u>Facilities Plan</u>	
<u>Strategic Plan Performance Targets</u>	20
<u>Acknowledgements</u>	26

A PLAN FOR COMMUNITY SAFETY

This Strategic Plan reflects the input of thousands of Durham residents on the topic of public safety and policing services. The Strategic Plan is a guiding document that outlines the priorities of the community and of the Durham Regional Police Service.

The Strategic Plan forms the basis for subsequent community safety plans that are developed for each of the five police divisions across the region. These community safety plans set out the initiatives and activities carried out by members across the Service in the course of their duties. In this way, the goals and objectives set forth in the Strategic Plan cascade down to the daily activities of individual members.

A strategic plan is not complete if it does not include a way to measure the progress made towards its stated goals. Each of the three broad goals within this plan is associated with measurable objectives. To ensure accountability, the Chief of Police reports on our strategic plan progress semi-annually to the Police Services Board and the results are published in the Annual Report.

MISSION

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

VALUES

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

VISION

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



"I NOTICE
A POLICE
PRESENCE IN
OSHAWA NOW
MORE THAN EVER.
IT MAKES ME FEEL
SAFE."

-Durham Region business owner



"GREATER
IMPORTANCE
MUST BE PLACED
ON ROAD
SAFETY."

-Scugog resident

Welcome

P o l i c e S e r v i c e s B o a r d C h a i r
K e v i n A s h e

“ On behalf of the Police Services Board, I am pleased to present the 2020 Strategic Plan for the Durham Regional Police Service. The Plan establishes our priorities for community safety across our Region in the years to come and lays a strong foundation for evaluating organizational performance towards realizing our goals.

Over the past year, we have consulted widely to develop a Plan that represents the diverse perspectives of the public, and the experience and expertise of police employees and community partners. The Plan outlines our commitment to enhancing trust and confidence in the DRPS, providing evidence-based policing services, and fostering a positive organizational culture.

Durham Region continues to be a safe community when compared to other large municipalities in Ontario and we are grateful to all our police members for the superior work they perform. Community safety is a shared responsibility and we will continue to collaborate with all our partners—in the health, education, and social services systems—to improve safety and well-being. We look forward to continuing to improve community safety outcomes for the citizens and taxpayers of Durham Region.



C h i e f o f P o l i c e
P a u l M a r t i n

“ Every day, I am proud of the hard working women and men of the Durham Regional Police Service. From the effective response of our front-line officers and the determined efforts of our investigative and specialty units, to our professional civilian specialists, we help prevent and solve issues in our communities each and every day. This Strategic Plan is meant to provide a focus and guidance for our members as they set priorities and go about their daily duties.

We are fortunate here in Durham Region to have a police services board that supports the work we do through strategic leadership and attainable goal setting. This Strategic Plan lays out those goals and holds us responsible for achieving them.

Throughout this document, you will find quotes taken from our various public outreach efforts conducted while the Strategic Plan was being developed. Some make suggestions for improvement, while others provide context to the targets that have been set. All come directly from the community.

Thank you for taking the time to review this important document. We welcome any feedback you may have.



P r e s i d e n t o f t h e D R P A
C o l i n G o o d w i n

“ The Durham Regional Police Association would like to take this opportunity to thank the Durham Regional Police Service for including us in its Strategic Plan discussions and to congratulate the Service on a job well done. Planning for the future of a major municipal police service is no easy task. Strategic Plans identify a commitment and reassurance to the public; however, from an Association's standpoint these plans also provide the hardworking professionals, both civilian and uniform who protect the citizens of Durham, with a clearer view of the direction in which the Service is heading. We look forward to the initiatives aimed at fostering unity within the organization that, with the support of our members, will achieve healthy and balanced lifestyles for all employees.

As the Region moves towards a population of 700,000 people, the challenges facing the DRPS are many and the Association once again recognizes the importance of a well thought out strategic plan. We look forward to working in partnership with the Service to achieve the goals set out within.



P r e s i d e n t o f t h e D R P S O A
S u p t . J o s e p h M a i o r a n o

“ The Durham Regional Police Senior Officers' Association and our members are proud to have contributed to the development of the Strategic Plan; a foundation document that establishes a comprehensive community safety and collaboration strategy.

The Durham Regional Police Service Strategic Plan, developed through extensive community and member consultations, reflects the community safety and Durham Regional Police member priorities of our police service: balancing community safety needs with a police service that continues to develop its civilian and sworn members to meet the challenges of an ever-changing environment.

As a senior leadership group, we are committed to building strong community partnerships and supporting our members, with the Strategic Plan as our framework, to make the Region of Durham the safest community for people to live, work and play.



POLICE SERVICES BOARD GOVERNANCE

The Durham Regional Police Services Board is the civilian governing body of the police service. Its responsibilities include establishing objectives for policing in consultation with the Chief of Police, setting policies for the effective management of the police service, and hiring and monitoring the performance of the Chief of Police. The Board consists of seven members, three appointed by the Province of Ontario and four chosen by Regional Council.

As civilian members who represent the public's interests, the Police Services Board is committed to a high quality of community-based policing that is accountable, professional, and sustainable. The Board recognizes the challenges to law enforcement created by a changing environment, demographic shifts, emerging technologies and evolving crime trends and patterns. With the support of the citizens in Durham Region, the Police Services Board is confident of meeting future policing challenges in the years ahead.

The Durham Regional Police Services Board is a member of both the Ontario Association of Police Services Boards and the Canadian Association of Police Governance.



Members of the Police Services Board (left to right, back row): Gary Cubitt, Karen Fisher, Patrice Barnes, Steve DeBoer, (front row) John Henry, PSB Chair Kevin Ashe and PSB Vice-Chair Bobbie Drew.

"BIKE AND FOOT PATROLS ON OUR PATHS ARE NEEDED ON A REGULAR BASIS."

-Oshawa resident



"OFFICERS ARE ALWAYS NICE TO DEAL WITH AND RESPOND IN A TIMELY MANNER. I FEEL THEY DO AN EXCELLENT JOB FOR THE AMOUNT OF RESOURCES THEY HAVE."

-Durham Region business owner

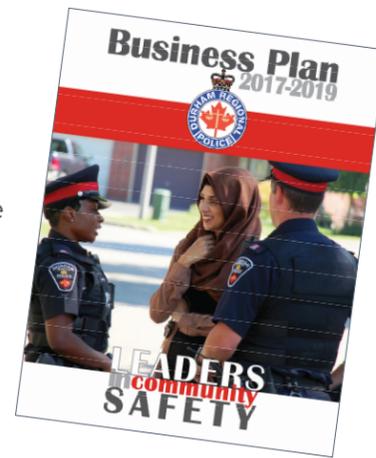
REVIEW OF THE 2017-2019 PLAN

Over the course of the past three-year plan the Durham Regional Police Service was able to achieve improvements in three areas of focus: community safety through collaboration, excellence in core service delivery and building strength in our membership.

We worked in partnership with more than 30 community organizations to develop a formal network that supports persons facing serious risk of harm, ensuring that they received the right help at the right time by the right support agency.

In terms of core service delivery, DRPS maintained a quick emergency response time in spite of a rising number of emergency calls; the Service continues to solve crimes at among the highest rates of any police service in the Greater Toronto Area. We strengthened our membership by hiring more than 175 new officers, expanding the diversity of the workforce to reflect the changing demographics in the region.

Many of the themes from the 2017-19 Plan continue into the Service's new Strategic Plan. This includes a focus on improving satisfaction and confidence among all members of the community, ensuring safe roads by focusing enforcement on the most dangerous behaviours, and continuing to foster a positive organizational culture and supporting the mental and physical well-being of our employees.



DELIVER COMMUNITY SAFETY THROUGH COLLABORATION

- Strengthened partnerships with community agencies to support people in crisis
- Improved response to mental health calls by partnering with health professionals
- Collaborated with partners to develop and implement a strategy to respond to the opioid crisis
- Increased our engagement with the community through foot patrol and community-based crime prevention initiatives



DEMONSTRATE EXCELLENCE IN CORE SERVICE DELIVERY

- Maintained clearance rates that are among the highest in the GTA
- Achieved high rates of satisfaction among citizens and businesses throughout the region
- Successfully resolved 99.5 per cent of all high-risk encounters through de-escalation techniques
- Maintained a prompt response to emergency calls for service, while responding to a greater number of calls



BUILD STRENGTH IN OUR MEMBERSHIP



- Expanded the number of health and wellness programs offered to our members
- Hired more than 175 new officers
- Developed a new leadership competencies framework
- Increased the diversity of our applicant pool

CONTEXT FOR THE STRATEGIC PLAN

After a decade-long drop in crime trends in Canada and Durham Region, the last three years saw minor increases in both Crime Severity Index and total crime rate. Despite this increase, Durham Region remains within the top half of comparable-sized jurisdictions in various measures of crime. Citizen demand, as measured by the number of calls for service received, has steadily increased over the past five years. A large proportion of the calls received by the Service are not criminal in nature, nor do they require an emergency response. This fact has led to an increased need to form partnerships with agencies that can handle the underlying problems that generated a call for police response.

The population of Durham Region continues to grow at a rate that is among the fastest in the Greater Toronto Area. With this growth, the diversity of Durham Region has changed rapidly. According to the 2016 Census, over one in four people in Durham Region identified as belonging to a visible minority. The rapid change in population demographics in the region poses a challenge to DRPS as it strives to remain representative of the community that it serves.



The Community Safety and Policing Act, introduced in 2019, represents the first major update to the province's Police Services Act in nearly thirty years. One significant change is the introduction of a community safety and well-being planning framework. This framework is designed to improve the integration of regional services that support community safety and well-being. The ability to form effective partnerships will continue to be an important skill for police service members.

The prevalence of opioid drug use and related overdoses is a growing public health concern across Canada, including Durham Region. In 2018, Durham Region recorded sixty deaths attributed to opioid overdoses and nearly 500 hospitalizations directly related to opioids. First responders, including police, have seen an increase in workload as a

result of the opioid crisis. In addition, the potential dangers caused by exposure to these substances raises the probability of on-duty injury.

Evolving technologies continue to have an impact on policing. As more and more people expand their online identities, new opportunities for crime and victimization arise. On the positive side, technology has brought advancements in how evidence is collected and stored. As body-worn cameras become more common in law enforcement, and as almost every citizen carries a camera with them in the form of a smartphone, the ability to acquire and manage digital evidence is increasingly important.



CONSULTATIONS SUMMARY

During the consultation process, the most common concern among residents was traffic safety—specifically enforcement of speeding and aggressive driving, and distracted driving. Many expressed the need for more enforcement near schools and community safety zones. Another common theme heard throughout the consultations centred on police visibility. People expressed a desire for foot and bicycle patrols as a way to provide opportunities to engage with citizens and as a deterrent to criminal activity.

A number of municipal councillors and community groups stressed the importance of ensuring that the diversity of the Durham Regional Police Service reflects the changing demographics of the region. There was also regular mention of the importance of developing partnerships in order to deal with problems in the community. The majority of municipal partners noted the very good level of communication that they enjoy with their local police division.

Our community partners mentioned the benefits of specialty units, such as Mental Health Support, Community Resource Officers, Domestic Violence Investigators, and School Liaison Officers.

DEVELOPING THE STRATEGIC PLAN

More than a year of research and consultation went into creating this strategic plan. Although our organization is constantly adapting to changing requirements, we begin a formal strategic planning process with the development of an environmental scan—a research report that looks at all of the factors that will impact policing in Durham Region over the next few years.

The environmental scan includes an analysis of our region—its growth rate and demographics, the economic environment, infrastructure, and future development. It reviews current trends in crime and victimization. It also provides a look within our organization to reveal current and future changes in staffing, resources, and training.

From this starting point, the planning process continues with its most important component: consultation. The consultation phase includes a number of activities. We began our consultations by attending public events and spaces throughout Durham Region where we held informal, one-on-one conversations with more than 200 members of the public on the topic of community safety and policing.

While face-to-face conversations provide a great deal of information, by their nature they are limited to a relatively small number of participants. To broaden our reach and to make sure that we heard from a wide variety of citizens, we also conducted two public surveys. The first was a public opinion survey that

asked a number of questions about satisfaction with the police service, experiences with criminal victimization, and perceptions of safety. The survey also offered respondents the option of providing input into future policing priorities. We received more than 4,500 responses to this survey. The second survey gathered feedback from businesses across Durham about their satisfaction with the police service, experiences of crime at their place of business, and their level of participation in crime prevention.

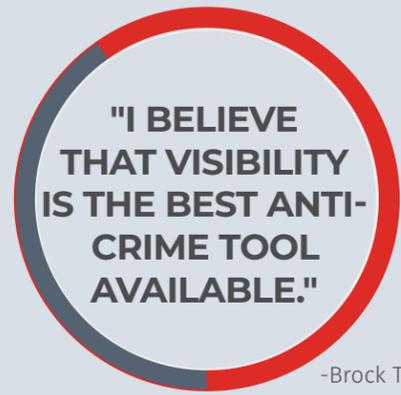
Following consultations with the public, we turned to our community partners from agencies that provide support to vulnerable youth, victims of domestic violence, persons with

addiction and mental illness, and vulnerable seniors. We also met with representatives from each of the school boards operating in the region, and with members that represent racialized and Indigenous communities. We attended each of the eight municipal councils and met with the Mississaugas of Scugog Island First Nation council to solicit their input on behalf of their constituents.

To complete the consultation phase we turned our attention inward and spoke with members of the Service, we met with the leadership of the Durham Regional Police Association and conducted an employee survey in order to gather feedback on the strengths, challenges and opportunities facing the Service.

STRATEGIC GOALS

DELIVER SERVICES AND PROGRAMS THAT INSPIRE THE TRUST AND CONFIDENCE OF ALL COMMUNITIES



-Brock Township resident

In order for a police service to be effective, it must have the trust and confidence of the people that it serves. While public confidence in the DRPS remains high, the Service must strive to ensure that all members of our community share this confidence. Since many of the issues that police respond to are symptoms of larger, more complex problems, building effective partnerships throughout the community is also key to providing support to those who are most vulnerable.

Objectives

Improve reported levels of satisfaction across the communities we serve

Identify, prioritize and strengthen partnerships to support vulnerable and marginalized members of the community

Increase community participation in crime prevention by providing relevant and timely crime and safety information

Attract a skilled workforce that reflects the diversity of the community

Enhance police visibility to instill community confidence and reduce fear of crime



FOSTER A POSITIVE ORGANIZATIONAL CULTURE

The rigours of police work create challenges that have a profound impact on those persons delivering the service. As a Police Services Board, we need to ensure that we do all we can to protect those who protect our community. The objectives within this goal reflect our commitment to ensure a healthy workplace.

Objectives

Support the physical and mental health and well-being of our members

Ensure a respectful, bias-free and inclusive workplace

Identify and resolve the barriers to effective internal communication

Improve the transparency and clarity of member evaluation and development processes

PROVIDE EFFICIENT AND EFFECTIVE EVIDENCE-BASED POLICING SERVICES

The Durham Regional Police Service has more than 40 years of history providing exceptional service to this community. As changes occur in our communities, the police must adapt and leverage technology, innovative strategies, and data to provide sustainable, high-quality service into the future.



Objectives

Improve road safety by focusing enforcement on driving behaviours that cause the greatest harm

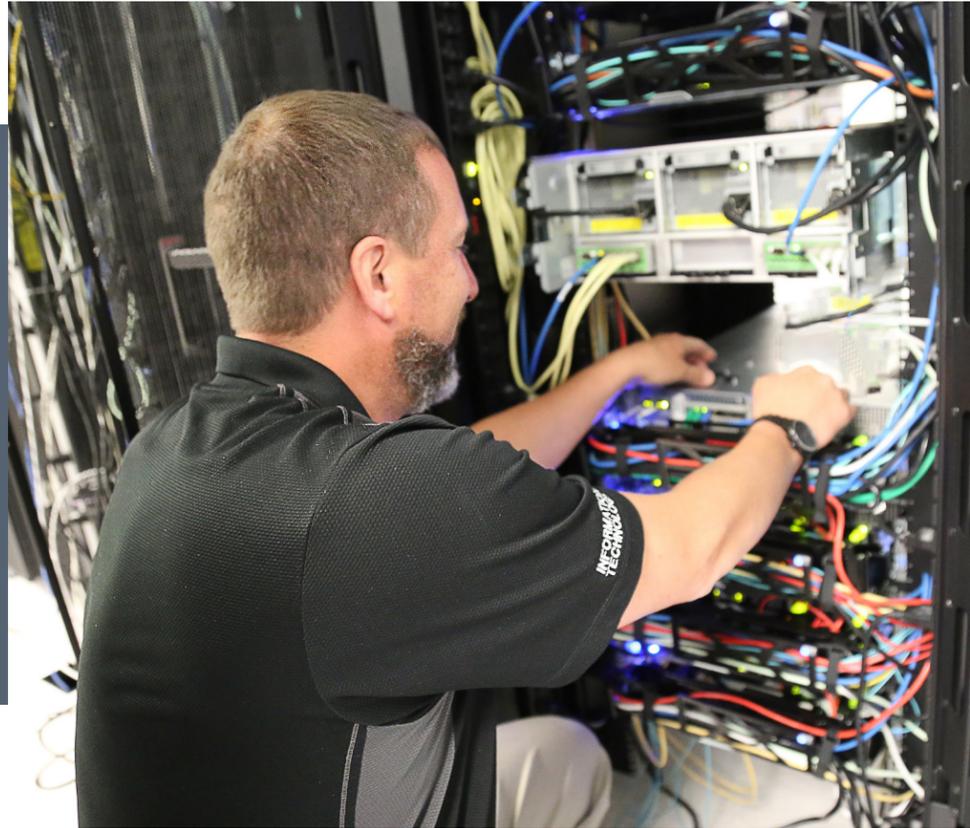
Prevent, investigate and solve criminal activity using intelligence, partnerships and data analysis

Prevent re-offending that causes the greatest harm

Maintain cost-effective service through innovation and continuous improvement

SUPPORTING THE STRATEGIC PLAN

To support the strategic goals outlined in this plan, the Service develops complimentary long-term plans to ensure that information technology and facilities support current and future operations. The Service also conducts regular resource reviews to ensure that staffing allocation reflects organizational priorities.



INFORMATION TECHNOLOGY PLAN

Every year our Information Technology Unit prepares an Information Technology Plan which identifies the current and future needs of the Service in relation to the technological infrastructure which underlies so much of our operations. The plan identifies short- and long-term hardware and software replacement needs and timelines, as well as training requirements of staff to ensure that their skills remain current with changing technology. The Information Technology Plan also provides a review of current trends in technology as they relate to policing. These trends include technologies such as Next Generation 911, mobile computing, digital evidence acquisition and management, business intelligence and cloud technology. In addition to evaluating the existing information technology infrastructure, the Information Technology Plan addresses cyber security to ensure that sensitive information is safe and that personal information is not compromised.



POLICE FACILITIES PLAN

The Durham Regional Police Service currently operates out of 18 facilities totalling more than 440,000 square feet of space. Two additional buildings are currently being designed as part of the Clarington Police Complex-Phase 2 project in Bowmanville. The Regional Support Centre and the Centre for Investigative Excellence are expected to be opened in early 2024 and will add approximately 150,000 square feet to DRPS's portfolio and provide a centralized location for many support and investigative units.

A four year Facilities Plan coincides with our strategic planning cycle. This Facilities Plan addresses all aspects of the Ministry of the Solicitor General Policing Standards guidelines as they relate to police facilities. Long-term plans for facilities are outlined in an annually updated Capital Forecast that covers a 10-year period.



"MY EXPERIENCE WITH OFFICERS WAS POSITIVE. THEY WERE INFORMATIVE AND KEPT ME AT EASE."

-victim of a motor vehicle collision

"PATROL RESIDENTIAL STREETS MORE OFTEN FOR SPEEDERS IN SCHOOL ZONES AND AGGRESSIVE DRIVERS."

-Whitby resident



"I HAVE BEEN IMPRESSED LATELY WITH HOW YOU HAVE HANDLED THE INCREASE IN CRIME."

-Pickering resident

"BUILD BETTER RELATIONSHIPS WITH LOWER INCOME COMMUNITIES."

-Oshawa resident



STRATEGIC PLAN PERFORMANCE TARGETS

The Durham Regional Police Service mission statement is clear that we will “hold ourselves accountable to improved effectiveness in everything we do.” Measuring progress towards our strategic goals makes us accountable to the community. The following measurement framework includes a number of measureable indicators for each objective within the Strategic Plan. The Chief of Police reports semi-annually to the Police Services Board on the progress towards strategic plan goals and performance measures are publicly available in the DRPS Annual Report.



GOAL - DELIVER SERVICES AND PROGRAMS THAT INSPIRE THE TRUST AND CONFIDENCE OF ALL COMMUNITIES

Objective - Improve reported levels of satisfaction across the communities we serve

Indicator	Baseline	Target
% survey respondents satisfied with service	75%	80%
% racialized respondents satisfied with service	73%	75%
% low-income respondents satisfied with service	65%	75%
% victims satisfied with service	61%	75%
% satisfaction among persons who've come into contact with police due to mental health	63%	75%

Objective - Identify, prioritize and strengthen partnerships to support vulnerable and marginalized members of the community

Indicator	Baseline	Target
# cases brought to Durham Connect	25	25
% cases where overall risk reduced	78%	80%
% violent re-victimization	12%	9%
% partner agencies agree well-integrated service	new measure, no baseline exists	80%
% reduction in calls after Durham Connect case	61%	70%

Objective - Increase community participation in crime prevention by providing relevant and timely crime and safety information

Indicator	Baseline	Target
# crime prevention media releases	23	30
% respondents that participate in crime prevention	83%	90%
% respondents satisfied with DRPS communication	68%	75%

Objective - Attract a skilled workforce that reflects the diversity of the community

Indicator	Baseline	Target
% members from under-represented groups	9%	20%
% of applicants from under-represented groups	30%	35%
% of successful applicants from under-represented groups	20%	20%
% respondents agree Service reflects community diversity	77%	80%

Objective - Enhance police visibility to instill community confidence and reduce fear of crime

Indicator	Baseline	Target
emergency response time (median)	8 minutes	7.5 minutes
foot & bicycle patrol hours	2,126 hours	2,300
% agree “There are the right amount of police”	48%	55%
% who feel that DRPS officers are approachable	86%	90%
% feel safe walking alone in neighbourhood at night	65%	75%
% who feel confident in DRPS	85%	90%

STRATEGIC PLAN PERFORMANCE TARGETS

"I AM REALLY PROUD OF DRPS. KEEP IT UP! THERE IS ALWAYS ROOM FOR IMPROVEMENT."

-Pickering resident

"MORE INTERACTION WITH THE COMMUNITY. MORE FOOT PATROLS AND INTERACTION WITH CITIZENS."

-Uxbridge resident



"HIRE MORE DIVERSITY ALTHOUGH THE TREND HERE IS POSITIVE."

-Ajax resident

GOAL - PROVIDE EFFICIENT AND EFFECTIVE EVIDENCE-BASED POLICING SERVICES

Objective - Improve road safety by focusing enforcement on driving behaviours that cause the greatest harm

Indicator	Baseline	Target
% injury/fatal collisions caused by impairment	1.8%	1.0%
% injury/fatal collisions caused by aggressive driving	4.8%	4.0%
pedestrian & cyclist injury rate per 1,000 population	0.45	0.30
rate of injury collisions per 1,000 registered vehicles	3.8	3.5
rate of fatal collisions per 1,000 registered vehicles	0.05	0.04
% who feel safe on roads	89%	90%
conviction rate for impaired driving	70%	80%

Objective - Prevent, investigate and solve criminal activity using intelligence, partnerships, and data analysis

Indicator	Baseline	Target
% arrests generated by proactive activity	13%	15%
weighted clearance rate	40	48
crime severity index	55	40
youth crime severity index	66	60
% gun-crime incidents cleared by charge	58%	66%

Objective - Prevent re-offending that causes the greatest harm

Indicator	Baseline	Target
% of violent offences committed by repeat offenders	14%	12%

Objective - Maintain cost-effective service through innovation and continuous improvement

Indicator	Baseline	Target
cost of police services per capita	\$320	\$285



GOAL - FOSTER A POSITIVE ORGANIZATIONAL CULTURE

Objective - Support the physical and mental health and well-being of our members

Indicator	Baseline	Target
% workplace stress negatively affects personal life	22%	15%
% use the support services that are provided	74%	80%
% members with a high level of job satisfaction	69%	80%
% members trained on <i>Road to Mental Readiness</i>	new measure, no baseline exists	100%

Objective - Ensure a respectful, bias-free and inclusive workplace

Indicator	Baseline	Target
% agree "Employees treat each other with respect"	78%	85%
% feel confident reporting workplace harr/disc.	46%	66%
% feel that everyone is treated as an equal	56%	75%

Objective - Identify and resolve the barriers to effective internal communication

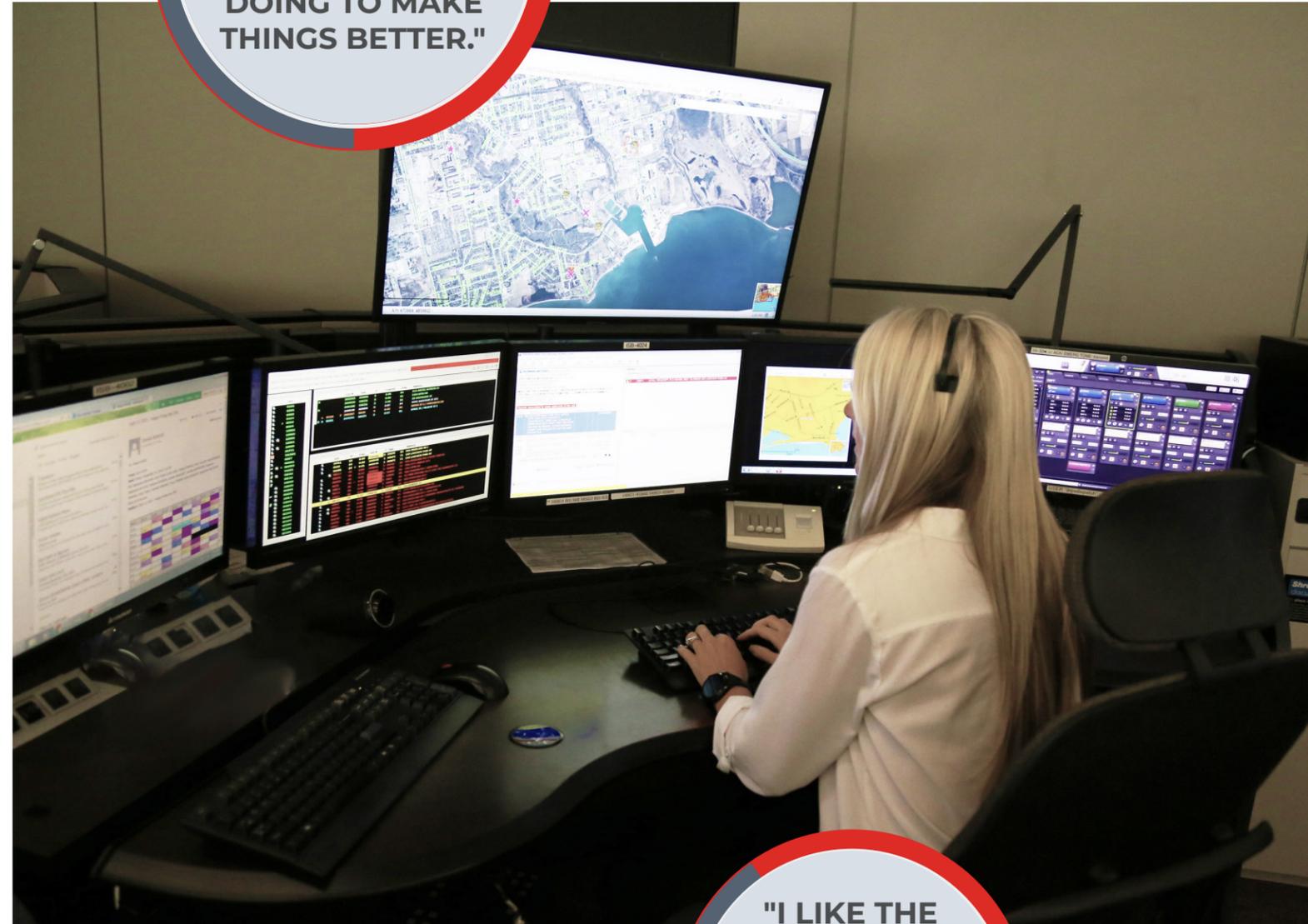
Indicator	Baseline	Target
% agree information is effectively communicated	30%	50%

Objective - Improve the transparency and clarity of member evaluation and development processes

Indicator	Baseline	Target
% understand the expectations of their supervisor	80%	85%
% agree promotions select qualified candidates	16%	50%
% understand the promotional process	60%	75%
% agree that they receive adequate training	49%	65%
% members agree appropriate performance measures	21%	50%

"COMMUNICATE ABOUT ISSUES IN DURHAM REGION AND WHAT DRPS IS DOING TO MAKE THINGS BETTER."

-public survey response



"I LIKE THE IDEA OF MENTAL HEALTH FIRST AID FOR OUR FIRST RESPONDERS."

-Clarington resident

Acknowledgements

This Strategic Plan reflects a range of perspectives. We would like to acknowledge the time and feedback provided by the members of our community who spoke with us throughout the consultation process or who took the time to respond to our public opinion survey. We would also like to thank the members of municipal, regional and First Nations councils who contributed their concerns and priorities. Thanks go to the members of our organization who provided much needed insight into the current challenges and opportunities that they see in their various roles. Finally, we would like to acknowledge all of the community partners who attended our consultation sessions.

THANK YOU!

Ajax Public Library
Alzheimer Society Durham Region
Bawaajigewin Aboriginal Community Circle
Bethesda House
Boys and Girls Club of Durham
Brock Community Health Centre
Canadian Jamaican Club of Oshawa
Canadian Mental Health Association - Durham
Catholic Family Services of Durham
City of Oshawa
City of Pickering
Community Care Durham
Conseil Scolaire Catholique MonAvenir
Conseil Scolaire Viamonde
Cornerstone Community Association Durham
Durham Black Educators Network
Durham Catholic District School Board
Durham District School Board
Durham Family Court Clinic
Durham Mental Health Services
Durham Rape Crisis Centre
Durham Region Intimate-relationship Violence Empowerment Network (DRIVEN)
Durham Tamil Association
Enterphase Child & Family Services
Frontenac Youth Services
Herizon House
John Howard Society Of Durham Region
Kawartha Pineridge District School Board
Kennedy House Youth Service

Kinark Child and Family Services
Lakeridge Health
Ministry of the Attorney General - Office of the Public Guardian and Trustee
Mississaugas of Scugog Island First Nation
Municipality of Clarington
Murray McKinnon Foundation
Nijkiwendidaa Anishnaabekwewag Services Circle
Ontario Shores Centre for Mental Health Sciences
Oshawa and Durham Region Metis Council
Oshawa Folk Arts Council
Oshawa Islamic Centre
Oshawa Senior Citizens Centre
Peterborough Victoria Northumberland and Clarington Catholic District School Board
SatyaSanatan Dharma Cultural Sabha
The Denise House
The Refuge Youth Outreach Centre
Town of Ajax
Town of Whitby
Township of Brock
Township of Scugog
Township of Uxbridge
Victim Services of Durham Region
Violence Prevention Coordinating Council of Durham
Women's Multicultural Resource and Counselling Centre of Durham
Y's Wish



-Ajax resident



-Public survey response



DURHAM REGIONAL POLICE SERVICE

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Official DRPS



DRPS



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drps_official