



DURHAM REGIONAL POLICE

2019 ANNUAL REPORT

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It is a pleasure to introduce the 2019 DRPS Annual Report on behalf of the Police Services Board. As the content of the report demonstrates, our community continues to be a safe place to live, work and play, enabling our businesses and residents to grow and flourish. The members of the DRPS, under the leadership of Chief Martin, continue to excel in making the community safer, at a reasonable cost to the taxpayer.

The year 2019 was the final one of the 2017-19 Business Plan, and positive results were accomplished on many of the organizational goals identified. The Board is especially pleased that overall satisfaction with policing in Durham remains high, an essential ingredient to maintaining public confidence. Clearance rates continue to increase while roadway safety, which is commonly identified as a high priority by residents, also improved. While crime rates and severity have increased in Durham over recent years, this is consistent with provincial and national trends, and preventing and reducing crime will remain the number one priority of the DRPS in the years ahead.

In 2019, the Board approved the DRPS 2020 Strategic Plan, which largely continues the priorities identified in the previous plan. Enhancing collaboration with community partners, demonstrating excellence in core service delivery, and building strength in our membership will help guide decisions to ensure that high levels of community safety are maintained.

The Board is extremely proud of the dedication and professionalism of all its sworn and civilian members. Their knowledge, skill and passion for community safety and wellbeing have enabled the DRPS to provide excellent policing services for four and a half decades. The talent and commitment of DRPS employees will continue to be the foundation for achieving organizational objectives in the years to come.

Along with other services across the GTA, we continued to experience increasing crime levels in 2019. They've been rising since 2015, after hitting historic lows.

The growing population in Durham is certainly a factor, as our Calls for Service increased 5 per cent, to 102,189 calls. Violent crimes and property crimes both increased in our communities as we responded by focusing on hot spots and redeploying resources in a strategic and timely manner.

Once again, I was alarmed by the number of illegal guns we removed from the community throughout the year. We are finding them on a regular basis, especially in vehicles we stop for routine roadway infractions.

We remain a very safe community because we have one of the best municipal police services in Canada. We also have a Police Services Board and a Regional Council that understand the importance of strategic, stable investments in community safety. They provide us with the resources we need to get the job done.

The DRPS has shown, time and time again, a special, close connection to the citizens we serve. We have proactive and innovative employees who continue to amaze me every day with their dedication, resourcefulness and commitment.

We will continue to meet the challenges that lay ahead because we have fantastic police officers and highly-skilled civilian specialists who put your safety first.

Police Services Board Chair :
Kevin Ashe



Chief of Police :
Paul Martin





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.

POLICE SERVICES BOARD

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.

HIGHLIGHTS

A Renewed Board Composition

Board membership changed significantly in 2019. With the expiry of Provincial appointments, and changes to Durham Regional Council as a result of the 2018 municipal election, several new Board members were appointed. Patrice Barnes, Garry Cubitt, and Steve DeBoer were appointed by the Province, and Karen Fisher was selected by Regional Council as its citizen appointee. Scugog Mayor Bobbie Drew and Regional Councillor Kevin Ashe were reappointed by Council and Regional Chair John Henry rejoined the Board. The Board would like to thank Rose Rockbrune for her dedication and service for 10 years.

Community Support

In 2019, the Board continued its financial support for numerous community organizations from the proceeds of its Unclaimed Money and Property account. The Police Services Act enables the Board to use these funds in the public interest as it determines, and the Board donated to dozens of organizations in Durham Region that help enhance our health, safety and wellbeing. Over \$125,000 was contributed to groups that support vulnerable youth, hospital foundations, educational institutions for scholarships, and various other organizations that help enrich the lives of those who call Durham Region home.

Additional Police Officers

Recognizing the growth in the Region, and changes to the nature of crime, the Board supported a significant increase to the number of police officers in the DRPS budget in 2019. Twenty-six new police officers were added, with the majority assigned to front-line patrol and others dedicated to the Human Trafficking Unit to address the growing prevalence of this crime. The sworn and civilian members of the DRPS are its most important asset and the Board is committed to ensuring that staffing levels are adequate to meet the community's needs and expectations.



BUSINESS PLAN REVIEW

The Durham Region Police Service succeeded in achieving improvements in the three primary areas of focus outlined in the 2017 to 2019 plan: 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, we maintained a quick emergency response time in spite of a rising number of emergency calls and 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, and expanded 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.

Cst. Anderson speaks with a resident about her role as a police officer



Deliver Community Safety Through Collaboration

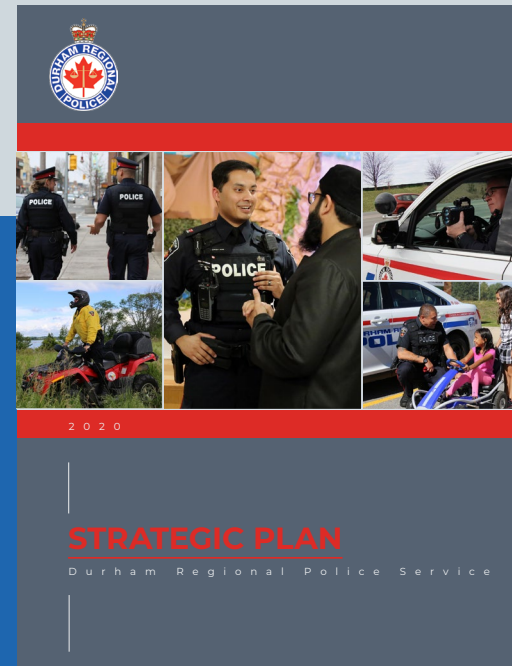
- Strengthened partnerships with community agencies to support people in crisis.
- Improved response to mental health calls by partnering with health professionals.
- Collaborated with partners to develop and implement a strategy to respond to the opioid crisis.
- Increased our engagement with the community 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 framework for leadership competencies.
- Increased the diversity of our applicant pool.



NEW STRATEGIC PLAN BEGINS IN 2020

Visit our website www.drps.ca and click on Police Services Board to view this guiding document.

AT A GLANCE

A quick overview of the tremendous results achieved by members of the Durham Regional Police Service in 2019.

2ND HIGHEST CLEARANCE RATE IN THE GTA
**the ability to solve the most severe crimes*

DRPS members laid more than 24,000 criminal code charges, which is a 5.2% increase compared to 2018

The K-9 Unit located 55 pieces of evidence, arrested 62 suspects and located 21 persons either missing or suffering from a mental health episode

159

human trafficking victims were rescued and 297 charges laid in relation to these incidents

8

minutes median operational response time to emergency calls thanks to our Comms/9-1-1 Unit

The Auxiliary Unit attended 151 community events and logged more than 23,000 hours of valuable volunteer service

One third of the incidents posted on the new Help Solve a Crime feature on www.drps.ca have been solved with public assistance

2019 IN REVIEW

SOLVING GUN CRIME

The number of crime guns seized over the past three years has increased.

2019	111 guns seized
2018	108 guns seized
2017	76 guns seized

46%

A crime gun any firearm that is unlawfully obtained, possessed or used to commit or facilitate a criminal offence, including any firearm with an obliterated/removed serial number or weapon modified to work as a firearm.

PROJECT VICKERY

DRPS teamed up with the Royal Canadian Mounted Police and seized more than \$2.3 million in drugs and cash in an investigation dubbed Project Vickery.

26

Search Warrants Executed

150

Charges Laid

4

Guns Seized

JOINT FORCES OPERATIONS

Every year, a number of DRPS investigations involve working with police services across Ontario, Canada and sometimes globally. Our members are embedded in a number of Joint Forces Operations to share information with other police services, and federal and provincial authorities. These include the Provincial Asset Forfeiture Unit; the Provincial Biker Enforcement Unit; the Provincial Weapons Enforcement Unit; the Criminal Intelligence Service of Ontario; the Provincial Anti-Terrorism Section; the Integrated National Security Enforcement Team; the Combined Forces Special Enforcement Unit and the Repeat Offender Parole Enforcement squad.

Gun crime has become more prevalent in recent years, not only in Durham but in surrounding municipalities. DRPS has been making big strides to combat these violent crimes. Over the past three years, our members have taken almost 300 guns off the street.

2019 IN REVIEW



Organized by West Division members and J. Clarke Richardson staff, the Intergenerational Dinner gave students and officers the opportunity to prepare and serve dinner to seniors in the community.

Community policing is a priority for the DRPS. Responding to calls for service and investigating crimes are always important, but members also build relationships with residents and make lasting community connections. From public events and fundraisers, to school programs and foot patrols, the ties to the residents we serve are strong.



DRPS sworn and civilian members helped kick off Pride Month as they marched in the Durham Pride Parade. Members also participated in Youth Pride and Pride Prom to show support for the LGBTQ community.

2019 IN REVIEW



As a tribute to National Indigenous Day, a member of the Mississaugas of Scugog Island First Nation attended North Division for a traditional smudging ceremony and flag raising.



For 35 years, the DRPS Childrens' Games has brought smiles to the faces of children with physical disabilities as they played games with officers, Auxiliary members and volunteers.



Cram-a-cruiser events gathered non-perishables for local food banks from across the region.



The Filipino-Canadian Heritage and Resource of Durham Community Networking Session in Pickering



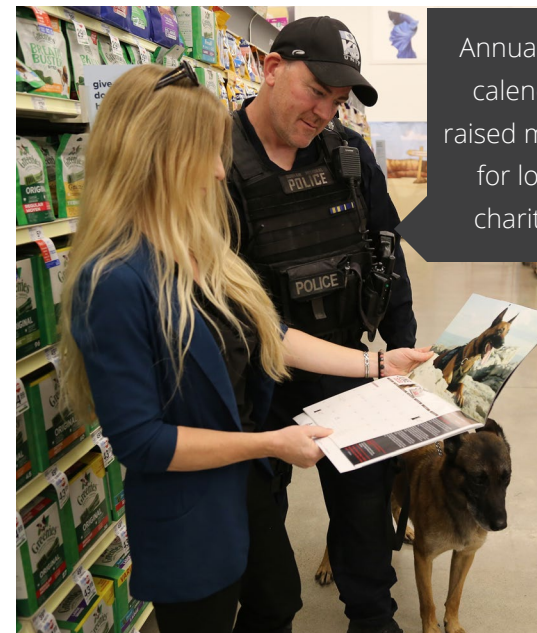
The 14th annual Cop Shop teamed up officers with more than 50 kids to help with their holiday shopping



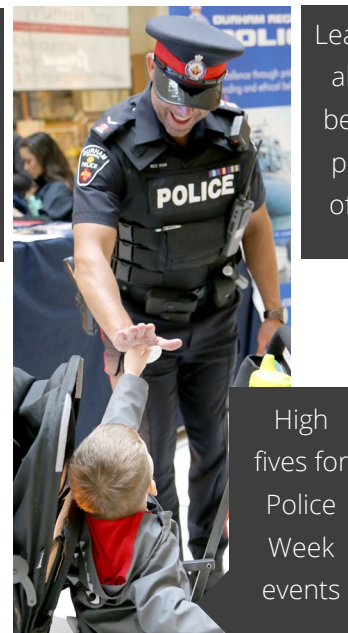
Freezin' for a Reason to raise money for Special Olympics Ontario at the annual Polar Plunge



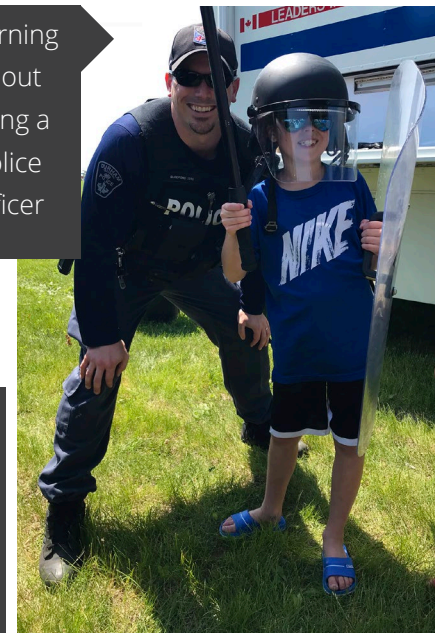
Officers connect with local businesses across the region to discuss community issues and safety



Annual K-9 calendar raised money for local charities



High fives for Police Week events



Learning about being a police officer



Officers visited long-term care homes over the holidays to connect with seniors and brighten their days.

2019 IN REVIEW

A VISION FOR SAFER ROADS

Durham Region embarked on a bold new strategy in May 2019 aimed at keeping residents safe on our roadways.

Durham Vision Zero is a multi-year, multi-agency strategy with the ultimate goal of eliminating all roadway deaths and injuries. Although the ultimate goal may never be achieved, the hope is that deaths and injuries can be reduced by at least 10 per cent within five years.

Originally introduced in Sweden, Vision Zero has been adopted by communities around the world and places responsibility on road designers, policy makers, police enforcement and other related organizations to ensure safe travel systems.



In Durham, roadway collisions results in an average of \$225 million in fiscal impact each year. This includes emergency response by police, fire and paramedics, as well as healthcare costs, and public works expenses for roadway repairs and improvements.

Fatal collisions on DRPS-patrolled roadways decreased in 2019 to 23, compared to 26 in 2018. Another good news story was the dramatic drop in Impaired Operation incidents and related violations, which decreased from 828 incidents in 2018 to 649 in 2019. A number of successful educational and enforcement campaigns were implemented in 2019, including an effective Festive R.I.D.E. campaign, that removed 122 drunk drivers from our roadways. Additionally, the 4th annual "Think of Me" LCBO brown bag campaign saw more than 40,000 decorated anti-drinking and driving messages distributed thanks to creative students from local school boards.

Cst. Elkington conducts speed enforcement using a radar gun to help keep roadways in Durham Region safe.

STREET CHECKS

A regulation in the Police Services Act, known as the Collection of Identifying Information in Certain Circumstances, defines a police interaction and regulates how identifying information is collected. Below is a breakdown of the regulated interaction, often referred to as a “street check” conducted in Durham Region in 2019, as well as the circumstances of the interaction.

The DRPS did not receive any public complaints resulting from or relating to information collected pursuant to the Regulation. There were also no general information requests or personal record information requests made to the DRPS in 2019 under the Municipal Freedom of Information and Privacy Act relating to information collected pursuant to the Regulation. There were no instances in which a police officer did not carry out their duty to inform the individual for the reasons outlined in Section 6 of the Regulation. There were no instances in which an individual was not given a receipt document because the individual did not indicate that he or she wanted it. Further, there were no instances where an officer did not provide a receipt as the officer believed that continuing to interact with the individual might compromise the safety of an individual or because the officer believed that continuing to interact with the individual might delay the officer from responding to another matter that should be responded to immediately.

In 2019, the restricted database was accessed once in order to prepare the Annual Report. Collections were not attempted disproportionately based on the sex, age or membership in a racialized group, or a combination of these factors. There was one instance of an individual from whom identify information was collected. The person was a male in the age range of 50 to 55 and was identified as East or South East Asian by the officer. The interaction occurred in Clarington. No individuals who were perceived by the officer to be indigenous had their information collected or attempted to be collected. This one instance did not comply with limitation on collection set out in section 5 or clause 9(4)(a) of the Regulation. And there were no instances that did not comply with sections 5, 6 and 7 of the Regulation based on the results of the review(s), done at least once a year, of an appropriately sized random sample of entries of identifying information included in the database to estimate within a margin of error of plus or minus 5 percent, at a 95 percent confidence level.



USE OF FORCE

In 2019, the DRPS responded to 102,189 calls for service. In only 312 incidents did our officers use force to a degree that met the threshold for reporting. This comprises .03 per cent of the total number of dispatched calls, which is extremely low and virtually identical to the 2018 number. Furthermore, this does not take into account many other aspects of officer contact with the public - for example traffic stops or personal interactions. This statistic continues to speak to the professional, strategic and purposeful manner in which our officers engage the members of our community on a daily basis, as well as their commitment to making the Region of Durham the safest community to live, work and play. It is also a testament to the training provided to our officers and the transfer of our training techniques from the classroom to the street.

In 2019, out of the 409 use of force reports submitted for those same incidents, 27 members reported sustaining an injury while engaged in an encounter or incident. This suggests that during 94 per cent of all occasions where an officer was required to use force, members were able to effectively gain control of the situation and avoid injuries. Similarly, in 92 per cent of incidents requiring reports, there were no injuries to a subject or third party.

D/Cst. Hilliard conducts foot patrol in downtown Whitby.

OVERSIGHT

The Special Investigations Unit is the civilian oversight agency responsible for investigating circumstances involving police that have resulted in a death, serious injury, or allegations of sexual assault of a civilian in Ontario, Canada. In 2019, the SIU invoked its mandate nine times in Durham, compared to 13 times in 2018. Five of those cases are pending, three were closed with no further action, and four were terminated and had no report filed with the Attorney General.

In 2019, there were 118 public complaints filed with Office of the Independent Police Review Director (OIPRD) related to the conduct, services, or policies of the DRPS—compared to 109 filed in 2018. The OIPRD also directed the Service to investigate one additional conduct complaint involving a member of the Toronto Police Service, for a total number of 119. Of the 119 complaints, the OIPRD addressed 61 of the complaints: 57 were screened out on intake; one complaint was resolved by local resolution. The OIPRD also directed one complaint to the OPP which was unsubstantiated and one to York Regional Police to investigate which was substantiated. The remaining 58 public complaints were forwarded to DRPS for investigation. Of those, 58 complaints that were investigated by the Professional Standards Unit and have been resolved; one was closed by Customer Service Resolution; one was closed by Local Resolution; three were closed by Informal Resolution; two were substantiated; 17 were deemed unsubstantiated and 25 were withdrawn by the complainants. There are 9 public complaints still in the investigative stages.

AWARDS AND RECOGNITION

Cst. Micallef shakes Chief Martin's hand at PADAN



Civilian Morgen Dobson received the Ontario Ministry of Transportation's Road Safety Award.



S/Sgt. Stefanie Finateri was presented with the Ontario Women in Law Enforcement Mentoring and Coaching Award.



D/Cst. Adam Handscomb was named K-9 Handler of the Year for his motivation and work ethic.



Sgt. Dena Peden was named a "Champion Against Homophobia and Transphobia" by PFLAG Canada.



POLICE APPRECIATION DINNER AND AWARDS NIGHT (PADAN)



Every year, the Exemplary Service Awards bring members and their supporters together to celebrate career milestones. Exemplary medals were given out for 20 years and bars were presented for 30 years to sworn members and civilians were presented with awards.



For the 17th year, the Police Appreciation Dinner and Awards Night (PADAN) organizing committee honoured some DRPS members with awards for their heroic and exceptional police work. And this year, a simple hug was awarded for the compassion it showed the community. This year's theme was "Extending a Hand" and it highlighted the ways in which DRPS members serve with pride, empathy and integrity every shift.

The awards presented to members had an emotional impact on the assembled guests:

- Upside Down Underwater: Csts. Andrew Massey and Matthew Roy answered a call for a car submerged in water, saving the lives of a family.
- The Hug: Cst. Sheldon Micallef located a distraught teen who was threatening to harm himself and a hug helped him reach the teen.
- Knight Homicide: A team of Detectives solved the complex murder of a Pickering woman.
- Community Builder Award: Ret. Chief Mike Ewles presented the award to Cst. Martin Franssen for his tireless work to protect seniors from frauds.

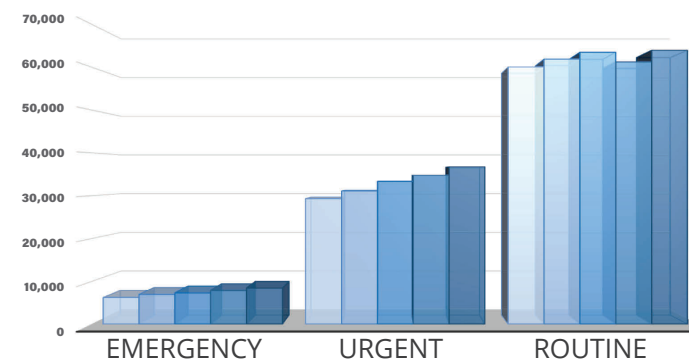
REGIONAL RESULTS

DRPS officers patrol the approximately 2,500 square kilometres that makes up Durham Region, backed up by a team of dedicated civilian members. As the 10th largest municipal police service in Canada, DRPS faces many challenges, but is constantly evolving in order to help prevent and solve issues in the community every day.

Regional Facts	2015	2016	2017	2018	2019
Population	660,756	663,460	682,250	692,500	706,200
Officers	871	871	871	878	904
Civilians	304	304	304	306	307
Total DRPS Vehicles	389	389	388	391	398
Total DRPS Fleet Kilometres	8,532,939	8,806,207	8,690,399	8,845,433	8,834,983

CALLS FOR SERVICE

Initial calls for service (excluding calls cancelled by dispatch, follow-up calls and workload call types) region-wide over the past 5 years.



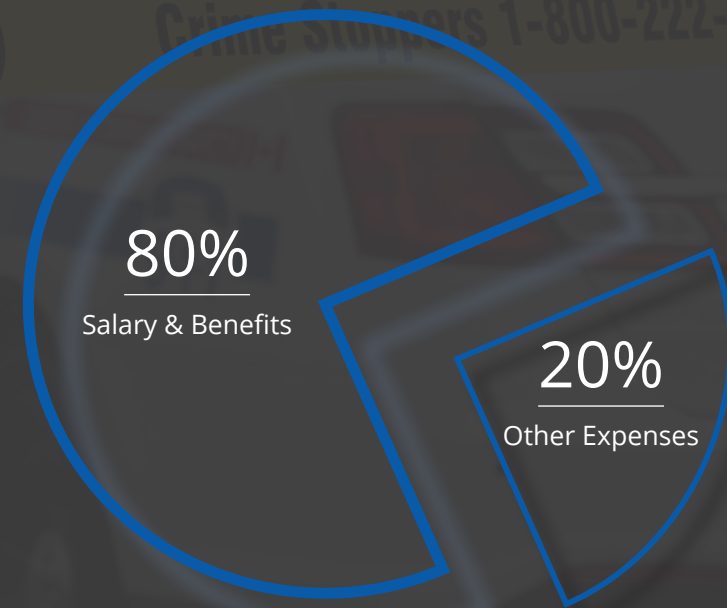
Our Headquarters is located on Rossland Road East in Whitby. Other locations include the Police Education and Innovation Centre located on the campus of Durham College, the Operations Training Centre in Whitby and the Forensic Identification Facility in Bowmanville. North Division covers Uxbridge, Scugog and Brock Townships. West Division covers the Pickering and Ajax areas. Central West Division covers Whitby and parts of north Oshawa. Central East Division covers Oshawa and East Division covers parts of east Oshawa and Clarington.

Reported or Known Violations	2017	2018	2019	5-Year Average	% Change '18-'19
Total Criminal Code Violations (Excluding Traffic)	20,243	21,196	22,583	20,780	6.5
Crimes Against Persons	3,875	4,230	4,429	4,196	4.7
Crimes Against Property	12,533	12,896	13,844	13,078	7.4
Other Criminal Code Violations	2,959	3,179	3,831	3,057	20.5
Controlled Drugs and Substances Act	876	891	479	893	-46.2
Criminal Code Driving	1,242	1,355	1,442	1,334	6.4
Motor Vehicle Collision - Property Damage	8,355	7,973	8,295	8,259	4.0
Motor Vehicle Collision - Injury	1,673	1,648	1,502	1,645	-8.9

FINANCIAL RESULTS

The vast majority of our budget is spent on people. As a key deliverer of human services, the DRPS invests in its front-line patrol and investigative support teams. When compared to similar-sized police services, our cost per capita is very competitive.

BUDGET BREAKDOWN



Other expenses includes debt service, capital, insurance and HQ, maintenance and repairs, materials and services, professional services, communications, computer maintenance operations, rentals, and uniforms and education.

PROGRAM	2019 BUDGET IN (000s)	2019 ACTUALS IN (000s)	SURPLUS / (DEFICIT)
Patrol Operations	\$82,164	\$78,875	\$ 3,289
Serious and Organized Crime	\$38,391	\$37,398	\$ 993
Patrol Support	\$8,360	\$7,332	\$ 1,028
Operational Support	\$22,755	\$23,269	\$ (514)
NextGen CCP	\$1,815	\$1,672	\$ 143
Administrative Support	\$24,801	\$32,444	\$ (7,643)
Business Services	\$36,551	\$35,470	\$ 1,081
Executive Branch	\$4,195	\$3,759	\$ 436
Police Services Board	\$585	\$581	\$ 5
Capital	\$4,035	\$4,948	\$ (913)
Total Gross Expenditure	\$223,651	\$225,747	\$(2,096)
Total Revenues	\$(17,039)	\$(19,230)	\$2,191
Net Program Costs	\$206,613	\$206,518	\$95

PER HOUSEHOLD
\$856
Operating Costs

PER CAPITA
\$292
Operating Costs

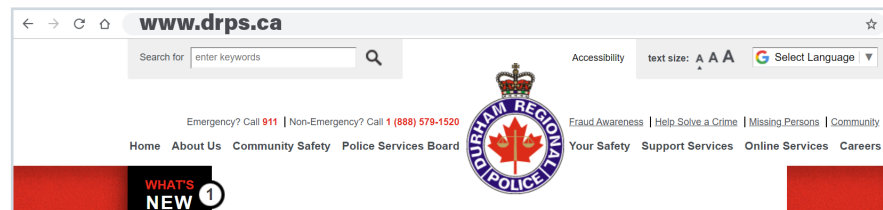
STAY CONNECTED

Durham Regional Police use a variety of digital tools for residents to connect with us. You can report crime, learn about our community policing programs, request a police record check and much more, all from your computer or smartphone.

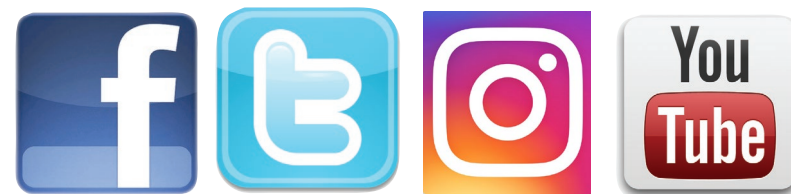
Sgt. Flower patrols the streets on motorcycle with specially trained officers

www.DRPS.ca

SOCIAL MEDIA



- Crime Mapping
- Online Crime Reporting
- Vulnerable Persons Registry
- Help Solve a Crime
- Information Requests
- Crime Prevention Tips
- Support for Victims of Crime
- Mental Health Support Services



- Media Releases
- Road Closure Notices
- Community Policing Events
- Crime Prevention Videos
- Pictures from the Front Lines
- Career Postings
- Tweet-a-longs
- Event Notifications



The following are some of the highlights from the Business Plan Scorecard. See www.drps.ca for full results under Police Services Board.

Goal 1-Deliver Community Safety Through Collaboration

Objective 1.1 - Be a partner in building strong communities

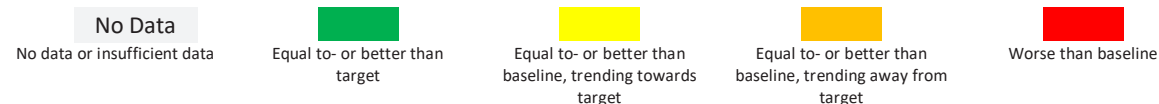
#	Indicator	Baseline	Target	2016	2019
1	# of cases brought to Durham Connect from DRPS	25	30	94	34
2	# of cases brought to Durham Connect by partners	20	25	45	28
3	% of cases where overall risk lowered	75%	75%	76%	66%
4	# of partners at Durham Connect Interventions	24	30	32	40
#	Three-year Indicator	Baseline	Target	2015	2018
5	% feel safe walking alone at night	61%	66%	66%	68%
6	% that participate in crime prevention	N/A	80%	No Data	83%
7	Neighbourhood disorder index	100	95	100	107

Objective 1.2 - Keep roadways safe for pedestrians, motorists and cyclists

#	Indicator	Baseline	Target	2016	2019
1	% injury/fatal collisions caused by impairment	1.8%	1.4%	1.8%	1.0%
2	Pedestrian & cyclist injury rate per 1,000 population	0.45	0.30	0.34	0.33
3	# of injury collisions per 1,000 registered vehicles	3.79	3.60	3.77	3.15
4	# of fatal collisions per 1,000 registered vehicles	0.05	0.04	0.05	0.04
5	# of property damage collisions per 1,000 vehicles	18.0	17.0	18.0	17.4
#	Three-year Indicator	Baseline	Target	2015	2018
6	% that feel safe on roads	73%	77%	77%	89%

Objective 1.3 - Be a visible and engaged member of the community

#	Indicator	Baseline	Target	2016	2019
1	# of Tweet Impressions	5M	8.5M	5M	21.6M
#	Annual Indicator	Baseline	Target	2016	2019
2	# Youth in Policing applicants	350	400	407	574
3	# Youth In Policing referrals	50	90	84	79
#	Three-year Indicator	Baseline	Target	2015	2018
4	% who feel that DRPS officers are approachable	86%	90%	90%	88%
5	% feel interactions with youth are positive	35%	39%	38%	29%



Objective 1.4 - Respond to the changing nature of harm in the community

#	Indicator	Baseline	Target	2016	2019
1	% of frauds leading to financial loss	47%	42%	42%	47%
2	# of media releases related to crime prevention	16	22	16	23
#	Annual Indicator	Baseline	Target	2016	2019
3	Crime rate	3,400	3,000	2,888	3,063
4	Property crime rate	2,350	2,000	1,860	1,921
5	Violent crime rate	710	600	639	678
6	Crime Severity Index (CSI)	50	40	41.0	43.4
#	Three-year Indicator	Baseline	Target	2015	2018
7	% agree drugs are problem in neighbourhood	45%	40%	45%	37%
8	% agree DRPS communicates safety issues	41%	50%	49%	68%

Objective 1.5- Protect vulnerable members of the community

#	Indicator	Baseline	Target	2016	2019
1	Violent re-victimization rate (24-month period)	10.2%	8.5%	11%	8.2%
2	# referrals to Victim Services Durham Region	490	540	701	840
3	Total fraud loss among senior population	\$800,000	\$500,000	\$2.6M	\$425,380
4	Youth diversion rate	18%	25%	24%	23%
5	# of educational presentations to seniors	15	21	20	24
6	Youth Crime Severity Index (CSI)	62	50	59.3	66.2*
7	Subject injury per Mental Health Act apprehension	0.6%	0.3%	0.6%	0.0%
8	Youth/child victimization rate per 1,000 youth	14	8	10.2	11.8
9	Elder victimization rate per 1,000 senior population	1.6	1.0	1.6	1.9

*2018 value. Statistics Canada does not release official 2019 data until July 2020

Goal 2- Demonstrate excellence in core service delivery

Objective 2.1- Develop and report on effective measures of service delivery

#	Three-year Indicator	Baseline	Target	2015	2018
1	% mems. agree outcomes appropriately measured	N/A	70%	No data	21%

Objective 2.2- Provide policing service in a bias-free manner

#	Annual Indicator	Baseline	Target	2016	2019
1	% members who have completed FIP Training	0%	100%	83%	99%
#	Three-year Indicator	Baseline	Target	2015	2018
2	% agree police treat people fairly	67%	75%	68%	71%
3	% agree police are culturally sensitive	72%	75%	72%	72%

Objective 2.3- Deliver fiscally prudent service through innovation and continuous improvement

#	Annual Indicator	Baseline	Target	2016	2019
1	Cost of police services per capita	\$320	\$285	\$280	\$285

Objective 2.4- Focus on customer service

#	Annual Indicator	Baseline	Target	2016	2019
1	# of conduct complaints per 100 officers	13.7	10	11.8	11.1
2	% of substantiated OIPRD complaints	8%	7%	11%	2%
3	Median response time to emergency calls (minutes)	8	7	7	8

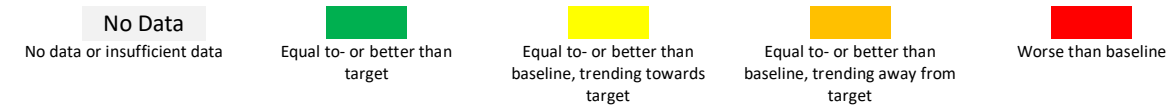
#	Three-year Indicator	Baseline	Target	2015	2018
4	Cumulative professionalism score	75%	80%	75%	78%
5	% of victims satisfied with service quality	47%	60%	47%	47%
6	% of businesses satisfied with interaction	77%	85%	77%	78%
7	% agree prompt response to calls	69%	75%	66%	63%
8	% businesses satisfied with police service quality	72%	85%	91%	94%
9	% satisfied with quality of police service	79%	84%	78%	75%

Objective 2.5- Ensure Investigative Excellence

#	Annual Indicator	Baseline	Target	2016	2019
1	Weighted Clearance Rate	40%	48%	44%	47%
2	Weighted Violent Crime Clearance Rate	61%	65%	62%	65%
3	Weighted Property Crime Clearance Rate	33%	35%	33%	38%
4	Total Clearance Rate	41%	47%	44%	50%

Objective 2.6- Improve our ability to use information to make effective decisions

#	Three-year Indicator	Baseline	Target	2015	2018
1	% members agree they have info. to do their job	77%	81%	77%	78%



Goal 3- Build Strength in our Membership

Objective 3.1- Attract a skilled workforce that reflects the community

#	Annual Indicator	Baseline	Target	2016	2019
1	Representativeness Index	0.72	0.9	0.72	0.77
2	% members from under-represented groups	8.7%	15%	8.7%	9.9%
3	% of applicants from diverse backgrounds	N/A	20%	23%	33%
4	% of diverse applicants hired	N/A	20%	33%	21%

Objective 3.2 - Develop leadership capacity in the organization

#	Three-year Indicator	Baseline	Target	2014	2018
1	Senior Management score from member survey	22%	26%	22%	17%
2	Supervision score from member survey	63%	67%	63%	66%

Objective 3.3 - Develop internal communication to effectively manage the organization

#	Three-year Indicator	Baseline	Target	2014	2018
1	% agree information is effectively communicated	N/A	50%	No data	30%
2	% agree good communication from Senior Mgmt.	31%	35%	31%	16%

Objective 3.4 - Foster unity throughout the organization

#	Annual Indicator	Baseline	Target	2016	2019
1	Diversity Census index of inclusivity	73	85	73	73.2

#	Three-year Indicator	Baseline	Target	2014	2018
2	Score from <i>Work Unit</i> section of internal survey	54%	58%	54%	59%
3	% experienced harassment or discrimination	26%	20%	26%	24%
4	Score from <i>Respect in the Workplace</i> Section	78%	82%	78%	73%

Objective 3.5 - Support members in achieving a healthy and balanced lifestyle

#	Annual Indicator	Baseline	Target	2016	2019
1	# of Healthy Apples participants	356	374	368	317

#	Three-year Indicator	Baseline	Target	2014	2018
2	% agree workplace stress affects their personal life	22%	18%	22%	35%
3	% agree support service are accessible to them	74%	78%	74%	82%
4	% members with a high level of job satisfaction	69%	73%	69%	70%

	2015	2016	2017	2018	2019	
Total Criminal Code Violations	20184	21197	21713	22818	24025	
Crimes Against the Person	Violations Causing Death	5	5	9	11	8
	Sexual Assault	289	285	312	399	425
	Luring a Child via a Computer	18	13	10	12	18
	Other Sexual Violations	77	102	102	117	104
	Aggravated Assault Level 3	27	35	29	48	46
	Assault with a Weapon or Causing Bodily Harm Level 2	338	432	419	460	393
	Assault Level 1	1302	1389	1430	1538	1584
	Discharge Firearm with Intent	6	9	9	10	13
	Using Firearm/Imitation of Firearm in Commission of Offence	4	2	8	7	7
	Pointing a Firearm	3	3	1	1	3
	Assault Against Peace Officer	52	57	60	68	73
	All Other Assaults	10	12	9	7	9
	Deprivation of Freedom	48	64	73	62	60
	All Other Violent Violations	44	62	67	84	67
	Criminal Harassment	315	357	399	294	304
	Harassing Telephone Calls	348	243	175	353	450
	Robbery	242	288	344	267	296
	Utter Threats to Person	447	469	447	521	567
Crimes Against Property	Arson	43	30	38	30	21
	Break and Enter	1045	1212	1151	1180	1197
	Motor Vehicle Theft	329	347	425	480	536
	Theft From a Motor Vehicle	2010	2120	2344	2021	1938
	Theft	2642	2732	2897	3170	3218
	Shoplifting	1224	1160	1305	1511	1983
	Have Stolen Goods	105	105	107	140	143
	Fraud	2013	2380	2234	2633	2973
	Mischief	2314	2246	2155	1803	1835
Other Criminal Code Violations	Gaming and Betting	5	1	0	2	
	All Other Offensive Weapons	7	18	8	32	23
	Possession of Weapons	100	109	113	118	130
	Fail to Comply with Conditions	809	1002	1138	1255	1410
	Production/Distribution of Child Pornography	51	52	18	17	55
	Obstruct Public Peace Officer	49	32	27	25	32
	Breach of Probation	446	561	686	657	677
	All Other Criminal Code	916	928	1005	1167	1504
Controlled Drugs and Substances Act (CDSA)	Cannabis Act	0	0	0	28	56
	Possession	863	794	691	668	251
	Trafficking	284	236	191	229	170
	Production	31	25	16	30	1
Criminal Code Traffic Violations	Impaired Operation	737	823	831	828	649
	Dangerous Operation	45	35	35	47	27
	Flight From Peace Officer	11	21	22	34	18
	Fail To Remain	483	357	335	388	658
	Other Criminal Code Traffic Violations	39	35	28	58	89
	Street Racing	4	5	6	3	1

	2015	2016	2017	2018	2019	
Total Criminal Code Violations	1187	1427	1233	1293	1279	
Crimes Against the Person	Violations Causing Death	1	0	1	1	0
	Sexual Assault	25	26	22	28	23
	Luring a Child via a Computer	0	1	2		0
	Other Sexual Violations	6	11	10	10	4
	Aggravated Assault Level 3	1	1	1	2	3
	Assault with a Weapon or Causing Bodily Harm Level 2	17	33	23	23	14
	Assault Level 1	82	86	79	107	130
	Discharge Firearm with Intent	0	1	0	0	0
	Using Firearm/Imitation of Firearm in Commission of Offence	0	0	1	2	0
	Pointing a Firearm	0	1	0	0	0
	Assault Against Peace Officer	3	1	1	3	4
	All Other Assaults	0	1	1	0	1
	Deprivation of Freedom	1	4	4	6	
	All Other Violent Violations	3	12	5	8	1
	Criminal Harassment	29	27	32	24	26
	Harassing Telephone Calls	15	16	5	28	28
	Robbery	10	4	1	8	5
	Utter Threats to Person	31	33	33	44	51
Crimes Against Property	Arson	1	2	3	3	
	Break and Enter	121	119	105	103	147
	Motor Vehicle Theft	29	40	37	34	42
	Theft From a Motor Vehicle	105	137	117	82	101
	Theft	164	150	124	167	128
	Shoplifting	33	22	28	30	25
	Have Stolen Goods	3	8	6	5	5
	Fraud	109	156	135	133	191
	Mischief	179	198	154	148	157
Other Criminal Code Violations	Gaming and Betting	1	0	0	0	0
	All Other Offensive Weapons	0	2	2	0	1
	Possession of Weapons	2	7	5	2	7
	Fail to Comply with Conditions	42	45	45	52	32
	Production/Distribution of Child Pornography	5	0	0	2	3
	Obstruct Public Peace Officer	3	3	2	1	1
	Breach of Probation	11	15	22	19	12
	All Other Criminal Code	18	45	29	34	27
Controlled Drugs and Substances Act (CDSA)	Cannabis Act	0	0	0	5	5
	Possession	42	64	64	39	19
	Trafficking	4	11	11	13	4
	Production	2	9	5	10	1
Criminal Code Traffic Violations	Impaired Operation	50	92	92	66	49
	Dangerous Operation	5	9	5	1	2
	Flight From Peace Officer	3	3	2	5	1
	Fail To Remain	25	27	17	42	23
	Other Criminal Code Traffic Violations	5	4	1	3	6
	Street Racing	1	1	1	0	0

	2015	2016	2017	2018	2019	
Total Criminal Code Violations	11797	12061	12492	13279	14292	
Crimes Against the Person	Violations Causing Death	4	3	7	5	5
	Sexual Assault	144	159	168	228	222
	Luring a Child via a Computer	7	4	3	3	4
	Other Sexual Violations	35	50	50	45	58
	Aggravated Assault Level 3	15	29	21	37	30
	Assault with a Weapon or Causing Bodily Harm Level 2	203	259	254	287	263
	Assault Level 1	807	804	866	935	938
	Discharge Firearm with Intent	6	8	7	9	11
	Using Firearm/Imitation of Firearm in Commission of Offence	3	1	4	4	7
	Pointing a Firearm	2	2	1	1	3
	Assault Against Peace Officer	34	42	38	36	45
	All Other Assaults	9	8	4	3	2
	Deprivation of Freedom	23	38	41	27	34
	All Other Violent Violations	14	35	38	47	36
	Criminal Harassment	169	185	213	147	149
	Harassing Telephone Calls	180	130	94	191	243
	Robbery	169	212	244	175	212
	Utter Threats to Person	263	281	269	308	319
Crimes Against Property	Arson	17	19	18	16	18
	Break and Enter	580	625	623	640	611
	Motor Vehicle Theft	189	193	245	300	312
	Theft From a Motor Vehicle	1051	1025	1201	1054	1016
	Theft	1456	1519	1618	1757	1879
	Shoplifting	792	717	794	873	1145
	Have Stolen Goods	72	62	65	87	96
	Fraud	1123	1250	1221	1435	1603
	Mischief	1243	1150	1184	1019	1051
Other Criminal Code Violations	Gaming and Betting	2	0	0	0	0
	All Other Offensive Weapons	3	8	5	16	16
	Possession of Weapons	76	72	70	69	89
	Fail to Comply with Conditions	545	708	810	937	1049
	Production/Distribution of Child Pornography	29	46	10	11	34
	Obstruct Public Peace Officer	29	19	17	18	19
	Breach of Probation	311	379	422	378	391
	All Other Criminal Code	740	696	804	966	1329
Controlled Drugs and Substances Act (CDSA)	Cannabis Act	0	0	0	14	32
	Possession	524	467	364	372	153
	Trafficking	172	142	101	139	94
	Production	21	6	5	11	0
Criminal Code Traffic Violations	Impaired Operation	386	453	364	418	329
	Dangerous Operation	18	17	15	27	14
	Flight From Peace Officer	5	14	15	17	9
	Fail To Remain	298	196	174	186	363
	Other Criminal Code Traffic Violations	24	24	17	28	57
	Street Racing	1	1	4	0	0

	2015	2016	2017	2018	2019	
Total Criminal Code Violations	4271	4309	4856	4988	5193	
Crimes Against the Person	Violations Causing Death	0	2	1	2	2
	Sexual Assault	75	66	79	89	106
	Luring a Child via a Computer	4	3	1	7	10
	Other Sexual Violations	18	21	21	45	23
	Aggravated Assault Level 3	8	3	5	4	9
	Assault with a Weapon or Causing Bodily Harm Level 2	66	80	80	88	70
	Assault Level 1	235	294	294	296	302
	Discharge Firearm with Intent	0	0	1	0	1
	Using Firearm/Imitation of Firearm in Commission of Offence	1	1	2	1	0
	Pointing a Firearm	1	0	0	0	0
	Assault Against Peace Officer	11	10	19	16	16
	All Other Assaults	1	1	4	1	5
	Deprivation of Freedom	19	14	15	20	16
	All Other Violent Violations	13	8	14	16	14
	Criminal Harassment	65	71	71	65	62
	Harassing Telephone Calls	82	54	46	74	99
	Robbery	50	48	71	60	53
	Utter Threats to Person	86	87	85	97	116
Crimes Against Property	Arson	11	7	10	7	2
	Break and Enter	194	232	207	206	265
	Motor Vehicle Theft	64	59	75	73	123
	Theft From a Motor Vehicle	447	502	625	528	476
	Theft	645	594	752	747	842
	Shoplifting	213	202	281	390	429
	Have Stolen Goods	12	23	22	35	22
	Fraud	430	540	500	613	705
	Mischief	538	469	468	420	417
Other Criminal Code Violations	Gaming and Betting	0	1	0	2	0
	All Other Offensive Weapons	2	5	2	14	3
	Possession of Weapons	12	16	26	25	19
	Fail to Comply with Conditions	147	153	188	170	182
	Production/Distribution of Child Pornography	8	5	7	3	8
	Obstruct Public Peace Officer	13	7	6	6	6
	Breach of Probation	94	122	201	204	216
	All Other Criminal Code	105	110	101	115	94
Controlled Drugs and Substances Act (CDSA)	Cannabis Act	0	0	0	5	12
	Possession	207	177	174	192	58
	Trafficking	94	76	74	63	48
	Production	5	7	3	3	0
Criminal Code Traffic Violations	Impaired Operation	165	150	211	174	142
	Dangerous Operation	10	3	13	9	5
	Flight From Peace Officer	1	3	6	5	4
	Fail To Remain	109	79	89	80	192
	Other Criminal Code Traffic Violations	7	1	6	15	17
	Street Racing	1	2	0	1	1

	2015	2016	2017	2018	2019	
Total Criminal Code Violations	6269	6355	6993	7554	8278	
Crimes Against the Person	Violations Causing Death	1	2	4	4	3
	Sexual Assault	74	82	100	143	123
	Luring a Child via a Computer	5	4	3	1	3
	Other Sexual Violations	18	27	23	20	33
	Aggravated Assault Level 3	9	16	14	28	17
	Assault with a Weapon or Causing Bodily Harm Level 2	106	156	159	192	150
	Assault Level 1	435	454	471	541	599
	Discharge Firearm with Intent	2	4	1	2	4
	Using Firearm/Imitation of Firearm in Commission of Offence	2	1	1	3	4
	Pointing a Firearm	1	0	0	0	2
	Assault Against Peace Officer	19	22	25	25	29
	All Other Assaults	6	6	2	2	1
	Deprivation of Freedom	13	18	19	15	17
	All Other Violent Violations	7	22	21	27	18
	Criminal Harassment	63	74	108	80	73
	Harassing Telephone Calls	85	66	45	99	116
	Robbery	82	96	101	88	117
	Utter Threats to Person	153	164	147	173	184
Crimes Against Property	Arson	7	12	10	10	9
	Break and Enter	283	296	346	329	325
	Motor Vehicle Theft	53	81	127	157	152
	Theft From a Motor Vehicle	518	451	661	540	535
	Theft	719	782	863	899	893
	Shoplifting	386	306	414	391	604
	Have Stolen Goods	30	25	37	43	54
	Fraud	509	530	511	606	688
	Mischief	652	587	626	541	598
Other Criminal Code Violations	All Other Offensive Weapons	1	5	4	11	13
	Possession of Weapons	47	36	47	53	58
	Fail to Comply with Conditions	379	556	623	779	806
	Production/Distribution of Child Pornography	19	33	8	8	22
	Obstruct Public Peace Officer	17	9	7	11	13
	Breach of Probation	271	284	338	277	296
	All Other Criminal Code	662	592	703	853	1216
	Cannabis Act	0	0	0	4	11
Controlled Drugs and Substances Act (CDSA)	Possession	208	188	150	180	107
	Trafficking	118	100	60	91	64
	Production	13	4	1	9	0
	Impaired Operation	155	166	118	186	119
Criminal Code Traffic Violations	Dangerous Operation	11	7	5	11	6
	Flight From Peace Officer	0	4	7	10	5
	Fail To Remain	112	78	74	94	165
	Other Criminal Code Traffic Violations	15	8	5	18	25
	Street Racing	0	0	2	0	0

	2015	2016	2017	2018	2019	
Total Criminal Code Violations	4321	3718	3572	3728	3815	
Crimes Against the Person	Violations Causing Death	0	0	0	3	1
	Sexual Assault	57	46	65	72	84
	Luring a Child via a Computer	7	5	4	2	4
	Other Sexual Violations	22	24	25	17	23
	Aggravated Assault Level 3	3	2	2	5	4
	Assault with a Weapon or Causing Bodily Harm Level 2	56	62	62	66	50
	Assault Level 1	190	209	207	220	224
	Discharge Firearm with Intent	0	0	1	1	1
	Using Firearm/Imitation of Firearm in Commission of Offence	0	0	1	0	0
	Pointing a Firearm	6	4	2	13	8
	Assault Against Peace Officer	0	2	0	3	1
	All Other Assaults	7	8	17	9	12
	Deprivation of Freedom	14	7	10	17	16
	All Other Violent Violations	56	84	87	62	69
	Criminal Harassment	71	47	30	66	92
	Harassing Telephone Calls	35	28	34	34	32
	Robbery	71	76	60	76	93
	Utter Threats to Person	14	4	9	6	1
Crimes Against Property	Arson	178	248	220	241	176
	Break and Enter	51	57	68	75	63
	Motor Vehicle Theft	457	490	457	391	393
	Theft From a Motor Vehicle	415	507	489	617	527
	Theft	194	225	206	230	394
	Shoplifting	20	18	14	17	24
	Have Stolen Goods	401	462	418	494	546
	Fraud	394	457	423	306	294
	Mischief	2	0	0	0	0
Other Criminal Code Violations	All Other Offensive Weapons	2	3	1	2	7
	Possession of Weapons	12	20	16	22	17
	Fail to Comply with Conditions	109	118	125	116	163
	Production/Distribution of Child Pornography	11	1	1	3	10
	Obstruct Public Peace Officer	4	3	2	0	6
	Breach of Probation	32	47	49	58	60
	All Other Criminal Code	79	89	75	60	60
	Cannabis Act	0	0	0	4	7
Controlled Drugs and Substances Act (CDSA)	Possession	126	102	113	81	29
	Trafficking	60	35	21	26	30
	Production	9	5	3	8	0
	Impaired Operation	160	146	184	186	147
Criminal Code Traffic Violations	Dangerous Operation	18	6	4	10	6
	Flight From Peace Officer	2	1	1	7	4
	Fail To Remain	69	63	61	88	124
	Other Criminal Code Traffic Violations	5	6	4	12	13
	Street Racing	1	1	1	2	0



DURHAM REGIONAL POLICE

Office: 605 Rossland Rd. E., Box 911 Whitby, Ontario, Canada L1N 0B8

Phone: Emergency 9-1-1 Non-Emergency 1-888-579-1520

