

# Business Plan

2017-2019



**LEADERS**  
*in community*  
**SAFETY**

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## Introduction

The input of thousands of members of our community on the topic of public safety and policing services went into creating this Business Plan. It is a guiding document that sets out the major priorities for our police service to focus on over the next three years. The goals and objectives laid out in this plan serve as a template for our members.

The Business Plan forms the basis for subsequent Community Safety Plans, which are developed annually at each of our five community police stations. These Community Safety Plans set out the initiatives and activities carried out by members across the Service in the course of their duties. Each member, both sworn and civilian, plays a role in fulfilling the Community Safety Plans. In this way, the goals and objectives set forth in the Business Plan cascade down to the activities of individual members on a daily basis.



A business plan is not just a set of goals to be achieved over a specific time frame. It also provides the citizens that receive policing services with the ability to assess the quality and value of those services. No plan is complete without a way to measure an organization's progress on its stated goals. Each goal within this plan is associated with measurable objectives. In the interest of

accountability, the Chief of Police reports on our business plan progress semi-annually to the Police Services Board.



## Message from the Chair of the Police Services Board



On behalf of the Police Services Board, I am pleased to present the 2017-19 Business Plan for the Durham Regional Police Service. The Plan is based on extensive consultation and community input, reflecting our commitment to ensure that the DRPS continues to inspire and grow the confidence and trust of citizens.

Durham Region continues to experience significant growth and change, with the population expected to increase to over 800,000 in the next five years, and to 950,000 by 2031. As we approach a population of one million, we must plan diligently and make sound investments to capitalize upon the transformation that is occurring and remain proactive in building a safe community. The composition of our population is also increasingly diverse, with many newcomers arriving from other parts of the world with different experiences and understandings of policing. We recognize the importance of ensuring that our membership reflects the population it serves and to helping create an inclusive and welcoming community through the delivery of policing services.

The 2017-19 Business Plan identifies three key goals: deliver community safety through collaboration; demonstrate excellence in core service delivery; and build strength in our membership. We recognize that the challenges confronting the police are increasingly complex, and by focusing on these areas, the DRPS will seize the opportunity to be more efficient and effective in preventing crime and enforcing our laws. Partnerships and coordination of services will be more and more critical to future success. As the DRPS embraces transformation, an adaptable, engaged and informed workforce will be imperative to accomplish our goals. The Board would like to commend the contributions of all members of the Durham Regional Police Service to the quality of life that we enjoy in our Region and for striving for continuous improvement and examining efficiencies in their day-to-day work.

We look forward to continuing to provide high quality police services that exceed community expectations and that are sustainable for years to come.



Roger Anderson  
Chair, Durham Regional Police Service Board

## Message from the Chief of the Durham Regional Police

The 2017-2019 Business Plan represents a great deal of research, forward thinking and, most importantly, listening to the people we serve everyday. It will guide us in the coming years and allow us to review the work done at the end of the three-year period.

First, I would like to give a sincere thank you to all the members who were involved in the past year of consultations. I am proud of the hard work that went into this research phase. From formal presentations at council, to booths at local events promoting the public opinion survey, the team working on this project was committed to the goal of reaching as many citizens and stakeholders as possible.

This business plan is meant to help every member provide the kind of policing services that the community is asking for. The more we know about what citizens expect from us, the better we can achieve those goals. And when citizens realize we are listening they will better lay their trust in our members. Fostering that trust and collaboration between the police and citizens allows officers to do a better job of keeping neighbourhoods safe.

The Strategic Goals found in this business plan allow us to create future Community Safety Plans: the operational blueprint that guides our response to the key issues in each unique area of Durham Region. The business plan allows us to be better equipped to create local safety plans that reflect the needs of our citizens.

With this three-year plan, there are many measures put in place to make sure we are staying on track. We need to know that we are achieving what we promised. We are committed to ensuring your safety by providing quality police services to all citizens.



Paul Martin  
Chief of Police

# Greetings



## Message from the Senior Officer's Association



On behalf of the Senior Officers of the Durham Regional Police Service I am happy to introduce the 2017-2019 Business Plan. The plan provides a guiding framework for our organization that ensures that we meet the needs and expectations of our community while we strive to deliver excellent police service.

As the senior leadership team, we have the great privilege of working alongside the dedicated individuals that form our police service and leading them through the implementation of our Service's business plan.

The 2017-19 Business Plan places an emphasis on collaboration, inclusivity, and communication. Integrating these themes into the daily work of policing will require dedicated and adaptable leadership. I am confident that the senior leaders throughout our organization have the skills, experience, and commitment to achieve this.

Policing continues to evolve in order to face new challenges and to embrace new opportunities. I believe that implementing the goals and objectives laid out in this Business Plan will place the Durham Regional Police Service in a good position to continue to provide exceptional police services to the vibrant communities of Durham Region, and will help us achieve our vision of having the safest community for people to live, work and play.

Kim Bulloch  
President, Senior Officer's Association

## Message from the Durham Regional Police Association

The Durham Regional Police Association would like to take this opportunity to thank the Durham Regional Police Service for including us in its 2017-2019 Business Plan discussions and also to congratulate the Service on a job well done. An endeavour of this magnitude and importance is no easy task.

Business 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 are most impressed with the fact that the Service has recognized the importance of attracting a highly skilled workforce, which will ensure the development of competent and respectful future leaders within the organization. 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.

The Association once again recognizes the importance of a well thought out business plan and we look forward to working in partnership with the Service to achieve the goals set out within.

Randy Henning  
President, Durham Regional Police Association



# Governance



## Police Services Board

Back (l-r): Bill McLean, Randy Wilson,  
Allan Furlong and Stindar Lal.

Front (l-r): Bobbie Drew,  
Chair Roger Anderson  
and Rose Rockbrune



The Durham Regional Police Services Board (DRPSB) 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 DRPSB is a member of both the Ontario Association of Police Services Boards ([www.oapsb.ca](http://www.oapsb.ca)) and the Canadian Association of Police Governance ([www.capg.ca](http://www.capg.ca)).

In order to develop a strategic business plan, an organization must have a clear idea of what it ultimately wants to accomplish. A clear vision statement provides the direction that allows us to keep our organization on the right course.

A mission statement summarizes the role of the organization in society and indicates how the organization will achieve its vision. Every organization must also consider its philosophy as well as the values that it embodies and that it expects from its members.

## 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.

# 2014-2016 Review



As we move into a new guiding document for our organization, we reflect on our achievements with respect to the 2014-2016 Business Plan priorities, which included Community Presence, Community Engagement, Community of our Youth, and Professionalism and Accountability.

## COMMUNITY PRESENCE

- The overall Crime Rate in Durham Region decreased by 5 per cent from 2013 to 2015.
- The Crime Severity Index in Durham Region decreased by 7 per cent from 2013 to 2015.

**The number of foot and bike patrols conducted in communities throughout the region increased.**



- Our Weighted Clearance Rate is consistently among the highest when compared to similarly sized municipalities in Ontario.
- The DRPS led a multi-jurisdictional project to fight human trafficking.
- A new radio system was implemented, dubbed NextGen, allowing better integration with other emergency service providers.

## COMMUNITY ENGAGEMENT

- The official DRPS Twitter account has more than 30,000 followers and recently surpassed one million Tweet impressions in a month.
- A recent public opinion survey conducted in Durham Region found that 78 per cent of residents are satisfied or very satisfied with the quality of police services. As well, 90 per cent of residents agree that DRPS officers are approachable.

Since its original inception in June 2015, Durham Connect, which brings together community agencies to help people in situations of elevated risk, has achieved success in 130 cases and has helped more than 240 people.

- DRPS instituted the annual “Speak Up Durham” event, which asked citizens to participate in a discussion about diversity and community relations.
- A new partnership with MedicAlert has allowed DRPS officers to quickly locate missing individuals with dementia.



## COMMUNITY OF OUR YOUTH

- The Youth Crime Rate decreased by 20 per cent between 2013 and 2015.
- In 2014, DRPS became one of only three services in Canada to offer an after-school Youth in Policing program.

**New specialty cruisers displaying anti-bullying and Pride messages were unveiled.**



- DRPS officers continue to engage in initiatives that create positive relationships between youth and police including Gowns for Girls, Youth Development Through Sport and Racing Against Drugs to name a few.
- A new 20-year lease was negotiated with the Kids’ Safety Village, which teaches 10,000 kids a year about roadway and personal safety.

## PROFESSIONALISM AND ACCOUNTABILITY

- The Fair and Impartial Policing program, which trains DRPS members on the science of bias and prejudice, was developed and implemented.
- A scorecard for our Business Plan was developed to show progress on stated goals and priorities.
- The Continuous Improvement Program (CIP), which is an internal corporate-wide review program to find efficiencies in how we operate, has improved effectiveness.



**Members of DRPS Command attended all eight Municipal Councils, as well as Regional Council, to hear your concerns and gather your input on the services we provide.**

- Public Community Safety Plans are produced by each Division annually to inform citizens of local initiatives and priorities.

# Trends and Issues



## DEMOGRAPHICS

- Baby Boomers (aged 53 to 71 in 2017) are the most prominent cohort in Durham Region according to the 2011 Census.

Durham Region continues to experience a growth in population with an overall population growth rate of 8.4 per cent between 2006 and 2011. The population of Durham Region is expected to rise to 722,300 by 2019 and to 960,000 by 2031.

- Compared to Canada and Ontario, Durham Region had a higher percentage of children under the age of 14 and young people aged 15 to 24.
- Immigrants accounted for 21.3 per cent of Durham Region's population in 2011. This represents an increase from 19.1 per cent in 2006.
- More than 20 per cent of the Region's population identified as belonging to a visible minority group in the 2011 National Household Survey.

## CRIME TRENDS



- Crime in Canada is at its lowest level since 1969. Crime rates in Durham Region have decreased by more than 30 per cent between 2009 and 2015.
- Rates of violent crime have decreased by 25.6 per cent since 2009 while rates of property crime have decreased by 30.7 per cent.
- Nearly 1,600 apprehensions were made under the Mental Health Act in 2015. This represents an increase of almost 60 per cent since 2009.

**While crime severity is declining, demand for police response has been stable over time.**

- Calls related to domestic incidents made up approximately 13 per cent of all citizen-generated calls for service in 2015.

## TRAFFIC

- The number of collisions in Durham Region resulting in an injury rose from 1,403 in 2009 to 1,663 in 2015. This represents an increase of 18.5 per cent.

Traffic is one of the biggest issues we hear about when speaking with members of the community.

- One-quarter of respondents to our 2015 public opinion survey indicated that distracted driving is their greatest concern when it comes to roadway safety problems in their neighbourhood. This replaced the previous top concern of speeding in surveys from 2012 and 2010.



## VICTIMIZATION

- The 2015 public opinion survey found that 17 per cent of respondents have been the victim of a crime in the past year.
- People under 24 years of age, females, those who identify as a member of a racialized group, and those with a low household income were all more likely to be victims of crime, especially violent crime.

**Cases that come to the Durham Connect table have an average of 10 risk factors each. Suspected mental health problems are the most commonly identified risk factor.**

- Between two and nine agencies are involved in collaborative interventions in each case that comes through Durham Connect.

# Trends and Issues

## IMPLICATIONS FOR POLICING IN DURHAM REGION

- Growing diversity in our Region presents many opportunities, as well as challenges for DRPS. Recruitment and outreach efforts need to be improved to strengthen community partnerships and build a workforce that is representative of the community we serve. We will also need to be proactive in bridging any language or cultural barriers that may impede our efforts to provide quality police services in this area.
- As the cohort of Baby Boomers moves into retirement, appropriate measures should continue to be taken to ensure that criminal issues affecting seniors are addressed.
- While the overall crime rate has steadily decreased over the past decade, calls for police service have remained relatively stable. Police are increasingly required to deal with issues that are social or non-criminal in nature. These can include dealing with issues related to mental illness or domestic disputes. We need to focus more attention on strategies that increase the efficiency and effectiveness of our response to these issues. A key element will be partnering with other social service agencies to perform targeted interventions aimed at sustainably reducing risk factors in these types of situations.



“DRPS provides excellent presence on roadways and administers excellent R.I.D.E. stops. Every police officer I have encountered has been polite and courteous. Thank you for doing such a great job!”

-Oshawa resident of 20 years

- Certain types of crime, such as cyber-crime and fraud, have been steadily increasing over the past few years, despite the overall drop in crime rate. These crimes can often be difficult to address due to the complexity of the technology used and the geographic dispersion of offenders. Education and prevention will be an important part of addressing these types of harm; while national partnerships may be required to enhance our overall cyber security.
- Despite a decrease in the rate of youth crime, young people still make up the largest cohort of both victims and perpetrators of crime. Partnerships between schools, police, government departments and community agencies need to be strengthened and maintained to ensure the safety and wellbeing of our youth.
- Traffic issues are one of the most common sources of complaints related to public safety. The Durham Regional Police Service needs to devote more resources to increasing the safety of our roadways through partnership, education, prevention and enforcement.



# The Planning Process



A year of research and consultation went into creating this business plan. Although our organization is constantly adapting to changing requirements, we begin a formal business planning process with the development of an environmental scan, a research report that provides a summary of all of the factors that need to be considered when planning to provide excellent police service over the next few years. The environmental scan document 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.

**“I have noticed a significant increase in DRPS on social media which I believe supports the community by keeping them informed in a timely fashion.”**

-30-year-old Whitby resident

From this starting point, the planning process continues with its most important component: consultation. The consultation phase includes a number of different activities. We began our consultations by attending public events throughout Durham Region over the summer and fall of 2015 where we held informal, one-on-one conversations with more than 500 members of the public on the topic of community safety and policing.

Following this round of consultation with the general public we turned to our community partners – more than 60 agencies from across the region—who work to provide community safety and well-being in Durham. This consultation took the form of a one-day workshop where policy makers and practitioners from a variety of sectors including health-care, homelessness, poverty, family services, mental health, education, emergency services, municipal and provincial government, child and youth services, and victim services came together to consider the challenges and opportunities of providing community safety in our region.



Throughout the fall of 2015 we attended each of the eight municipal councils and regional council to solicit the input of mayors and councillors on behalf of their constituents. While face-to-face consultations provide a great deal of information, by their nature they are limited to a relatively small number. To broaden our reach and to make sure that we heard from a wide variety of citizens we also conducted two public surveys.

**“DRPS provides courteous service. They train their officers well. The officers are friendly, humble, willing to meet with citizens and answer any questions or concerns.”**

-Resident of Pickering for 5 years

The first was a public opinion survey that asked a number of questions about satisfaction with 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 3,300 responses to this survey.



The second survey was aimed at soliciting feedback from businesses throughout the region. We heard from nearly one out of every eight businesses in Durham about their satisfaction with police service, victimization at their place of business, and their level of participation in crime prevention.

To complete the consultation phase we turned our attention inward and spoke with more than 80 members of our Service, and held an internal employee survey in order to gather feedback on the strengths, challenges and opportunities within our organization.

**“Durham Regional Police officers are always friendly to talk to and always stop and listen. I know that I have police support if I need it.”**

-Oshawa resident of more than 30 years



# Strategic Goals



Through the research and consultation process we have identified three strategic goals for our Service to focus on over the next business plan cycle. These goals are: **Deliver Community Safety through Collaboration; Demonstrate Excellence in Core Service Delivery;** and to **Build Strength in Our Membership.** Within each of these goals, we have developed a set of objectives. Each objective is evaluated using one or more measures that will provide a way to monitor our progress towards achieving our goals.

## GOAL 1 - DELIVER COMMUNITY SAFETY THROUGH COLLABORATION

One of the principles underlying policing in Ontario is the need for co-operation between the police and the communities they serve. This co-operation extends to members of the general public, as well as to the providers of other services including social services, health care, and education. It is incumbent on all of us to contribute to the safety and well-being of our communities. As a police service, we recognize the importance that partnerships play in realizing our vision of having the safest community for people to live, work and play. The objectives set within this goal reflect the principles stated above.

OBJECTIVE 1.1 - BE A PARTNER IN BUILDING STRONG COMMUNITIES

OBJECTIVE 1.2 - KEEP OUR ROADWAYS SAFE FOR PEDESTRIANS, MOTORISTS AND CYCLISTS

OBJECTIVE 1.3 - BE A VISIBLE AND ENGAGED MEMBER OF OUR COMMUNITY

OBJECTIVE 1.4 - RESPOND TO THE CHANGING NATURE OF HARM IN OUR COMMUNITIES

OBJECTIVE 1.5 - PROTECT VULNERABLE MEMBERS OF THE COMMUNITY



## GOAL 2 - DEMONSTRATE EXCELLENCE IN CORE SERVICE DELIVERY

The public expect nothing less than excellence in their institutions. Policing is no exception. The Durham Regional Police Service has a history of providing exceptional service to our community, whether this is through emergency response, skilled investigations, intelligence-led patrols, or through a commitment to prevent harm through partnerships. Our goal of Demonstrating Excellence in Core Service Delivery is a commitment to continue, and build upon, this tradition.

OBJECTIVE 2.1 - DEVELOP AND REPORT ON EFFECTIVE MEASURES OF SERVICE DELIVERY

OBJECTIVE 2.2 - PROVIDE POLICING SERVICES IN A BIAS-FREE MANNER

OBJECTIVE 2.3 - DELIVER SERVICE IN A FISCALLY PRUDENT MANNER THROUGH INNOVATION AND CONTINUOUS IMPROVEMENT

OBJECTIVE 2.4 - FOCUS ON CUSTOMER SERVICE

OBJECTIVE 2.5 - ENSURE INVESTIGATIVE EXCELLENCE

OBJECTIVE 2.6 - IMPROVE OUR ABILITY TO USE INFORMATION TO MAKE EFFECTIVE DECISIONS

## GOAL 3 - BUILD STRENGTH IN OUR MEMBERSHIP

The work that our members - both civilian and sworn - perform on a day-to-day basis forms the core of our service. It is through our members' actions and efforts that we strive to create the safest community for people to live, work and play. Therefore, our Service must work to ensure that we maintain a highly-skilled, effective, and diverse workforce. Our final goal of Building Strength in our Membership addresses the key issues that will be necessary to meet the challenges of the future.

OBJECTIVE 3.1 - ATTRACT A SKILLED WORKFORCE THAT REFLECTS OUR COMMUNITY

OBJECTIVE 3.2 - DEVELOP LEADERSHIP CAPACITY IN OUR ORGANIZATION

OBJECTIVE 3.3 - DEVELOP OUR INTERNAL COMMUNICATION TO EFFECTIVELY MANAGE OUR ORGANIZATION

OBJECTIVE 3.4 - FOSTER UNITY THROUGHOUT OUR ORGANIZATION

OBJECTIVE 3.5 - SUPPORT OUR MEMBERS IN ACHIEVING A HEALTHY AND BALANCED LIFESTYLE

# Measures of Success



Without an effective measurement framework it would be impossible to track our progress towards the goals of our business plan. We will collect data in order to support the following measurements, which tie into each objective laid out on pages 20-21. The results will be reported to the Police Services Board on a semi-annual basis.

## GOAL 1 - DELIVER COMMUNITY SAFETY THROUGH COLLABORATION

### OBJECTIVE 1.1 - BE A PARTNER IN BUILDING STRONG COMMUNITIES

- Per cent usually/always feel safe in parks/public transit/walking alone/downtown/local mall
- Neighbourhood disorder index
- Per cent Usually/Always feel they have opportunities to take part in crime prevention activities
- Number of partners at Durham Connect interventions
- Number of cases brought to Durham Connect from DRPS
- Number cases where overall risk lowered
- Per cent of partners who say that they are well-coordinated with police
- Number of presentations made to local councils
- Number of cases brought to Durham Connect by partners

### OBJECTIVE 1.2 - KEEP OUR ROADWAYS SAFE FOR PEDESTRIANS, MOTORISTS AND CYCLISTS

- Index of risky driving behaviours
- Per cent Usually/Always feel safe on the roads
- Pedestrian & Cyclist injury rate per 100,000 population
- Per cent injury/fatal collisions caused by impairment
- Number of injury collisions per registered vehicle
- Number of fatal collisions per registered vehicle
- Number of property damage collisions per registered vehicle



### OBJECTIVE 1.3 - BE A VISIBLE AND ENGAGED MEMBER OF OUR COMMUNITY

- Number of surveys administered
- Number of events attended
- Per cent who feel the DRPS is present at enough community events
- Number of Tweet Impressions
- Per cent who feel informed about what the DRPS has been doing
- Number of Youth in Policing (YIP) program applicants
- Number of YIP referrals
- Per cent of diverse YIP applicants
- Number of community meetings attended by DRPS members
- Per cent who feel that interactions of the DRPS with youth in the community are mostly positive

### OBJECTIVE 1.4 - RESPOND TO THE CHANGING NATURE OF HARM IN OUR COMMUNITIES

- Per cent who feel people using/dealing drugs is a problem in their neighbourhood
- Per cent of frauds with loss
- Number of media releases related to crime prevention
- Per cent who feel that the DRPS communicates community safety issues in a timely manner
- Crime rate
- Property crime rate
- Violent crime rate
- Crime Severity Index

### OBJECTIVE 1.5 - PROTECT VULNERABLE MEMBERS OF THE COMMUNITY

- Youth/child victimization rate
- Youth Crime Severity Index (CSI)
- Youth diversion rate
- Elder victimization rate
- Number of educational presentations to elders
- Per cent who feel that DRPS is Good/Very Good at educating and providing youth policing programs
- Per cent of victims who report receiving adequate support
- Subject injury per Mental Health Act apprehension
- Re-victimization rate
- Number referrals to Victim Services of Durham Region
- Total fraud loss among senior population
- Number of educational presentations to youth

# Measures of Success

## GOAL 2 - DEMONSTRATE EXCELLENCE IN CORE SERVICE DELIVERY

### OBJECTIVE 2.1 - DEVELOP AND REPORT ON EFFECTIVE MEASURES OF SERVICE DELIVERY

- Per cent of members who feel outcomes are measured appropriately

### OBJECTIVE 2.2 - PROVIDE POLICING SERVICES IN A BIAS-FREE MANNER

- Per cent of members who have completed Fair and Impartial Policing training
- Per cent of male street check subjects
- Per cent of street check subjects aged 17-21
- Per cent of street check subjects from racialized groups
- Per cent agree police treat people fairly
- Per cent agree police are culturally sensitive
- Equity Continuum™ Score (Community Component) from a diversity census survey

### OBJECTIVE 2.3 - DELIVER SERVICE IN A FISCALLY PRUDENT MANNER THROUGH INNOVATION AND CONTINUOUS IMPROVEMENT

- Number of Continuous Improvement Program (CIP) reviews completed
- Number of Innovation Box (an internal question and feedback online forum) submissions
- Cost of police services per capita
- Member satisfaction with Continuous Improvement review process
- Member satisfaction with Continuous Improvement recommendations



### OBJECTIVE 2.4 - FOCUS ON CUSTOMER SERVICE

- Cumulative professionalism score
- Per cent satisfied with quality of police services
- Number of conduct complaints per 100 officers
- Per cent of victims satisfied with encounter
- Per cent of businesses satisfied with encounter
- Per cent agree prompt response to calls
- Per cent of businesses satisfied with quality of police services
- Per cent of substantiated OIPRD complaints
- Median response time to emergency calls for service

### OBJECTIVE 2.5 - ENSURE INVESTIGATIVE EXCELLENCE

- Weighted Clearance Rate
- Violent Crime Clearance Rate
- Property Crime Clearance Rate
- Total Clearance Rate
- Youth Crime Clearance Rate

### OBJECTIVE 2.6 - IMPROVE OUR ABILITY TO USE INFORMATION TO MAKE EFFECTIVE DECISIONS

- Per cent of members who agree that they have the information they need to do their job effectively



# Measures of Success



## GOAL 3 - BUILD STRENGTH IN OUR MEMBERSHIP

### OBJECTIVE 3.1 - ATTRACT A SKILLED WORKFORCE THAT REFLECTS OUR COMMUNITY

- Per cent of members identifying as being part of an under-represented group
- Per cent of applicants from diverse backgrounds
- Per cent of diverse applicants hired
- Representativeness Index

### OBJECTIVE 3.2 – DEVELOP LEADERSHIP CAPACITY IN OUR ORGANIZATION

- Cumulative Score from Senior Management section of internal survey
- Cumulative score from Supervision section of internal survey

### OBJECTIVE 3.3 – DEVELOP OUR INTERNAL COMMUNICATION TO EFFECTIVELY MANAGE OUR ORGANIZATION

- Per cent who agree that information is effectively communicated internally
- Per cent who feel Senior Management does a good job communicating to the organization



### OBJECTIVE 3.4 – FOSTER UNITY THROUGHOUT OUR ORGANIZATION

- Cumulative Score from Work Unit section of internal survey
- Per cent who have experienced harassment or discrimination
- Cumulative score from Respect in the Workplace section of internal survey
- Diversity Census index of inclusivity
- Equity Continuum™ Score from the diversity census survey

### OBJECTIVE 3.5 – SUPPORT OUR MEMBERS IN ACHIEVING A HEALTHY AND BALANCED LIFESTYLE

- Per cent of members who say that workplace stress usually/always affects their personal life
- Per cent who say that support services are accessible to them
- Per cent of members with a high level of job satisfaction
- Per cent who say that DRPS provides adequate support services to help balance professional, personal and familial obligations
- Number of Healthy Apples participants



# Supporting the Plan

## Police Facilities

The Durham Regional Police Service currently operates out of twenty facilities totalling more than 440,000 square feet of space with the recent completion of the new East Division and Forensic Investigation Facility. This represents a doubling of facilities space since 2000 and a tripling of space since 1990. To address the projected growth of the Region and the corresponding needs of the Service, plans for new construction include a Regional Support Centre, Centre for Investigative Excellence, and the Operations Training Centre Phase 2.

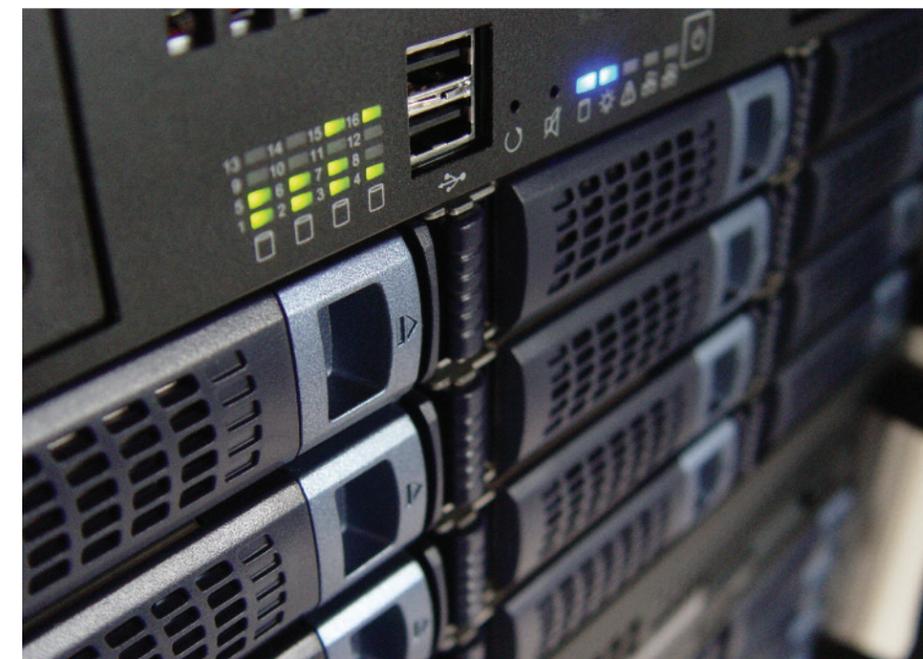
A three-year Facilities Plan, updated annually, is developed to coincide with our business planning cycle. This Facilities Plan addresses all aspects of the Ministry of the Solicitor General Policing Standards guidelines as they relate to police facilities. Long-term plans for facilities are addressed in a Capital Forecast which covers a ten-year time frame. The Capital Forecast includes projects such as Durham North West Seaton, expansion of North Division and replacement of Central East Division.



## Information Technology

Every year the Manager of 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 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 body-worn cameras, mobile computing, digital evidence, 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 kept safe and that personal information cannot be compromised.



# Acknowledgements



This Business Plan represents the culmination of input from a range of sources. 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; the members of our organization who provided much needed insight into the current challenges and opportunities that they see in their various roles; the members of our business community who responded to our Business Survey and shared their thoughts on crime and crime prevention; the municipal and regional councillors who contributed with their thoughts; and finally to all of our community partners who attended our forum on community safety and well-being.

Ajax Diversity and Community Engagement Advisory Committee  
Ajax Municipal Housing Corporation  
Ajax-Pickering Probation and Parole  
Alzheimer Society Of Durham Region  
Bethesda House  
Big Brothers & Big Sisters of Ajax/Pickering, North Durham, and Oshawa/Whitby  
Brock Community Health Care  
Canadian Mental Health Association, Durham  
Catholic Family Services of Durham  
Children's Services Division, Durham Region Social Services  
City of Oshawa  
City of Pickering  
Clarington Public Library  
Community Care Durham, COPE Mental Health Program  
Community Development Council Durham  
Community Justice Alternatives of Durham Region  
Cornerstone Community Association Durham  
Denise House  
Durham Catholic District School Board  
Durham Children's Aid Society  
Durham College & University of Ontario Institute of Technology  
Durham District School Board  
Durham Elder Abuse Network  
Durham Mental Health Services  
Durham Region Domestic Abuse/Sexual Assault Care  
Durham Region EMS  
Durham Region Health Department  
Durham Violence Prevention Coordinating Council

Enterphase Child & Family Services  
Family and Community Action Program  
Family Court Clinic  
Family Services Durham Region  
Fennie House  
Firehouse Youth Centre  
Frontenac Youth Services  
Herizon House  
Joanne's House  
John Howard Society  
Kawartha Pine Ridge District School Board  
Kennedy House Youth Service Inc.  
Lakeridge Health Child, Youth and Family Program  
Luke's Place Support & Resource Centre for Women & Children  
Ministry of Community Safety and Correctional Services  
Ministry of Children & Youth Services  
Municipality of Clarington  
Murray McKinnon Foundation  
Ontario Shores Centre for Mental Health Sciences  
Oshawa Fire Services  
Oshawa Public Library  
Regional Fire Coordination Committee  
Rotary Club of Oshawa  
Rose of Durham  
Simcoe Hall Settlement House  
St. Vincent's House  
Supervised Access Program - YMCA  
The Refuge Youth Outreach Centre  
The Regional Municipality of Durham  
The Youth Centre, Ajax  
Town of Ajax  
Town of Whitby  
Township of Brock  
Township of Scugog  
Township of Uxbridge  
Victim Services Durham Region  
Victim Witness Assistance Program  
Women's Multicultural Resource and Counseling Centre of Durham



# LEADERS *in community* SAFETY

*Durham Regional Police Service*

*Leaders in Community Safety*

605 Rossland Road East, Whitby, Ontario, L1N 0B8

1-888-579-1520

[www.drps.ca](http://www.drps.ca)

