



DURHAM REGIONAL POLICE

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

2008 – 2010
STRATEGIC BUSINESS PLAN



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OUR VISION

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

OUR MISSION

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

OUR PHILOSOPHY

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

OUR VALUES

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



MESSAGES



MESSAGE FROM THE CHAIR OF THE POLICE SERVICES BOARD

The Durham Regional Police Services Board understands the importance of safe communities for the social and economic health and well being of our citizens. We take this responsibility very seriously.

All organizations – especially those involved in the critical business of community safety – must have strategic, long-term plans to remain successful. As the governing body for the police service in Durham Region, we began this forward-thinking focus several years ago by setting long-term goals regarding community safety and quality of life. We shifted our focus away from short-term measurements, like volume indicators, and concentrated on performance targets that were relevant and measurable.

In an area with steady and consistent population growth, planning for the future is even more important. With our Shared Directional Statement signed in 2007 and our focus on achieving overarching targets, we have clearly shown the police service and the community where we need to go. This Strategic Business Plan builds on this vision and continues to chart a course for an effective, responsive and flexible police service that will meet the needs of growing communities.

On behalf of the Durham Regional Police Services Board, I am delighted to present to you our strategic road map for the next three years and beyond.

Yours in community safety,

Terry Clayton
Chair



MESSAGE FROM THE CHIEF CONSTABLE

Our members have shown, time and time again, that they are able to respond to all kinds of emergencies.

From domestic abuse interventions to locating missing children, our frontline officers and civilian support staff work as a team with the community to resolve life-threatening and dangerous situations every day.

But hard work and dedication must be supported by another ingredient for success – sound plans. Do we have the right resources in the right place at the right time? Are we concentrating on our core business, or have some of our units drifted away from their original purpose?

This Strategic Business Plan will ensure we follow the right direction based on a clear philosophy and appropriate measurements. It identifies the critical importance of finding the “root causes” of crime and social disorder to reduce multiple responses to the same incident. It focuses our energy on the four cornerstones of our Shared Directional Statement – youth, roadway safety, violence against/exploitation of persons and property crime.

Above all, this Plan will help us create a sustainable police service delivery model that meets the needs of citizens in a complex, ever-changing environment with competing community demands for resources.

With the kind of employees we have and the strategic direction given to us by our Board, the Durham Regional Police Service will continue to be an unstoppable force and remain true leaders in community safety.

Yours sincerely,

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

Mike Ewles

Chief Constable



MESSAGES



MESSAGE FROM THE SENIOR OFFICERS' ASSOCIATION

One of the signs of a healthy and vibrant police service is how engaged members are and how connected they are to the people they serve.

On a daily basis, I am reminded of what a great cadre of police officers and civilians we have. To say we are intertwined with the community is an understatement – it is very clear to me that we understand the needs of the community and the high expectations they have of our men and women.

As managers and leaders in this police service, we have built on this strong connection and have turned to the community and our own members for advice and direction regarding this Strategic Business Plan. It is a document based on consultation with those people most directly affected by it, namely citizens, police officers, civilian experts and community organizations.

The Senior Officers' Association also understands the critical importance of planning – thinking ahead and preparing for both the known and the unknown. We believe this Plan will help guide us in the coming years and will give us the overall direction we need to lead our operational and administrative units forward.

Yours truly,

Superintendent Jim Lockwood
President
Senior Officers' Association



MESSAGE FROM THE DURHAM REGIONAL POLICE ASSOCIATION

The job of a police officer has changed dramatically over the years – we now must be part lawyer, part scientist, part psychologist and part social worker, it seems!

The job has become more complex and certainly the expectations of and scrutiny from the public have also intensified.

In this complex and changing environment, you must pause to consider where you have been, where you are and where you should be going. We hope this Strategic Business Plan identifies a framework that will help our members succeed in the future. It should help us focus on our primary responsibilities and reminds us of what we need to concentrate on.

A great police service is built on the shoulders of the men and women in the frontline. It involves individual officers making good decisions in the field, based on evidence, facts, clear policies and past experiences.

This Plan recognizes this critical role and will call on frontline officers and civilians to take a more active role in finding long-term solutions to ongoing community safety problems. We will do what we can to ensure that our members have the tools they need and minimize the stresses as the changes are implemented.

We look forward to working with the Police Services Board and the leadership team of the Durham Regional Police Service as they implement this Plan.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Doug Cavanaugh', with a small star or asterisk at the end.

Doug Cavanaugh
President
Durham Regional Police Association



SERVING THE COMMUNITY

DURHAM REGIONAL POLICE

The Durham Regional Police Service (DRPS) proudly serves the residents and visitors of Durham Region, a rapidly growing area of more than 600,000 people.

With eight local municipalities and approximately 2,500 square kilometers of mixed urban and rural land, Durham Region is geographically the largest municipal jurisdiction in the Greater Toronto Area.

With over 1,100 members, the DRPS is a progressive and innovative organization, with a clear commitment to continuously improving the quality of service provided to the residents of Durham Region.

Providing visible police service to both densely-populated urban communities and geographically large rural communities poses unique challenges to policing.

With approximately 124,000 calls for service, meeting multiple, local community safety needs requires us to integrate problem-oriented policing fully into our police service delivery model.

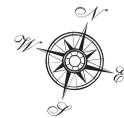




DURHAM REGIONAL POLICE

LEGEND

-  Regional Headquarters
-  Divisions
-  Community Policing Centres
-  Community Policing Substations





STRATEGIC DIRECTION

TRANSITION TO PROBLEM-ORIENTED POLICING

The vision of the Durham Regional Police Service is to have the safest community in which to live, work, and play for our residents and visitors. To achieve this end, we must, in partnership with our community, effectively address the root causes of crime, fear of crime, and anti-social behaviour through:

- crime prevention
- law enforcement
- public order
- assistance to victims of crime
- emergency response

Rising community expectations, continuing high demands on policing, and the increasing complexity of police work are challenging our capacity to respond effectively to community needs.

The police service is actively taking steps to change the way we do business to allow officers more time to proactively respond to community issues and police-related problems.

We are transitioning to a Problem-Oriented Policing (POP) philosophy that will be integrated into all activities across the organization, and form the cornerstone of sustainable service delivery.

The Police Services Board fully endorses this strategic direction as outlined in the Shared Directional Statement, jointly signed by the Regional Chair, the Police Services Board Chair and the Chief.



For Durham Regional Police, the POP model employs the key principles of community policing/mobilization, problem-solving, and intelligence-led policing. Its goal is to find sustainable solutions for community problems that require a police response by addressing the root causes – not only the symptoms – of problems, as a complement to core police functions.

Since many of the underlying conditions of recurring problems lie outside the police mandate, active and ongoing community participation is essential to deal with

the root causes of the problem. As a result, POP will drive the development of new partnerships with the community, and advance existing ones to support crime prevention and reduction.

Implementing Problem-Oriented Policing, in addition to our traditional law enforcement approaches, will promote more sustainable solutions to crime and other problems.





PLANNING OUR FUTURE

THE PROCESS

Planning for the future is central to achieving our vision to have the safest communities in Durham Region.

The Strategic Business Plan 2008 – 2010 is a blueprint to internalize the vision, mission, values and the new philosophy of problem-oriented policing into the daily activities of the police service. It builds on the work commenced and the accomplishments of our two previous Business Plans introduced in 2002 and 2005.

The 2008 – 2010 Plan was developed in accordance with the Adequacy and Effectiveness of Police Services Regulation of the Ontario Police Services Act, and Durham Regional Police Services Board governance policies. It aligns with Durham Region's Community Strategic Plan – *Growing Together* – and contributes to realizing the objective therein of 'safe, healthy and caring communities'.

The Plan's strategic priorities were determined through ongoing community consultation and dialogue with our members. Several methods were used to gather the information that formed the basis of the Plan's strategic priorities and objectives. These include:

- Scan of key trends and developments that affect our operating environment
- Input provided at Chief Town Hall meetings throughout Durham Region

- Input from members at various information-sessions on the Strategic Business Plan
- Recommendations and feedback stemming from service-wide projects identified in our previous Business Plan
- Public opinion survey on issues of concern and perceptions of safety
- Internal members' survey asking about issues of safety, training, and the working environment
- Working groups to gather information from members and select external partners

Following consultation, our vision statement was revised to reflect a holistic view of community safety for residents of Durham Region.

The messages from all of these forums were consistent and clear: continue working with community partners to achieve the vision of community safety across Durham Region and address the top four issues of:

- Youth Safety
- Roadway Safety
- Violence Against / Exploitation of Persons
- Property Crime

Strategies to prevent and reduce the impact of crime in these areas form part of our community safety priorities and are articulated in the following pages.

Information and feedback relating to organizational needs were also gathered and prioritized into cohesive strategies outlined below. These internal organizational priorities outline the Service’s capabilities and resources to deliver on our community safety priorities. These priorities focus on:

- Diversity
- Information Management and Technology
- Service-wide Transition to Problem-Oriented Policing
- Emergency Preparedness

THE IMPACT

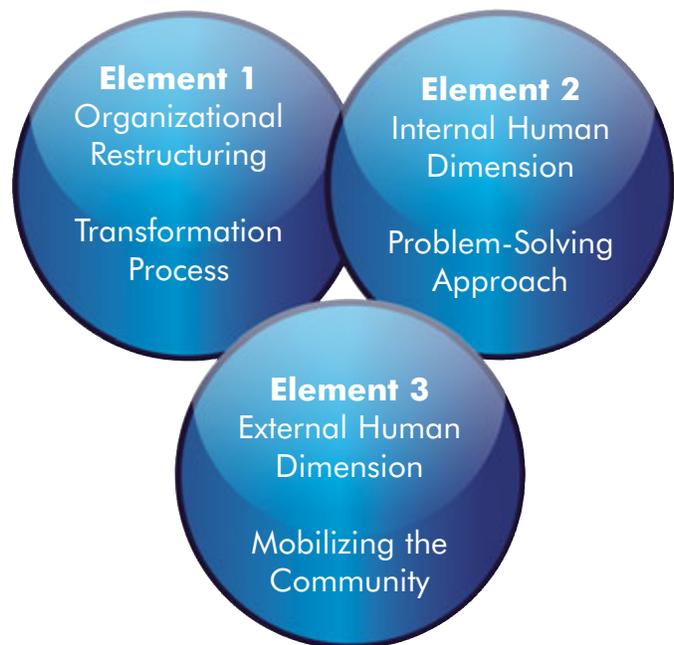
The Strategic Business Plan prepares the organization to meet both current and future challenges. This Plan is unique in that it lays the foundation for the two subsequent strategic business plans that will drive the Service to achieve a fully integrated problem-oriented policing model over the next 7 – 10 years.

Three elements have been identified to achieve this long-term transition. During the 2008 – 2010 Strategic Business Plan the Service will primarily focus on the first element of this significant organizational transition. This will ensure the alignment, proper sequencing, and integration of corporate business and operational processes to achieve our overall strategic direction.

The second element requires the service to focus more attention on addressing the root causes of problems, in partnership with the community. To this end, we will create

an environment where members will be encouraged to internalize and actively engage with the principles of problem-oriented policing.

Element 3 requires the Service to engage our communities at the neighbourhood level to be active as full partners in addressing community problems with the police.





THE STRATEGIC FRAMEWORK

THE STRATEGIC FRAMEWORK

The Strategic Business Plan 2008 – 2010 arises from our vision of achieving the safest community for residents and visitors to Durham Region.

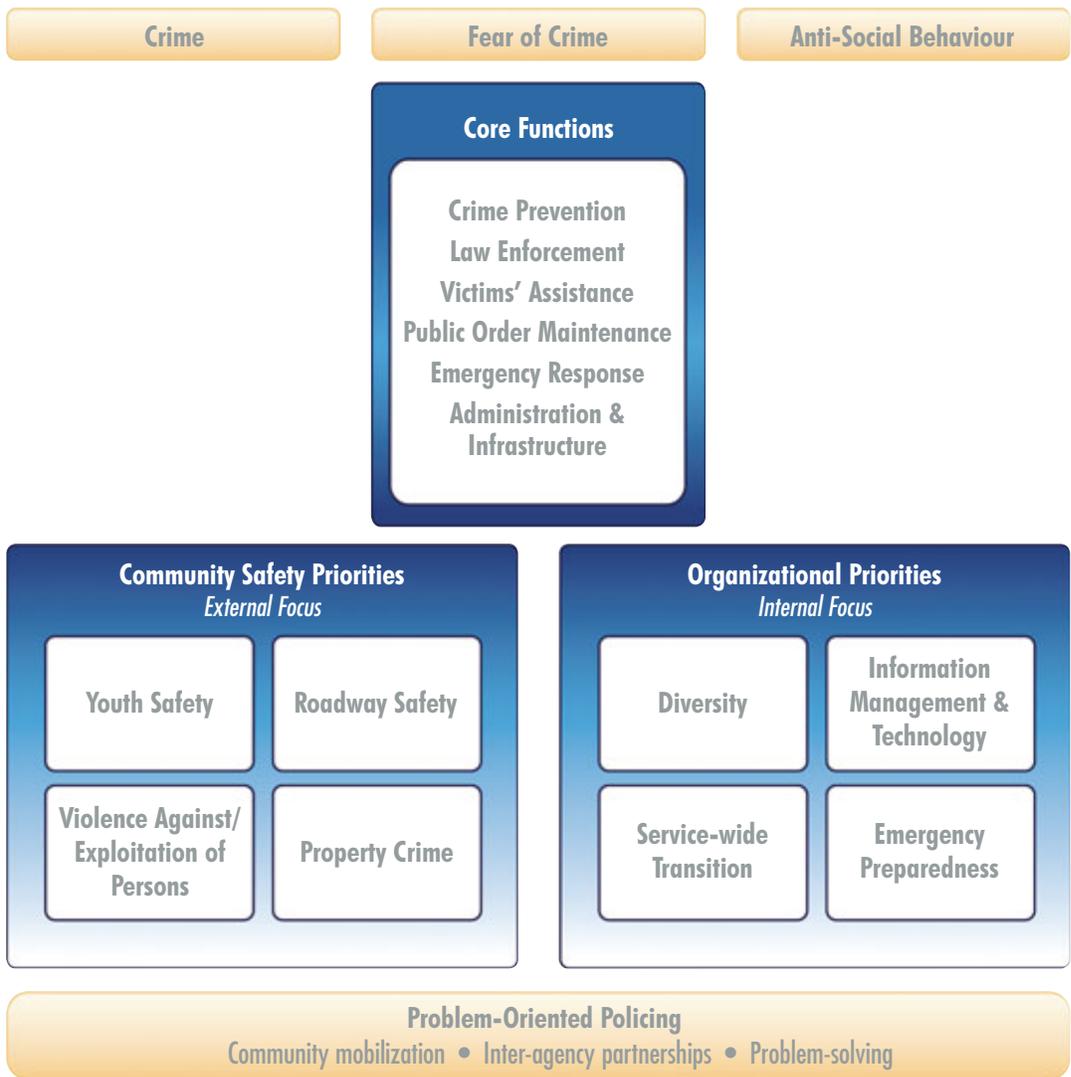
New to this plan is the introduction of a Problem-Oriented Policing philosophy. This philosophy will drive the Service to address the root causes of local issues and police-related problems, in partnership with our community.

The Plan is organized into broad strategic priorities, multiple objectives, and specific strategies that guide police service delivery and support the overall transition to Problem-Oriented Policing.

Together, these objectives and strategies, once implemented, will bring the Durham Regional Police Service closer to its vision of being the safest community in which to live, work and play.



COMMUNITY SAFETY





YOUTH SAFETY

Promote youth safety and reduce youth involvement in crime and disorder.

YOUTH SAFETY

Our youth are the leaders of tomorrow. It is essential for the community, in partnership with the police service, to invest in our youth now, to ensure the future well-being of our community.

The Regional Municipality of Durham has the highest ratio of youth to population in the Greater Toronto Area which underscores the need for a comprehensive response to youth-related issues. Our society's process-oriented justice system is often ineffective at redirecting young people who come in contact with the law into a productive and honest lifestyle. Alternative judicial measures are vitally needed. Working with our community partners the Service has implemented a restorative justice program for youth. This program is victim-focused and involves early intervention with youth at risk and diversion programs for those starting down the road of anti-social behaviour.

OBJECTIVE 1 – PROMOTE YOUTH SAFETY

Strategies:

- Continue to support initiatives with schools and other community partners that engage and empower youth, and positively impact their development.
- Partner with schools, community agencies and young people, to support age-specific early intervention programs, and share information about available programs and resources with the community.
- Partner with schools and other community partners to reduce youth victimization through age-specific education.
- Encourage reporting of crime.

OBJECTIVE 2 – REDUCE YOUTH CRIME AND DISORDER

Strategies:

- Review, develop, and implement a coordinated service delivery model for youth intervention and enforcement efforts.
- Review and enhance officer training, understanding, and accountability regarding the *Youth Criminal Justice Act* and relevant youth-related issues.
- Continue to use various means to divert youth from the criminal justice system to allow more effective response to reduce re-offending.
- Continue to work with community partners to enhance programs to reduce youth disorder.
- Ensure greater support and response to youth victims of crime.

PRIORITIES FOR COMMUNITY SAFETY

OBJECTIVE 3 – ACTIVELY MANAGE HIGH RISK YOUNG OFFENDERS

Strategies:

- Work with parents/guardians and community partners to define, identify, monitor, and manage high risk young offenders.
- Engage in cooperative efforts to facilitate information-sharing with community agencies working with high risk young offenders to closely monitor youth most at risk to commit crimes.

- Work with the judiciary and other partners to facilitate information-sharing, and enforce conditions of bail and parole, targeting high risk, habitual young offenders to reduce re-offending.
- Work with appropriate agencies to promote effective rehabilitation and reintegration of young offenders having served a custodial sentence.

KEY PERFORMANCE MEASURES

- Youth crime rate
- Youth clearance rate





ROADWAY SAFETY

Promote safer roads and reduce motor vehicle collisions.

ROADWAY SAFETY

The police service will continue to aggressively address the issue of roadway safety through comprehensive education and awareness programs supported by targeted enforcement. Traffic accidents are the number one cause of personal injury and fatalities for our citizens and the Durham Regional Police Service's action on this priority has produced results already. Although the number of registered vehicles is increasing with our population and the total number of collisions is increasing, the proportion of personal injury accidents has declined. The Service will continue to deploy year-round R.I.D.E. Programs with the goal of reducing the number of persons operating a vehicle while under the influence of alcohol, and the number of motor vehicle collisions involving impaired drivers. The Service will also continue with its monthly regional traffic initiatives, which target intersections with a high level of personal injury accidents.



OBJECTIVE 1 – PROMOTE SAFE DRIVING

Strategies:

- Work with key partners and the community to identify and implement innovative roadway safety strategies to promote safer roads and reduce roadway collisions.
- Work with all levels of government to develop or amend legislation to promote roadway safety.
- Work with educational institutions to identify and participate in specific education and early intervention programs for young drivers.
- Provide education to citizens to heighten awareness of personal driving habits, promote attentive driving, and reduce aggressive driving and driving under the influence of alcohol and drugs.
- Promote safe driving habits of DRPS members.
- Research new technologies to support prevention and education strategies and explore innovative alternatives to traditional enforcement strategies.

PRIORITIES FOR COMMUNITY SAFETY

OBJECTIVE 2 – REDUCE VEHICLE COLLISIONS

Strategies:

- Review the organizational structure to improve information-sharing and consistency across the DRPS to roadway safety initiatives.
- Explore alternative strategies to encourage safe driving to manage vehicle speeds and other unsafe driving behaviours.
- Improve coordination of inter-agency roadway safety enforcement strategies to decrease unsafe driving and unsafe commercial and passenger vehicles being operated on the road.
- Enhance targeted enforcement and other traffic strategies to manage vehicle speeds and other unsafe driving behaviours that can impact areas experiencing a high collision rate.
- Enhance year-long use of R.I.D.E. Programs as targeted enforcement.
- Actively identify and target enforcement of impaired, suspended, or disqualified drivers.

KEY PERFORMANCE MEASURE

- Number of collisions with personal injuries per registered vehicles in Durham Region





VIOLENCE AGAINST / EXPLOITATION OF PERSONS

Prevent and reduce violent crime and exploitation of persons.

VIOLENCE AGAINST / EXPLOITATION OF PERSONS

The police service will continue to pursue reductions in domestic violence, youth gang violence, street level robberies and drug-related crime through education, awareness, strict enforcement, partnerships and community mobilization. The Service will also work to improve service to the victims of crime. Exploitation of our youth and elderly is a growing concern and a more comprehensive response will be developed to curb this trend.

OBJECTIVE 1 – PREVENT VIOLENT CRIME

Strategies:

- Partner with community agencies and citizens to identify and address the root causes that lead to crimes of violence and develop strategies to prevent victimization.
- Working with community partners to prevent the incidence of anti-social behaviour that interfere with the quality of life of residents, visitors, and business communities.
- Enhance community awareness of violent crime through such means as the media and police service website.
- Continue to target the cultivation, use, and sale of illicit drugs through directed patrols, projects, and multi-agency problem-solving approaches.
- Increase public awareness concerning gang activity in the community and disrupt gang recruitment.

OBJECTIVE 2 – REDUCE VIOLENT CRIME

Strategies:

- Disrupt criminal activities of identified gang members through directed patrols, targeted enforcement of release conditions, and federal/provincial/local strategies.
- Improve the sharing of information to provide for a more coordinated response to prevent violent crime.
- Enhance use of intelligence-led policing activities to reduce violent crime.
- Explore funding opportunities to support and sustain prevention and enforcement initiatives to address violent crimes.
- Continue to actively identify, monitor, and manage high risk violent offenders.
- Work with judiciary and other key partners to ensure a coordinated response to high risk and habitual offenders.

PRIORITIES FOR COMMUNITY SAFETY

OBJECTIVE 3 – PREVENT AND REDUCE EXPLOITATION OF PERSONS

Strategies:

- Review the organizational structure relating to our response to vulnerable persons to provide a single point of contact for members, agencies, and vulnerable persons.
- Engage community partners to provide a coordinated approach to prevent and respond to exploitation and crimes of violence, and address the root causes of anti-social behaviour.
- Develop an integrated structure for sharing access to information and resources internally and with the community. Work with community partners to overcome barriers to information-sharing.
- Provide education for members and work with community partners to broaden the understanding of societal and/or cultural differences that deter vulnerable people from seeking police assistance.
- Enhance our response to, and technical resources for, Internet child exploitation and other Internet crime investigations.

KEY PERFORMANCE MEASURES

- Violent crime rate
- Violent crime clearance rate





PROPERTY CRIME

Prevent and reduce property crime in Durham Region.

PROPERTY CRIME

Crimes relating to property are a key concern for our citizens as this is the type of crime they are most likely to personally experience. The goal of this strategic priority is to reduce property crime. Action on this objective directly links to our response to youth issues as they are the main age group involved in this category of crime. The Service will work to identify offending youth earlier allowing them to be directed into an alternative judicial program where appropriate. Sustainable priorities will also be used to address habitual offenders. Vehicle thefts, vandalism, residential and commercial break ins and thefts result in a huge cost to our communities, financially and psychologically. Citizens may not report these crimes to the police or their insurance company due to the potential impact of rising insurance premiums. The police service response to this issue will be targeted with strong performance measures to determine if the desired outcome is being achieved.



OBJECTIVE 1 – PREVENT PROPERTY CRIME

Strategies:

- Proactively engage community partners to identify the root causes of property crime, and enhance their participation in municipal and neighbourhood crime prevention initiatives.
- Work with businesses and citizens to prevent and reduce the incidence of all property crimes through targeted education to prevent incidents.
- Use existing infrastructure to ensure community awareness of property crime in their vicinity, including enhanced use of media and the police service website.
- In partnership with municipalities and the Region, enhance support for the use of Crime Prevention through Environmental Design for residential and commercial development in Durham Region.
- Work with provincial government and municipal councils to change legislation and amend by-laws to limit the market for the resale of stolen goods.
- Develop a system to track best practices in property crime prevention for information exchange with citizens and businesses.

PRIORITIES FOR COMMUNITY SAFETY

OBJECTIVE 2 – REDUCE PROPERTY CRIME

Strategies:

- Review organizational structure to ensure a sustained focus on response to property crime investigations.
- More effective staff deployment to promote consistency and increase focus on neighbourhood policing in partnership with the community.
- Increase use of crime analysis and intelligence-sharing to target property offences such as vehicle thefts, vandalism, residential and commercial break ins, and drug-related crimes.
- Encourage property crime reporting and improve ease of access to reporting.
- Explore funding opportunities to enhance resources for property crime investigations.
- Further develop programs with community partners to divert offenders from the criminal justice system to allow more effective response to reduce re-offending.
- Actively identify, monitor, and manage habitual property crime offenders.
- Ensure greater support and response to victims of property crime.

KEY PERFORMANCE MEASURES

- Property crime rate
- Property crime clearance rate





DIVERSITY

Ensure our police service is reflective of our diverse communities.

DIVERSITY

Diversity is about recognizing and acknowledging all of those things that make us different – our work background, experience, education, age, gender, ethnic origin, and physical ability. Our aim is twofold: first, to create an inclusive work environment that maximizes talent by promoting fairness, mutual respect, acceptance, teamwork, and productivity among people; and, second, to ensure our workforce mirrors the community it serves.



OBJECTIVE 1 – RECRUIT, SELECT, RETAIN AND PROMOTE DIVERSE TALENT

Strategies:

- Continue to work towards being reflective of our diverse communities across the organization.
- Enhance recruitment initiatives to encourage outreach to attract a diverse talent pool.
- Enhance orientation for all recruits to ensure their talents are embraced as they transition to the police service.
- Ensure policies and practices related to recruiting, performance management, career development, promotion and retention are barrier-free.

OBJECTIVE 2 – BUILD DIVERSE COMMUNITY RELATIONS / PARTNERSHIPS TO ENHANCE POLICE SERVICE

Strategies:

- Enhance access to services that can be used by diverse groups in Durham Region.
- Enhance positive community relations by working in problem-solving partnerships with individuals, groups, and agencies to better understand the views and needs of communities when addressing issues.
- Encourage the involvement of volunteers / auxiliary police members from diverse backgrounds.

ORGANIZATIONAL PRIORITIES

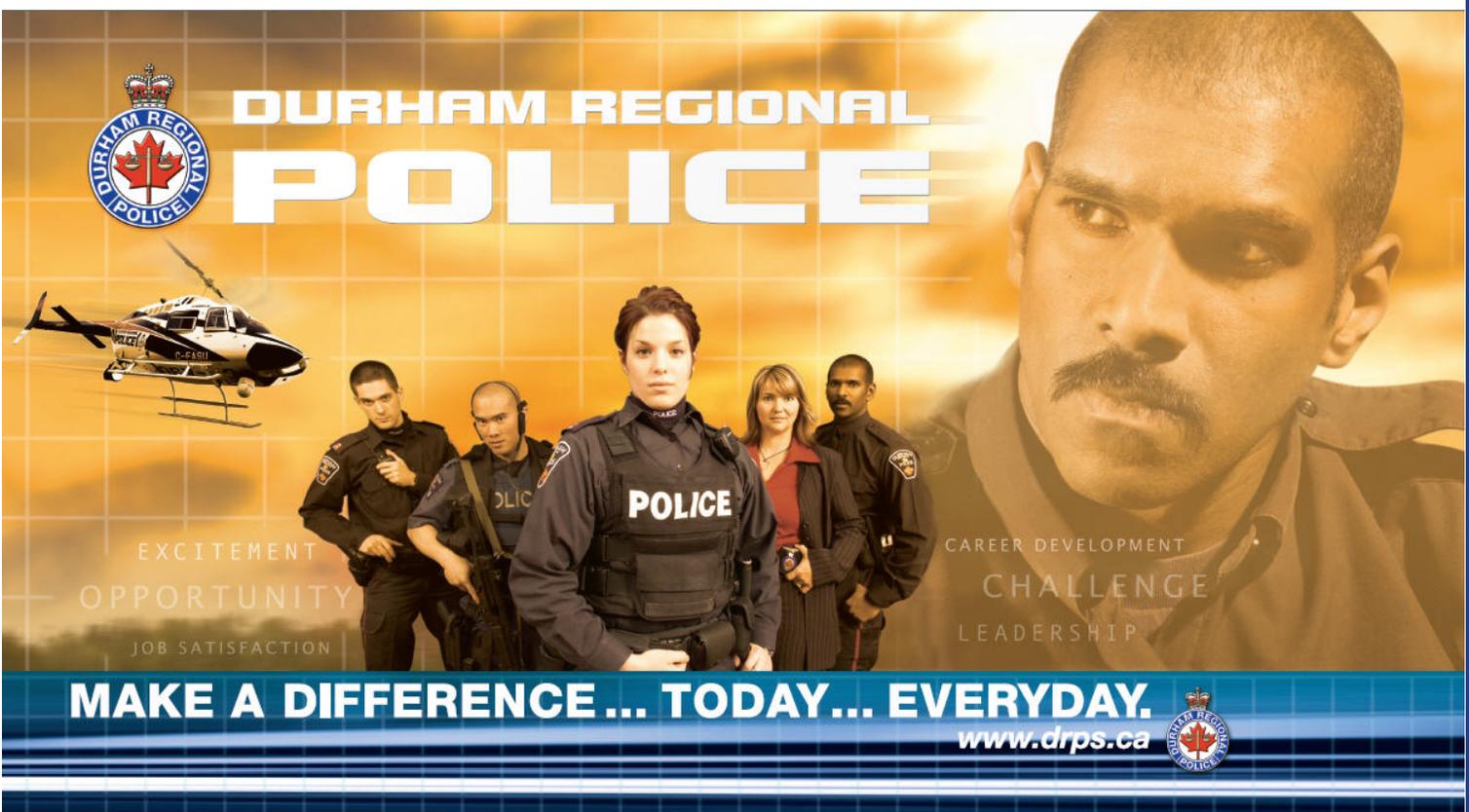
OBJECTIVE 3 – ENHANCE DIVERSITY COMPETENCE AND AWARENESS WITHIN THE POLICE SERVICE

Strategies:

- Continue to support a work environment in which members are aware, confident, and sensitive to culture and diversity to ensure police services are responsive to all individuals and communities.
- Continue commitment to diversity across the organization through ongoing communication and demonstrated behaviour.

KEY PERFORMANCE MEASURES

- Proportion of members from diverse groups
- Proportion of applicants from diverse groups
- Proportion of members from diverse groups occupying positions of rank
- Assessment of diversity competence and awareness



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DURHAM REGIONAL
POLICE

DIVERSITY



SERVICE-WIDE TRANSITION

Facilitate organizational change to ensure our Service is effective, efficient, and accountable.

SERVICE-WIDE TRANSITION

The Durham Regional Police is committed to continuous learning to improve the performance of all members and enhance services to the public. We strive for personal and professional excellence and continue to invest in the talent of our members.

We aim to achieve a level of performance that exceeds our community's expectations. To this end, through the principles of Problem-Oriented Policing, we will engage in meaningful consultation with our community partners and focus our joint efforts on promoting public safety, preventing and reducing crime, and protecting the public and victims of crime.

OBJECTIVE 1 – MANAGE OUR BUSINESS EFFECTIVELY

Strategies:

- Undertake service-wide review of resources and their allocation to ensure operational and administrative excellence.
- Continue the development of multi-year staffing, financial, facilities and fleet plans that align with the strategic direction of the Service.
- Enhance the resource allocation process so that unit-based strategic plans and budgeted resources align with strategic priorities and goals.
- Develop and implement an integrated system to evaluate and monitor progress towards strategic performance targets and adherence to Service directives.
- Continue the development of an integrated system to archive and monitor projects, committees, risk management issues, and corporate decisions impacting the organization.

OBJECTIVE 2 – MANAGE AND DEVELOP THE TALENT OF OUR MEMBERS

Strategies:

- Continue to educate and encourage members to engage the community in developing innovative problem-solving approaches supported by the principles of Problem-Based Learning.
- Actively recruit best candidates and continue to explore effective retention strategies.
- Make effective use of the career development system and promotional process to ensure our members' potential is developed in line with organizational strategic priorities.
- Continue to promote member well-being through programs that encourage healthy lifestyles.

ORGANIZATIONAL PRIORITIES

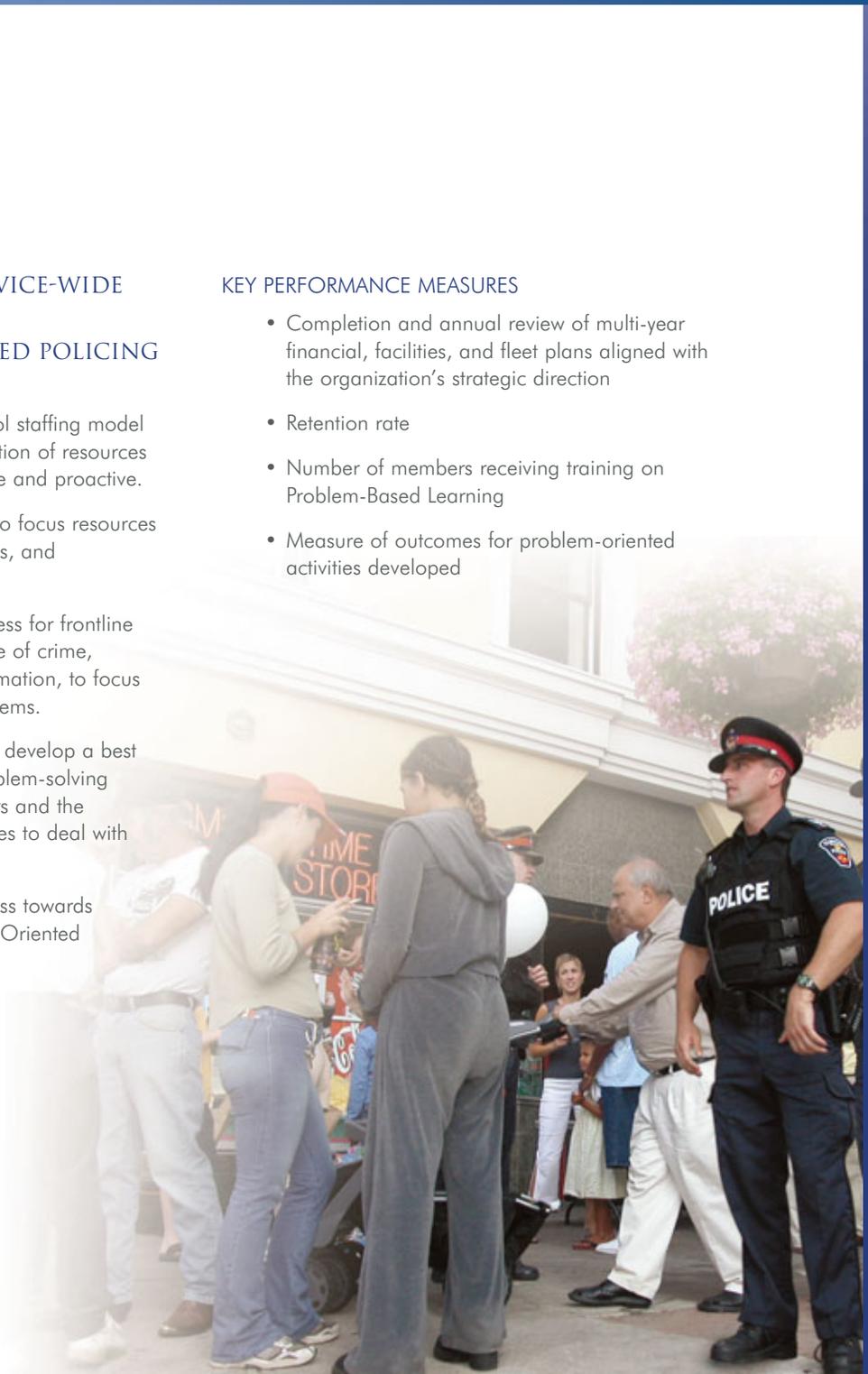
OBJECTIVE 3 – MANAGE THE SERVICE-WIDE TRANSITION TO PROBLEM-ORIENTED POLICING

Strategies:

- Implement a stable frontline patrol staffing model that provides for effective distribution of resources to balance activities, both reactive and proactive.
- Enhance crime analysis function to focus resources on problem identification, analysis, and evaluation.
- Enhance the directed patrol process for frontline officers to ensure the ongoing use of crime, disorder and traffic analysis information, to focus proactive time on identified problems.
- Promote information-sharing and develop a best practices knowledge-base of problem-solving initiatives to assist frontline officers and the community in developing strategies to deal with identified issues.
- Continue to communicate progress towards achieving integration of Problem-Oriented Policing into the service delivery model to ensure community and member awareness.

KEY PERFORMANCE MEASURES

- Completion and annual review of multi-year financial, facilities, and fleet plans aligned with the organization's strategic direction
- Retention rate
- Number of members receiving training on Problem-Based Learning
- Measure of outcomes for problem-oriented activities developed





INFORMATION MANAGEMENT AND TECHNOLOGY

Effective information management and innovative use of technology to positively impact community safety.

INFORMATION MANAGEMENT AND TECHNOLOGY

Our intent is to maximize our investment in technology and the sharing of information – both internally and externally – to facilitate effective problem-solving which will improve the safety and quality of life for the residents of Durham Region. We will continue to pursue emerging technologies to improve inter-operability, information-sharing, and public access to police services.

OBJECTIVE 1 – ENHANCE INFORMATION-SHARING AND REPORTING

Strategies:

- Continue to develop management reports to facilitate operational and administrative decisions that are evidence-based.
- Make effective use of information systems to support crime, call, and disorder analysis and improve problem-solving to enhance police service delivery towards community safety.
- Continue to enhance understanding and use of organizational performance indicators for evaluation of police service delivery and supporting infrastructure.

OBJECTIVE 2 – PURSUE INNOVATIVE INFORMATION MANAGEMENT OR TECHNOLOGY SOLUTIONS FOR MORE EFFECTIVE POLICE SERVICE DELIVERY

Strategies:

- Review the integration of information management and technology in conjunction with our key partners and internal stakeholders to improve and sustain productivity and information sharing.
- Develop a service-wide multi-year information management and technology plan that aligns with the organization's strategic direction.
- Continuously explore emerging technologies and ensure evolution of information management systems to enhance police service delivery effectiveness and efficiency.
- Participate in forums at the provincial, national, and international levels to positively influence legislative changes that impact police information management and technology.

ORGANIZATIONAL PRIORITIES

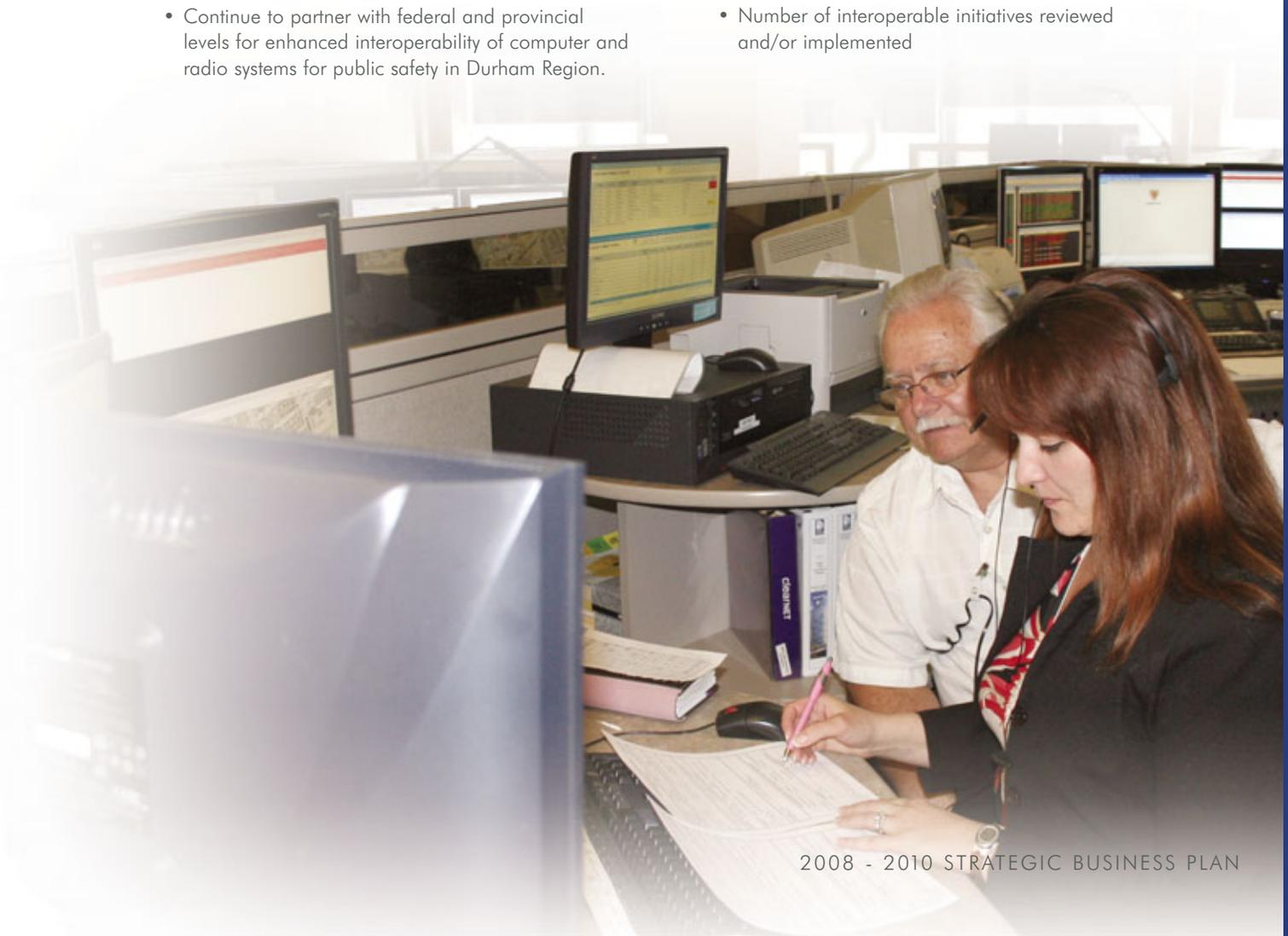
OBJECTIVE 3 – SHARE INTEROPERABLE TECHNOLOGY IN THE PUBLIC SAFETY SPECTRUM

Strategies:

- Review initiatives to address interoperable technology with police services across Canada.
- Continue to partner with federal and provincial levels for enhanced interoperability of computer and radio systems for public safety in Durham Region.

KEY PERFORMANCE MEASURES

- Completion of the multi-year information management and technology plan that aligns with the organization's strategic direction
- Ongoing development of measures and indicators of police operations and workload
- Number of interoperable initiatives reviewed and/or implemented





EMERGENCY PREPAREDNESS

Ensure that the Service is fully positioned to continue critical policing and systems operations in the event of a major emergency or disaster.

EMERGENCY PREPAREDNESS

Policing is a 24/7 business. The Durham Regional Police Service recognizes its responsibility to ensure that critical business and operational systems continue to be available to the public, even in the event of a major emergency or disaster.



OBJECTIVE 1 – ENSURE CRITICAL POLICING OPERATIONS CONTINUE TO BE AVAILABLE

Strategies:

- Review and maintain the DRPS Disaster Response Plan to ensure that the Service continues to meet its responsibilities under the Durham Region Emergency Master Plan.
- Maintain and improve plans to continue critical operations in the event of a significant disruption due to a major emergency or disaster.
- Improve member awareness and understanding of roles and responsibilities pursuant to DRPS major emergency/disaster management plans and directives.
- Continue service-wide participation in Regional/Municipal major emergency/disaster training exercises.

OBJECTIVE 2 – ENSURE BUSINESS CONTINUITY

Strategies:

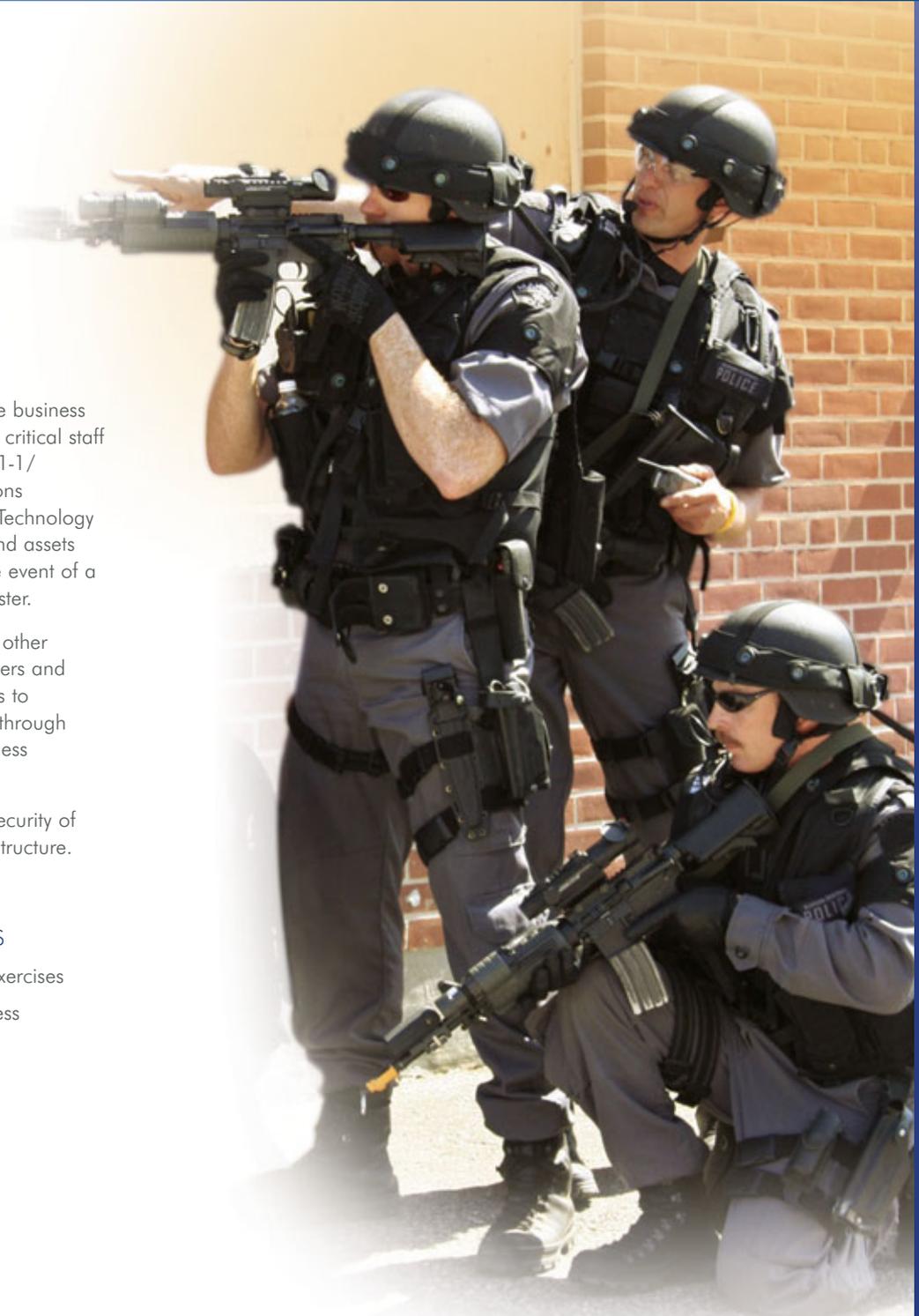
- Conduct a business impact analysis to identify and prioritize critical staff deployment, 9-1-1/emergency communications systems, critical Information Technology systems and components, critical infrastructure and business functions.

ORGANIZATIONAL PRIORITIES

- Develop a comprehensive business continuity plan, including critical staff deployment, to ensure 9-1-1/ emergency communications capabilities, Information Technology systems, data, facilities and assets remain operational in the event of a major emergency or disaster.
- Explore partnerships with other emergency service providers and relevant external agencies to ensure cost effectiveness through shared resources in business continuity planning.
- Ensure the viability and security of critical systems and infrastructure.

KEY PERFORMANCE MEASURES

- Participation in training exercises
- Audits on state of readiness





IMPLEMENTATION AND ANNUAL REVIEW

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Implementation of the Strategic Business Plan will occur through the development of more detailed operational plans at the Branch and Unit levels of the organization.

These detailed operational plans will be summarized into a Strategic Operational Plan which will include accountabilities and projected timeframes for completing objectives and strategies for each of the community safety and organizational priorities.

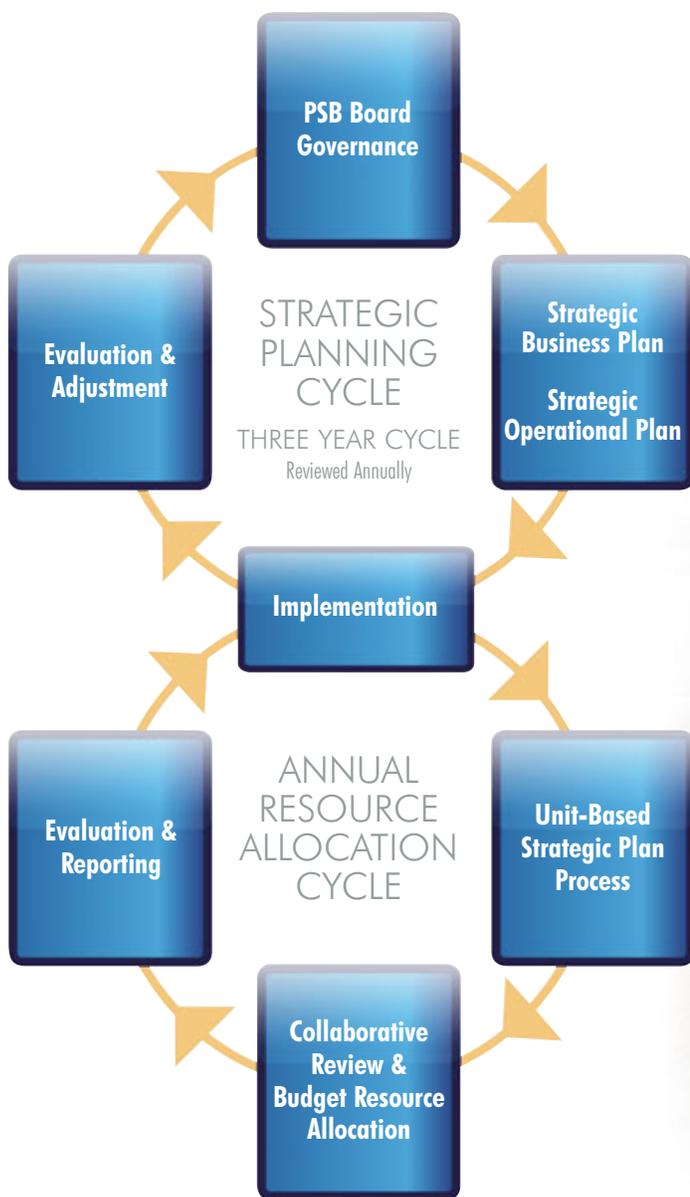
Budgets for these operational plans will be developed annually in the course of our Regional resource allocation cycle.

The Strategic Business Plan will be monitored over the course of its implementation to ensure that our strategic direction is achieved and our priorities implemented. Key performance measures will be used to evaluate our success in achieving our strategic priorities and related objectives.

The Plan itself is a living document and will be modified, if necessary, to reflect changes in our operating environment such as population growth in the community, new crime trends, and changes in legislation and standards.

Our community and members will be kept informed of our progress, as an integral component to implementing the Strategic Business Plan. To that end, progress reports and any modifications to the Plan will be communicated regularly to the Police Services Board, our members, and the communities we serve.







CONTINUOUS IMPROVEMENT

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The transition to a Problem-Oriented Policing philosophy is a long-term effort, taking an expected 7 – 10 years of continuous improvement, before it is fully translated into operational practice across the organization.

By implementing the strategic directions and objectives outlined in the 2008 – 2010 Strategic Business Plan, the Durham Regional Police Service expects to be well positioned to achieve and maintain safe communities in a complex and evolving environment.

We look forward to ongoing dialogue and involvement with our community partners as we fully integrate Problem-Oriented Policing into our service delivery to prevent and reduce crime and disorder, and protect victims.



ACKNOWLEDGEMENTS

We would like to take the opportunity to acknowledge the contributions of all members of the Durham Regional Police Service and the citizens of Durham Region who participated in working groups and provided their valuable insights to the development of the 2008 – 2010 Strategic Business Plan.

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

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

CONTACT INFORMATION

Please visit our website at www.drps.ca for additional information on our organization, or contact the Strategic Planning Unit by e-mail at: planning@drps.ca or by phone 905-579-1520 extension 4310.

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