



2014 – 2016 Business Plan

Our Community Safety Commitment

Quick Facts

- Durham Region is over 2500 square kilometers in area and is served by 5 Divisions and over 1100 Uniform and Civilian members
- There are over 5000 km of roads and streets in Durham and in 2012 a police vehicle has driven on all of them at some point in time
- In 2012 our police vehicles accumulated a total of almost 9.5 million kilometers of travel and patrol
- In 2012 we responded to over 104,000 citizen generated calls for service
- DRPS has the highest weighted crime clearance rate in Canada
- 80% of the respondents of our external survey said they were satisfied with the quality of police in Durham Region
- Over 34,000 Criminal Information Requests were processed by the DRPS in 2012
- DRPS had 248 opportunities for youth for coop placement, summer jobs and Youth in Policing programs in 2012
- In 2012 the Crime Prevention/Community Service Unit spent almost 10,000 hours on crime prevention projects, made 6,000 phone consultations with members of the public and responded to 6,500 public inquiries via email
- The Victim Services Unit provided 6,741 referral to community agencies and helped 5,264 residents
- Volunteers in the Victim Services Unit donated 22,965 hours of time to help ensure 24/7 service delivery
- Our 70 member Auxiliary unit provided 18,000 hours of volunteer service at over 200 community events
- 39 uniform officers and 41 civilian communicators were honoured with the Lightning Bolt Award for their efforts that occurred in the past year. Awards are given to police, fire and ambulance (EMS) personnel in the region, as well as citizens who assisted in saving lives those who suffered a cardiac arrest.

Message from the Chair

On behalf of the Police Services Board, I am delighted to present the 2014-16 Business Plan for the Durham Regional Police Service – our Community Safety Commitment. The Plan identifies our policing priorities and will serve as our compass for how police services are provided across our Region for the next three years.

We are fortunate to live in safe and inclusive communities across Durham Region, and we owe a debt of gratitude to our police members who strive each day to maintain and promote safety in our neighbourhoods. But community safety is not exclusively a policing responsibility. Our police officers and the civilian members who support them must continue to work closely with community partners to reduce victimization and resolve problems that may lead to criminal behaviour. This partnership is the foundation for the problem-oriented policing approach that we have adopted to address the root causes of crime. Our Business Plan recognizes that trust and respect between the police and the community are the building blocks for successful partnerships.

There are five key priorities identified in the 2014-16: community presence, community engagement, youth, professionalism and accountability, and measuring our effect.

This Plan is the result of extensive input from our communities. From town halls, to one-on-one interactions at festivals and fairs, to a large stakeholder session and a comprehensive on-line survey, extensive feedback was gathered to ensure that the owners of the Durham Regional Police Service – the taxpayers of our Region – have a say into the delivery of police services to their communities.

We look forward to continuing to achieving positive community safety results for the people of Durham Region at a reasonable cost.

Roger Anderson

Message from the Chief Constable

As your Police Service, our members strive to ensure that we put action into our words, to be leaders in community safety. Every day our members work with the community, to support our goal of having the safest community to live work and play. The role we play is as diverse as the community we represent and our plan leverages what you have told us you see are priorities.

The word community features prominently in our plan and its use was purposeful. Our community presence represents our visible attendance in helping to reduce crime and address the concerns residents and visitors have over crime. Ensuring that we are present and visible in the community is one of the commitments you have talked to us about and one that is vital to our success.

To be present in the community is only one facet of what we do, in order to be effective we must also ensure that we continue to engage with as many people as possible. While our presence will help to reduce crime we will work together to support victims of crime with our community partners.

Durham Regional Police has always maintained a strong connection with our youth and we will continue to play a role in developing future leaders. Our plan encompasses guiding youth to make the right choices as well as working with the community to make sure the youth have the tools to succeed. As the holders of your public trust, we understand the honour and privilege that comes with that as well as the need to ensure we hold ourselves accountable for everything we do. Our plan confirms that our actions reflect our words, in everything from entrenching continuous improvement in providing services to how we interact with you on a day to day basis. This Business Plan represents our community safety commitment to Durham Region

Chief Constable Mike Ewles

Message from the Senior Officers Association

The Durham Regional Police Senior Officers' Association is firmly committed to working with all our members and the community to provide excellent police service delivery in support of the 2014 - 2016 Business Plan - a comprehensive community safety strategy.

The Business Plan, developed through extensive community consultations, reflects the public safety priorities of our Police Service. Balanced with evidence-based support, these priorities not only guide us in addressing community safety needs, but ensure continued public confidence in our ability to deliver highly effective police services.

Our members deliver police services in a challenging environment where fiscal and performance accountability are ever-present requirements in the daily leadership of the Durham Regional Police. Our priority is to ensure that the strategies identified in the Business Plan will meet the safety needs of our community in a cost effective manner through the expertise our members.

As a senior leadership group, it is our privilege to work with the highly dedicated members of our Police Service, with the Business Plan as our framework, to make the Region of Durham the safest community for people to live, work and play.

Superintendent Joseph Maiorano
President
Durham Regional Police Senior Officers' Association

Message from the Durham Regional Police Association

The Durham Regional Police Association members offer a tremendous amount of professional experience and are proud to have been part of the current Business Plan for 2014 – 2016.

Business plans not only identify a police services commitment to the public, but also provide a clearer view of what is expected of the men and women who police the streets of our communities and who provide the ever important behind the scenes support. It is important for the public to know that our members receive the highest quality of ongoing training which enables them to provide a high level of community safety.

Willingness to redefine goals, amend strategies and update ones approach are methods in which a police service identifies with changing demographics, social media issues, community safety and the well-being of all members of the public. With over 80% of the public satisfied with policing in Durham, reviewing business practices offers stability and assurance that our members strive to exceed industry standards.

The Association recognized the importance of a well-designed business plan, and, we will continue to work with the Service in a move-forward direction to offer the best for our members and the public.

Randy Henning
President
Durham Regional Police Association

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 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.

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.

Overview

Every police services Board in Ontario is required to complete a Business Plan at least once every 3 years that addresses a series of Provincial Adequacy standards. As your Service we must strive not just to meet those standards but to exceed them. This 3 year plan takes the feedback we heard from you and puts it into a public document that says what we will focus on. As your police Service we will ensure that we meet or exceed every standard, but additionally we will also spend time addressing areas that you asked us to look at.

The three big questions. What did we hear?

We took a different approach in how we got your feedback and captured your thoughts on the things you wanted us to focus on. Members of the DRPS spoke with over 500 people at community fairs, public events, and when people were out in the community with their friends and families and asked three simple but comprehensive questions: **What do we do well, What could we do better and What should we focus on.**

As a Service we strive to hear from as many of the people we support as possible, and we have done that in a variety of ways. We began with a stakeholders meeting where we invited over 70 representatives from agencies and groups across the Region. We also held a series of publicly advertised town halls where we looked for your input into what matters to you. In addition to these we also sent out a more detailed survey to over 100,000 households that included our 'three big questions' and also allowed people to add additional detail about themselves and their concerns.

When we asked what we do well many people felt that we excelled at responding to calls, were available when needed and did a good job at keeping the community safe. You told us that we were at many of your community events, did well at RIDE checks and were available in schools.

When we asked what we could do better several themes emerged, including even more visible presence, more time spent with youth and in schools and more attention to ensuring safe roads. You asked us to be approachable and communicate better with you on crime and safety.

Our third question, and one that much of our **Community Safety Commitment** is based upon, reinforced several themes for your priorities. When we asked what we should focus on, one of the most overwhelming answers were that of Youth and the issues affecting young people. You also told us that any and all of our interactions with the community are our opportunity to make an impression. You told us that we need to explain in plain language what we will do over the course of the next three years to uphold our commitment to working with you to provide the safest community to live work and play.

What's different in this plan?

This plan does not address everything that we do, but rather lays out those things that you asked us to focus on. The DRPS addresses crime, crime prevention, traffic, helping victims of crime and all of our core functions daily. This document is our commitment to do more, to give a renewed focus on all aspects of making our communities safe.

We've written this plan in a different style than previous ones and this is our plain language commitment to do what we say we will do when we say we will do it. The plan itself is being called a commitment because that is exactly what it represents, our commitment to those we serve.

We must be responsible with the trust and the resources you as a community give us and the framework for that is built on the foundation of continuous improvement. Simply put this commitment is based on a trinity of tenets: Our Promise, Our Priorities, and Our Principles. Our Community Safety Commitment is our promise to the public we serve. Our priorities, which you have given us are laid out in this plan and are the pillars of our commitment. Our principles of continuous improvement and organizational accountability are the foundation that, together, we build the future of our communities on.

The word community is used often in this document, it represents more than the sum of its parts and its individual members. It is a representation, as best as we define to be inclusive of everyone from residents to visitors of our Region. Our priorities are broad statements that capture our shared goals, however there is also a need for greater detail. As a Region we represent diversity of people, places and neighborhoods and to ensure we leverage the strength of that every Police Division in our Region will produce a yearly public Community Safety Plan tailored to the needs of our individual communities that put actions into our Community Safety Commitment.

The Continuous Improvement Program (CIP)

Expectations of the services we provide increase yearly and as your police service we understand that we need to be as effective as possible. We have placed ourselves under the microscope in a process we call the Continuous Improvement Program (CIP). Essential to our community commitment is a clear path forward. In looking at continuous improvement our core foundation contains three key pillars. These pillars are: no 'sacred cows', staged corporate wide review, extensive consultation and formal reporting.

To ensure clarity on these three pillars the definition of each is as follows:

- No 'sacred cows'- Everything is on the table. Every position, every program will be reviewed. The need to establish a clear understanding of what value is produced and its connection to providing or supporting community safety will be a must. The only position exempt will be the Chief Constable as it is dictated by the Police Services Act.
- Staged corporate wide review – The review will be in a constant state of action and implementation. While one area is being reviewed another will be implementing the recommendations identified by the review. This is different than past processes where the reviews were often completed in their entirety prior to recommendations being accepted and implemented. By implementing in a staged approach organizational improvements can be captured in a more timely fashion.
- Extensive consultation and formal reporting – depending on the area being reviewed the resources required (internal and external) will vary. Expertise secured will be area specific to ensure the best assessment possible regarding public value created and the Service's best plan to enhance and support community safety.

The CIP will have two distinct and equally important parts.

The first part will focus on defining the value produced and identify opportunities for improvement. The entire organization will be subjected to this part and every aspect will be reviewed.

The second part will focus on prioritizing the activities of the organization and identifying what are our core activities.

In looking at each part the questions to be asked and answered are:

Part 1 - Defining Value and Opportunities for Improvement

- Why we do what we do?
- What value it provides to our community?
- Can we do it more economically or more efficiently?

Part 2 - Defining the core

- What is mandated?
- What are our priorities?
- What is the relationship the activities have to providing core services?

Key to the success of the CIP will be its ability to deliver a transformational result that provides significant, long term measureable benefits. The Service will analyze our organizational capacity and community needs. We will use a systems-based approach requiring substantial evidence to support our future direction. With this in mind it is recognized that this approach does take longer to implement than approaches with a more subdued impact. As a result it requires a commitment beyond the tenure of one leadership executive and one plan.

Continuous improvement is a commitment that must run throughout the organization. With the partnerships the Service has developed, the access to external expertise and the internal skill at our disposal, developing and implementing a CIP focus on long term success is possible. The Continuous Improvement Program must be more than a single action; it must become part of the process of policing in the DRPS for now and into the future. This Community Safety Commitment enshrines this concept and becomes a cornerstone for organizational accountability within the DRPS.

Ensuring a sustainable result will depend on our ability to plan, assess and implement. A transformational approach to improvement will assist the Service to chart a course of action that will serve our community well for years to come.

What about the 2011 – 2013 Plan?

This community safety commitment builds upon the 2011 – 2013 Business Plan, and incorporates many of the ideas from that plan. The DRPS uses the 2011- 2013 plan as a basis to develop operational plans and will continue to use it as a blueprint for the rest of the year. Several times a year the DRPS provides updates to the Police Services Board on the status of the Business plan and the measures associated with it. Early in 2014 we will provide a public document that outlines our progress on that plan.

Defining Our Commitment

You have asked us through forums and interactions for more easily understandable ways to convey what we will do to support our commitment to community safety and that is captured in the broad language below of our Promise, Our Priorities and Our Principles. The word community is used often, in part because you have used it with us and in part because we are also part of your community.

Our Promise

Our Promise is simple and defined in our Vision Statement: To have the safest community to live work and play

Our Priorities

We have listened to what you have told us and have developed four broad areas for us to focus on in partnership with you:

- Community Presence – enforcing the law and being more visible
- Community Engagement – leveraging our diversity to provide education, problem solve and reduce crime and the fear of crime
- The Community of our Youth – doing our part to help youth succeed to become our future leaders
- Our Commitment to Professionalism and Accountability by our members and our Service

Our Principles

Our commitment to you is built on the foundation of our Continuous Improvement Program and those sustainable results are welded to our priority of **Professionalism and Accountability**

1 Community Presence

Robert Peel, the founder of modern policing said, “The police are the public and the public are the police; the police being only members of the public who are paid to give full time attention to duties which are incumbent on every citizen in the interests of community welfare and existence.” For DRPS that principle is first and foremost and builds on our function of law enforcement. We cannot do that alone and we must maintain a relationship with the public that we serve and build trust and mutual respect while we perform our part for community safety. Our Community Presence Priority then, encompasses our efforts to be publicly visible, while we uphold the law and that promise.

We will:

- 1.0 Increase our visibility to the public with more foot and bicycle patrols in your communities
- 1.1 Ensure our roadways are safe through enforcement and education
- 1.2 Use analysis and intelligence led policing to target crime and reduce crime
- 1.3 Increase our clearance rate or the number of crimes we solve
- 1.4 Ensure that we identify and monitor high risk offenders
- 1.5 Provide a visible marked patrol presence

2 Community Engagement

Chief Constable Ewles has said, when talking about the DRPS, that, “Our function is this: To provide support to ensure community safety or to directly provide community safety.” Our priority of Community engagement spans those ideas. We know that every impression we make, every contact we have with a member of the public is a chance to build relationships and to educate you on how to help us solve and prevent crime.

We will:

- 2.0 Use a variety of ways to interact with the public beyond traditional media
- 2.1 Provide regularly published crime figures in context on our Region and Divisions
- 2.2 Produce Public Community Safety Plans for each division in January each year to give you details and progress on our Commitment
- 2.3 Be an approachable police service
- 2.4 Increase public awareness of crime and crime prevention
- 2.5 Work with community groups to support victims of crime

3 The Community of Our Youth

Takayuki Ikkaku, Arisa Hosaka and Toshihiro Kawabata, the developers of *Animal Crossing: Wild World* state, "There's something amazing about the passion of youth and its power to sustain. If there's a more powerful energy source, I don't know about it." We recognize the connection between our youth and our future and it's imperative we find ways to open dialogue and provide the tools for our youth to succeed. Our Youth priority contains the framework to protect our youth and allow them that opportunity to shape our community.

We will:

- 3.0 Help create community leaders within our Youth
- 3.1 Identify and address issues specific to Youth to protect them from harm
- 3.2 Ensure a sustainable Youth in Policing Program (YIP) that is a model for other Services
- 3.3 Take every opportunity to interact with our youth in a way that garners mutual understanding
- 3.4 Work with our community partners to provide youth with the tools to succeed
- 3.5 Provide learning opportunities for our youth to help them make safe choices

4 Commitment to Professionalism and Accountability

In the 1800's William Pollard wrote, "It is the responsibility of leadership to provide opportunity, and the responsibility of individuals to contribute." As servants of the public, we are always accountable to the people we serve, from those members who work directly with you by providing community safety to those in all ranks and positions supporting community safety. We interact with you in many ways, from an officer talking with you over found property to a civilian member at our front desk. We recognize that every time we interact with you is an opportunity to make a connection with the people we serve. We will model our actions on our stated values: While learning from each other, we will achieve excellence through pride, respect, understanding and ethical behaviour.

Our framework of Continuous Improvement bolsters our accountability; however, we also recognize that we must be as open and transparent as possible. Public Community Patrol Plans will augment our commitment to responding to your needs. We also understand our environment, regionally, provincially and federally and our responsibility to gain maximum effect in everything that we do. The priorities in this Community Safety Commitment are independent of our budget. Apart from the law enforcement practices we have as our core functions that we will achieve, these priorities will remain as a focus.

Information is critical for us to communicate and to do our job effectively, and as part of our commitment, we will develop an information technology plan to keep pace with evolving needs. Equally important is to confirm we have facilities that meet the needs of our communities and we will develop facilities and capital plans that respond to that purpose.

We will:

- 4.0 Ensure the actions of every person in your police service are consistent with our stated values of pride, respect, understanding and ethical behaviour.
- 4.1 Improve our ability to respond to your concerns and gather your input on the services we provide
- 4.2 Work with you to find ways to improve how we deliver our plans and our results
- 4.3 Make Continuous Improvement part of the process of everything we do
- 4.4 Produce a public information technology plan, updated yearly
- 4.5 Produce public, capital and facilities plans, updated yearly

5 – Measuring Our Effect

Edward Tufte writes, “The commonality between science and art is in trying to see profoundly - to develop strategies of seeing and showing.” We have to show more than just numbers in our plan; we must demonstrate outcomes and illustrate them in a way that presents our progress clearly. Each Divisional Community Safety Plan will have metrics and measures to do that and they will be supplemented with Regional measures and our Continuous Improvement Program to reveal the bigger picture.

We will:

- 5.0 Use public surveys to ask you how we are meeting your needs and attaining our priorities
- 5.1 Provide data on crime, in context, for your divisions and your Region
- 5.2 Provide public forums to gain a better understanding of your issues
- 5.3 Present frequent, easily understandable scorecards on our progress for our Business Plan
- 5.4 Publish traditional indicators on crime, calls and disorder such as crime and clearance rates
- 5.5 Provide details on the results of our Continuous Improvement Program