



REPORT TO THE POLICE SERVICE BOARD

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RECOMMENDATION

That the Board receive the Strategic Plan update for the first half of 2024.

INTRODUCTION

Transparency is crucial in building and maintaining trust between the Durham Regional Police Service (DRPS) and the communities it serves. As outlined in the 2024 Strategic Plan, DRPS is committed to ensuring that its operations are not only effective but also transparent and accountable to the public. This transparency is achieved through regular tracking and reporting of progress related to the Strategic Plan's objectives. By providing measurable indicators and sharing these with the public, DRPS demonstrates its dedication to fostering a relationship of trust, where community members can see tangible evidence of the efforts being made to ensure their safety and well-being. This transparency is not just about accountability; it is about engaging the community as partners in the mission to make Durham Region the safest place to live, work, and play.

As this is the first review of indicators for our new Strategic Plan, we are working on setting thresholds to identify areas that we should prioritize for improvement. The following report and scorecard act as a consideration of the state of the organization relative to the indicators in the new plan.

BACKGROUND

The Durham Regional Police Service Board approved the DRPS 2024 Strategic Plan in December 2023. This plan prioritizes three primary goals:

1. Be a Leader in Innovative and Modernized Policing
2. Have Strong Strategic Partnerships that Enhance Community Safety
3. Earn the Trust and Confidence of Members and Local Communities

These goals are supported by measurable objectives designed to guide the delivery of policing services in Durham Region. The following report provides an update on actions taken towards these goals and offers an analysis of the progress made in the first half of 2024.

DISCUSSION

Goal 1: Be a Leader in Innovative and Modernized Policing

Objective 1.1 – Align Core Organizational Structure with Principles of Evidence-Based, Ethical Decision-Making

- **Accountability Measures:** The Service recorded 0 substantiated public complaints and 18 substantiated Chief’s Investigations in the first half of 2024. The absence of public complaints suggests effective community relations, while the 18 Chief’s complaints indicate that internal processes for addressing issues within the Service are functioning. Additionally, the monitoring and enforcement of compliance among violent and firearm offenders on conditions was reported at 39%, signaling an area for further focus.
- **Operational Efficiency:** Response times are a concern, with only 41% of emergency calls responded to within 8 minutes. This reflects challenges in resourcing and capacity, particularly important when we consider the pace at which the Region of Durham is growing. The ongoing deployment process analysis and data strategy initiatives are essential to improving these response times and ensuring that resources are allocated effectively.
- **In-Progress Initiatives:** Projects such as the span of control analysis and deployment process analysis are crucial for DRPS's modernization efforts. Given Durham Region's growing population, these initiatives will help align the Service's activities with best practices in evidence-based decision-making. Fast-tracking these projects will be key to addressing current gaps in operational efficiency and resource management.

Objective 1.2 – Adapt and Respond to Changing Community Needs and Emerging Crime Trends by Modernizing Key Processes and Adopting Innovative Technologies

- **Community Needs:** The high rate of mental health apprehensions (1664) and the targeted approach to human trafficking, with 235 victims identified and 289 investigations launched, year to date, demonstrate DRPS's commitment to addressing specific community concerns.
- **Crime Clearance Rates:** The violent crime weighted clearance rate and property crime weighted clearance rate are key indicators of DRPS' effectiveness in solving crimes. These rates are released by Statistics Canada every year. In 2023, DRPS overall weighted clearance rate decreased by 10% from 2022. DRPS, however, ranked second amongst its comparator police services.
- **Innovative Technologies:** The ongoing development of a real-time operations center by January 2026 reflects DRPS' commitment to leveraging technology to respond more effectively to emerging crime trends. This center will be pivotal in managing the increasing complexity of crimes such as auto theft and online fraud, which have been on the rise in recent years.

Objective 1.3 – Continue to Develop a Representative, Empowered, Adaptable, and Highly-Skilled Workforce

- **Diversity in Hiring:** DRPS has made significant strides in attracting a diverse workforce, with 60.6% of applicants identifying as racialized or Indigenous. However, the proportions of successful applications who are racialized (22.4%) and women (20.7%) highlight the need for further work towards ensuring that the Service better reflects the communities of Durham Region. Additionally, there is no current data on the representation of underrepresented groups in leadership positions, which should be a focus for future reporting.
- **Training and Professional Development:** Ensuring that members have access to specialty training and professional development opportunities is critical for maintaining a highly skilled workforce. We are currently working towards enhancing our ability to accurately track active members' specialty training. The development of formal mentoring and sponsorship programs is in progress, which will further support career development within DRPS.

Goal 2: Have Strong Strategic Partnerships that Enhance Community Safety

Objective 2.1 – Develop and Implement a Strategic Partnership Plan to Identify Gaps and Strengths in Existing Partnerships

- **Partnership Development:** DRPS' efforts to develop a comprehensive database of existing partnerships by January 2025 is a positive step towards enhancing collaboration with community organizations and understanding the current state of our partnerships with community organizations, government agencies, non-profits, businesses, and other stakeholders. This work has begun in earnest, with a review of the significant list of community contacts developed by the Equity & Inclusion unit.

Objective 2.2 – Nurture a Culture of Collaboration and Mutual Appreciation, Trust, and Respect between Members and Community Partners

- **Partnership Relationships:** As we develop our database of existing partnerships, we will be positioned to assess the relationships we have with those partners. In particular, we will ascertain the level of satisfaction in the relationships between our members and community partner liaisons. This will allow us to identify areas for improvement and strengthen our collaborative efforts.

Objective 2.3 - Track Partnership Activities to Recognize Impact and Prevalence

- **Impact on Community:** DRPS supports individuals experiencing mental health and other challenges through the Durham Connect program as well as the Mental Health Support Unit (MHSU). MHSU has interacted with close to 700 individuals needing mental health assistance thus far in 2024.

Goal 3: Earn the Trust and Confidence of Members and Local Communities

Objective 3.1 – Actively Work with Communities to Co-Develop Solutions to Local Concerns

- **Trust and Visibility:** The Service’s efforts to enhance relationships and increase visibility through various community engagement efforts are critical for building trust and ensuring the community feels supported and protected. DRPS continues to foster positive relationships with youth through its ProAction Cops and Kids initiatives and the Youth in Policing program, which engaged 118 youth with a 96.7% satisfaction rate.
- **Community Satisfaction:** DRPS is working with Advanis, a company engaged in police service benchmarking across Canada, to conduct yearly public opinion surveys. These public opinion surveys will allow DRPS to efficiently gather data on our diverse communities’ satisfaction with DRPS and feelings of safety. The development of culturally sensitive survey instruments and community forums will be crucial in ensuring that all voices are heard and acted upon. The 2025 survey will go live early in the Spring.

Objective 3.2 – Improve Road Safety by Focusing Enforcement on Driving Behaviours that Cause the Greatest Harm

- **Collisions:** DRPS continues to monitor collision rates and engage in proactive initiatives to enhance road safety, such as “in the zone” traffic enforcement around school and community safety zones and RIDE programs. With injury collision rates at 1.28 per 1000 registered vehicles, and fatal collisions at 0.02 per 1000 registered vehicles, there remains significant work to be done in this area. DRPS will continue to enhance traffic enforcement and public education campaigns to further reduce these numbers.

Objective 3.3 – Provide the Necessary and Timely Resources (Financial, Physical, and Human) for Members to Effectively Maintain the Safety of the Community

- **Resources:** As noted above, the percentage of emergency and urgent calls responded to within the targeted timeframe is of concern, as is the number of overtime hours for frontline patrol officers. The deployment analysis may contribute to addressing some of these issues; however, this speaks to a need for more resourcing.

Objective 3.4 – Encourage and Support Personal and Professional Development and Training Opportunities for All Members to Promote Member Knowledge, Skill Development, and Professionalism

- **Professional Development:** The development of formal mentoring and sponsorship programs, currently in progress, is a positive step towards fostering career development within DRPS. DRPS has recently established the Women’s Internal Support Network, and additional support networks are in development stages.
- With 40% of members feeling that skill development opportunities are equally available to everyone, there is a need for regular assessments of training and development programs, focusing on identifying and addressing barriers to participation.

Objective 3.5 - Support the Health and Well-Being of Members and Foster an Inclusive Workplace to Enable Members to Be as Effective and Productive as Possible

- **Member Health and Well-Being:** In furtherance of this objective, DRPS continues to offer a significant number of health and wellness supports and has recently initiated a reintegration program to further support bringing members back to work.

CONCLUSION

DRPS' 2024 scorecard (below) presents a detailed overview of progress across several key areas. While there are clear areas of strength, challenges remain. Transparency in tracking and reporting progress is key to addressing these challenges and building trust with the community. Moving forward, it will be important for DRPS to continue to advance the in-progress initiatives but also to ensure that all strategic objectives are supported by comprehensive data collection and public reporting. DRPS will work towards the development of thresholds against which to measure our indicators. These efforts are particularly important in the context of Durham Region's rapid population growth and increasing diversity, which create both opportunities and challenges for effective policing.

GOAL - Be a leader in innovative and modernized policing

| Objective - Align core organizational structure and activities with principles of evidence-based, ethical decision-making | | |
|--|--|---------------|
| # | Semi-Annual Indicator | Jan-June 2024 |
| 1 | # of substantiated public complaints | 0 |
| 2 | # of substantiated Chief's Investigation ¹ | 18 |
| 3 | The proportion of violent and firearm offenders on conditions who are checked for compliance | 39% |
| 4 | Implement a data strategy by January 2025 | In progress |
| 5 | Complete a span of control analysis by January 2025 | In progress |
| 6 | Complete a deployment process analysis by January 2026 | In progress |
| 7 | % of patrol time in violent crime hotspots | 24% |
| 8 | % of emergency calls responded to within 8 minutes | 41% |
| 9 | % of urgent calls responded to within 12 minutes | 48% |
| 10 | % of routine calls responded to within 20 minutes | 31% |
| 11 | Create and implement a system for the collection of identity data across calls for service and occurrences by January 2025 | In progress |

| Objective - Adapt and respond to changing community needs and emerging crime trends by modernizing key processes and adopting innovative technologies | | |
|--|--|---------------|
| # | Semi-Annual Indicator | Jan-June 2024 |
| 12 | Violent crime rate | 381.3 |
| 13 | Property crime rate | 1094.6 |
| 14 | Drug crime rate | 33.5 |
| 15 | Design and implement a real-time operations centre by January 2026 | In progress |
| 16 | # of crimes reported via the online reporting system | 5333 |
| 17 | # of mental health apprehensions | 1664 |
| 18 | # of auto thefts | 700 |
| 19 | # of criminal incidents with an older adult victim | 951 |
| 20 | # of criminal charges laid related to intimate partner violence | 591 |
| # | Annual Indicator | 2023 |

¹ Formerly Chief's Complaints.

| | | |
|----|--|--------|
| 21 | Violent crime weighted clearance rate ² | 52.67 |
| 22 | Property crime weighted clearance rate ³ | 33.7 |
| 23 | Rate, youth charged per 100,000 population aged 12-17 years ⁴ | 1278.9 |
| 24 | % of gun-crime incidents cleared by charge | 56% |
| 25 | # of victims human trafficking investigators identified and assisted | 235 |
| 26 | # of investigations the human trafficking unit launched | 289 |

| Objective - Continue to develop a representative, empowered, adaptable, and highly-skilled workforce | | |
|---|---|---------------|
| # | Semi-Annual Indicator | Jan-June 2024 |
| 27 | % of applicants who are racialized or Indigenous | 60.6% |
| 28 | % of applicants who are women | 14% |
| 29 | # of formal community recruiting outreach engagements | 24 |
| # | Annual Indicator | 2023 |
| 30 | % of successful applicants who are racialized or Indigenous | 22.4% |
| 31 | % of successful applicants who are women | 20.7% |
| 32 | % of underrepresented groups in leadership positions, such as supervisors, managers, and executives | TBD |
| 33 | % of active members with speciality training (e.g., scenes of crime officer, breath technicians) and/or professional certificates (e.g., community policing, de-escalation techniques, digital forensics, specialized investigations) | TBD |

GOAL - Have strong strategic partnerships that enhance community safety

| Objective - Develop and implement a strategic partnership plan to identify gaps and strengths in existing partnerships | | |
|---|---|---------------|
| # | Semi-Annual Indicator | Jan-June 2024 |
| 34 | Establish a comprehensive database listing all existing partnerships, including community organizations, government agencies, non-profits, businesses, and other stakeholders by January 2025 | In progress |
| 35 | Complete an assessment of the diversity of partners to ensure representation across various community groups and sectors by June 2025 | In progress |
| 36 | Complete an assessment of the resources and expertise that each partner brings to the collaboration to leverage strengths effectively by January 2026 | In progress |

| Objective - Nurture a culture of collaboration and mutual appreciation, trust, and respect between members and community partners | | |
|--|--|------|
| # | Annual Indicator | 2023 |
| 37 | % of partner agencies that are satisfied with their relationship with the Durham Regional Police Service | TBD |
| 38 | # of liaisons connecting the Durham Regional Police Service with community partners | TBD |
| 39 | % of members who are satisfied with their relationship with partner agencies | TBD |

| Objective - Track partnership activities to recognize impact and prevalence | | |
|--|----------------------------------|---------------|
| # | Semi-Annual Indicator | Jan-June 2024 |
| 40 | # of referrals to Durham Connect | 82 |

² Source, Statistics Canada 35-10-0188-01

³ Source, Statistics Canada 35-10-0188-01

⁴ Formerly youth crime rate. Source, Statistics Canada 35-10-0180-01

| | | |
|----|---|--------|
| 41 | % of MHA conducted on individuals who have been previously apprehended ⁵ | 48% |
| 42 | % of crisis calls diverted from a police response by the Crisis Call Diversion program | 45% |
| 43 | # of interactions the Mental Health Support Unit had with individuals requiring mental health support/assistance ⁶ | 694 |
| 44 | Revictimization rate for intimate partner violence-related cases | 10.31% |

GOAL - Earn the trust and confidence of members and local communities

| Objective - Actively work with communities to co-develop solutions to local concerns | | |
|---|---|--------------------------------|
| # | Semi-Annual Indicator | Jan-June 2024 |
| 45 | # of hours on foot and bicycle patrols | 332 |
| 46 | # of social media impressions | X no longer tracks impressions |
| 47 | # of successful ProAction Cops and Kids applications | 17 |
| 48 | # of youth engaged in the Youth in Policing program | 118 |
| 49 | % of youth engaged in the Youth in Policing program who rate their experience as excellent or good | 96.7% |
| 50 | # of internal policies reviewed by the Diversity Advisory Committee | TBD |
| # | Annual Indicator | 2024 |
| 51 | % of survey respondents think the overall job of the police in their community is excellent or good ⁷ | 61% |
| 52 | % of racialized and Indigenous respondents think the overall job of the police in their community is excellent or good ⁸ | 62% |
| 53 | % of survey respondents who feel safe when walking alone after dark ⁹ | 72% |
| 54 | % of racialized and Indigenous respondents who feel safe when walking alone after dark ¹⁰ | 69% |
| 55 | % of survey respondents who feel safe in downtown areas of their communities | TBD |
| 56 | % racialized and Indigenous respondents who feel safe in downtown areas of their communities | TBD |
| 57 | % of respondents who participate in crime prevention | TBD |

| Objective - Improve road safety by focusing enforcement on driving behaviours that cause the greatest harm | | |
|---|---|---------------|
| # | Semi-Annual Indicator | Jan-June 2024 |
| 58 | # of R.I.D.E. programs | 41 |
| 59 | Rate of injury collisions per 1,000 registered vehicles | 1.28 |
| 60 | Rate of fatal collisions per 1,000 registered vehicles | 0.02 |
| 61 | % of injury/fatal collisions involving impairment | 1.98 |
| 62 | % of collisions involving impairment | 1.48 |
| 63 | % of collisions involving aggressive driving | 0.008 |

| Objective - Provide the necessary and timely resources (financial, physical, and human) for members to effectively maintain the safety of the community | | |
|--|--|---------------|
| # | Semi-Annual Indicator | Jan-June 2024 |
| 64 | # of emergency calls for service | 3937 |
| 65 | % of emergency calls responded to within 8 minutes | 41% |

⁵ Formerly % of mental health related calls from repeat callers

⁶ # of interactions with mental health support unit involvement

⁷ Formerly satisfaction with Durham Regional Police Service. Source, Advanis data

⁸ Formerly satisfaction with Durham Regional Police Service. Source, Advanis data

⁹ Formerly feeling safe in their community. Source, Advanis data.

¹⁰ Formerly feeling safe in their community. Source, Advanis data.

| | | |
|----|---|--------|
| 66 | % of urgent calls responded to within 12 minutes | 48% |
| 67 | % of frontline positions that are temporary vacancies | 5% |
| 68 | % of other positions across the Service that are vacant | 12% |
| 69 | # of overtime hours for frontline patrol officers | 45,640 |
| # | Annual Indicator | 2023 |
| 70 | % of members who think the Service has sufficient staffing to meet internal and community needs | 7.5% |
| 71 | % of members who think the physical conditions of their buildings are satisfactory | 60.4% |
| 72 | % of members who think DRPS-issued equipment is satisfactory | TBD |

| Objective - Encourage and support personal and professional development and training opportunities for all members to promote member knowledge, skill development, and professionalism | | |
|---|--|---------------|
| # | Semi-Annual Indicator | Jan-June 2024 |
| 73 | Establishment of formal mentoring and sponsorship programs, fostering knowledge transfer and career guidance | In progress |
| 74 | % of pursuits deemed non-compliant | 0 |
| 75 | % of on-duty collisions where a member was charged ¹¹ | 6% |
| # | Annual Indicator | 2023 |
| 76 | % of members who think opportunities for skill development are equally available to everyone who wants them | 40% |
| 77 | % of members who think promotion opportunities are available to them | 48% |
| 78 | % of members who think job posting (i.e., lateral transfer) opportunities are available to them | 70% |

| Objective - Support the health and well-being of members and foster an inclusive workplace to enable members to be as effective and productive as possible | | |
|---|---|---------------|
| # | Semi-Annual Indicator | Jan-June 2024 |
| 79 | % of sworn members off work due to on duty injuries | 7% |
| 80 | % of civilian members off work due to on duty injuries | 4% |
| 81 | Average # of hours lost to illness per sworn member | 31.1 |
| 82 | Average # of hours lost to illness per fulltime civilian member | 50.4 |
| 83 | # of complaints brought under the Human Rights Tribunal of Ontario, Respect in the Workplace, and/or by grievance | 5 |
| # | Annual Indicator | 2023 |
| 84 | % of members who think health and wellness resources and support are effective | 53% |
| 85 | % of members willing to use health and wellness resources or support | 73% |
| 86 | # of health and wellness programs | 11 |
| 87 | % of members who participate in health and wellness programs | TBD |
| 88 | % of members who think the Service provides a welcoming and inclusive environment for individuals regardless of race, colour, gender, age, ability, or sexual orientation | 77% |

¹¹ Formerly % of police vehicle accidents where officer deemed at fault

Report Approval Details

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|----------------------|-----------------------------------|
| Document Title: | Strategic Plan Update - 2024.docx |
| Attachments: | |
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This report and all of its attachments were approved and signed as outlined below:

Stan MacLellan

A handwritten signature in black ink, appearing to read "Peter MOREIRA", with a stylized flourish at the end.

Peter MOREIRA