



REPORT TO THE POLICE SERVICE BOARD

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Type of Report: Public

Title: Adequate and Effective Policing

RECOMMENDATION

That the Board receives the Adequate and Effective Policing monitoring report.

EXECUTIVE SUMMARY

I hereby submit my monitoring report on your Executive Limitations Policy: Adequacy and Effectiveness of Police Services according to the schedule set out. I certify that the information contained in this report is true. I report compliance to all provisions of this policy.

BROADEST POLICY PROVISION

The Board is committed to ensuring that all provisions of Ontario Regulation 392/23 - Adequate and Effective Policing (General) are adhered to, in order to promote accountability, enhance public confidence, and provide superior policing to the community.

Interpretation of the Chief of Police

It is my interpretation that compliance with the policy provisions as stated indicates compliance with the Adequate and Effective Policing policy.

MONITORING REPORT

Policy Provision #1

The Chief of Police shall ensure that the Durham Regional Police Service complies with all provisions of Ontario Regulation 392/23 - Adequate and Effective Policing (General), and will establish, communicate and operate with procedures in the areas prescribed below. These procedures shall be reviewed and updated consistently and regularly to ensure that they are effective and efficient, and reflect best practices and incorporate improvements where it is determined that changes are required.

- a. Crime prevention,
- b. Law enforcement,
- c. Maintaining the public peace,
- d. Emergency response,
- e. Providing assistance to victims of crime,
- f. Additional policing functions.

Interpretation of the Chief of Police

In alignment with the Board's policy, the Durham Regional Police Service (DRPS) is committed to ensuring full compliance with Ontario Regulation 392/23 - Adequate and Effective Policing (General). This commitment involves

the development and implementation of comprehensive procedures across key policing functions, including crime prevention, law enforcement, public peace maintenance, emergency response, and victim support. These procedures are designed to be dynamic, with regular reviews and updates to incorporate best practices and improvements. By doing so, the DRPS aims to deliver high-quality, efficient, and effective policing services that meet the evolving needs of the community and adhere to provincial standards.

Data Support

On April 1, 2024, the Community Safety and Policing Act, 2019 (CSPA) and its regulations came into force, marking a significant modernization of the province's approach to policing and community safety. This legislative change necessitated a comprehensive revision of directives within the Durham Regional Police Service (DRPS). The procedures mandated in Ontario Regulation 392/23 - Adequate and Effective Policing (General) are being implemented through the directive system. While some directives are still being finalized, they are regularly reviewed and updated to ensure they remain effective and incorporate best practices. Additionally, these directives are clearly communicated to all members of the police service, ensuring that everyone understands and adheres to the policies and procedures necessary for delivering adequate and effective police services.

The *Quality Assurance* directive outlines how new and amended directives are to be developed and communicated throughout the police service, including notification to the Durham Regional Police Association. All new directives and revisions to existing directives are communicated internally through Routine Orders.

DRPS directives include procedures for situations when more than one police officer must respond to an occurrence or call for service, where applicable. Supervisor notification and attendance requirements are specified in each directive. As directives are reviewed, supervision requirements for notification and attendance will be highlighted at the beginning of each procedure.

The following table shows the directives corresponding to the prescribed areas outline in provision #1, the last review date and the scheduled review date.

Prescribed Area	Related DRPS Directive(s)	Last Review	Review Scheduled
Crime prevention	Crime Prevention Initiatives	Dec 2021	Jun 2025
	Auxiliary Police Members	Feb 2023	Jun 2025
	Volunteer Program	Mar 2020	Jul 2025
Law Enforcement	Community Patrol	Nov 2024	Nov 2026
	Vehicle Equipment Investigations	Feb 2023	April 2025
	Motor Vehicle Collision Investigations	Aug 2023	April 2025
	Impaired Driving Investigations	Mar 2022	Mar 2025
	RADAR and LIDAR Speed Measuring Devices	Feb 2022	May 2025
	Internal Task Forces	Feb 2022	Jul 2025
	Joint Forces Operations	Mar 2022	Jul 2025
	Covert Operations	Mar 2023	Jul 2025
	Criminal Intelligence	May 2023	Jul 2025
	Crime ~ Call and Public Disorder Analysis	Aug 2020	Apr 2025
	Informant Management	Nov 2024	Nov 2025
	Agent Management	Feb 2024	Nov 2025
	Witness Protection	Feb 2024	Jul 2025
	Persons in Crisis and Attempted Suicide	Feb 2023	Mar 2025
	Search of Persons	Dec 2021	Mar 2025
	Search of Premises and Warrants	Aug 2022	Mar 2025
	Arrest and Warrant Applied For	Mar 2023	Jul 2025

Prescribed Area	Related DRPS Directive(s)	Last Review	Review Scheduled
Maintaining the Public Peace	Violent Crime Bail	Aug 2022	Mar 2025
	Detainee Care and Control	Nov 2024	Nov 2025
	Prisoner Care and Control – Court Services Branch	Oct 2024	Oct 2025
	Prisoner Transportation	Aug 2022	Mar 2025
	Seized and Found Property	Aug 2019	April 2025
	Major Crime Scene Management	Aug 2024	Aug 2028
	Waterways Policing	Jun 2023	Jun 2025
	Public Safety Unit	Mar 2024	Mar 2025
	Labour Disputes	Aug 2019	Jun 2025
Emergency Response	Tactical Support Unit and Hostage Rescue Team	Oct 2024	Oct 2025
	Incident Command	Feb 2025	Feb 2026
	Crisis Negotiators	Nov 2024	Nov 2025
	Chemical Biological Radiological Nuclear and Explosive ~ CBRNE	Nov 2024	Nov 2025
	Preliminary Perimeter Control and Containment	Feb 2022	Jul 2025
	Disaster Response	Mar 2022	May 2025
	Active Attacker and Immediate Action Rapid Deployment	Nov 2024	Nov 2025
	Missing Persons	Feb 2025	Feb 2027
	Waterways Policing	Jun 2023	Jun 2025
	Canine [K-9] Unit	Oct 2022	Apr 2025
Victim Assistance	Victim Assistance Service Program	Mar 2022	Apr 2025
Additional Policing Functions	Communications and Dispatch	Nov 2024	Nov 2025
	Emergency [10-33] Procedure	Nov 2024	Nov 2025

Policy Provision #2

The Chief of Police shall prepare an emergency plan for the Police Service setting out the roles and responsibilities of the Police Service during an emergency and the procedures to be followed during an emergency. In developing the emergency plan, the Chief of Police shall consult with the Region of Durham and any other applicable emergency service providers.

Interpretation of the Chief of Police

The policy provision requires the Chief of Police to ensure that the Police Service is fully prepared to handle emergencies. This involves creating a detailed emergency plan that outlines the specific roles and responsibilities of police members and the procedures to be followed during various types of emergencies. The plan must be developed in consultation with the Region of Durham and other relevant emergency service providers to ensure a coordinated and effective response. The directive provides a structured framework for this plan, ensuring that all necessary elements are addressed and that the Police Service can maintain public safety and order during emergencies.

Data Support

The *Disaster Response* directive outlines the framework for preparing an emergency plan for the Police Service. This directive sets out the roles and responsibilities of the Police Service during an emergency and the procedures to be followed. It addresses the police's role in civil disasters, including the operation and security of Emergency

Operations Centres, Evacuation Centres, Emergency Worker Centres, and Temporary Morgues, while maintaining law and order within the community.

The directive specifies the responsibilities of various members and units within the Police Service, including the Incident Commander, Patrol Support, Operational Support, Serious & Organized Crime, Major Crime, and Forensic Investigative Services. It also outlines the procedures for handling incidents at different response levels (Routine, Major Emergency, and Disaster) and the coordination with other emergency services.

The Region of Durham and other applicable emergency service providers are consulted to ensure a coordinated and effective response during emergencies. This collaboration includes the establishment of a Joint Management Team, coordination with the Durham Emergency Management Office (DEMO), and adherence to the Provincial Multiple Fatality Plan (PMFP) when necessary.

The directive ensures that all members are prepared to respond effectively to emergencies, with clear procedures for incident response, body recovery, and coordination with other agencies. This comprehensive approach guarantees that the Police Service can fulfill its responsibilities during emergencies, maintaining public safety and order.

Policy Provision #3

The Chief of Police shall ensure that members of the Police Service, or persons performing a policing function under the direction of a member, are capable of performing the functions assigned to them.

Interpretation of the Chief of Police

The policy provision mandates that the Chief of Police must ensure that all members of the Police Service, as well as any individuals performing policing functions under their direction, are fully capable of performing their assigned duties. This involves implementing a comprehensive performance management process that includes setting clear expectations, providing regular feedback, and addressing any performance issues through structured improvement plans. Additionally, the selection and promotion processes must be fair and equitable, ensuring that all candidates meet the necessary qualifications and are given opportunities for professional development. This approach guarantees that the Police Service maintains a high standard of competence and effectiveness in fulfilling its responsibilities.

Data Support

The Performance Management Process at Durham Regional Police Service (DRPS) ensures members are capable of performing their duties effectively. Members are responsible for meeting performance expectations, while supervisors set these expectations, provide feedback, and address any performance issues. Exceptional performance is recognized, and poor performance is managed through a Performance Improvement Plan (PIP), which includes setting goals and monitoring progress.

The Selection Process outlines how DRPS recruits and promotes members. Members must complete evaluation forms and meet job qualifications. Supervisors ensure candidates are qualified and provide feedback. The Executive Staffing Committee oversees staffing needs, and the Chief of Police makes final decisions on promotions.

This approach ensures that DRPS members are well-trained, capable, and given opportunities for professional growth.

Policy Statement #4

The Chief of Police shall ensure that the equipment and other resources provided to members of the Police Service for the purpose of providing a policing function shall include at least the equipment and resources set out in Schedule 1 of the Adequate and Effective Policing (General) Regulation.

Interpretation of the Chief of Police

The policy provision requires the Chief of Police to ensure that all equipment and resources provided to police members meet the standards in Schedule 1 of the Adequate and Effective Policing (General) Regulation. This includes equipping patrol vehicles with essential tools, managing the acquisition and distribution of protective gear, and ensuring the Mobile Command Post meets specified standards. This approach ensures members have the necessary equipment to perform their duties effectively and safely.

Data Support

All patrol vehicles, including those used by TAC and K-9 units, are equipped with essential tools and devices such as tire deflation devices and breaching kits, which include a Halligan tool, sledge, ram, and bolt cutters. The acquisition of new soft body armor (SBA) and hard plates has been overseen, with Quartermaster (QM) prepared to distribute the equipment upon arrival. QM has ordered 5x8 stab-resistant, ballistic trauma plates. For Incident Command, our Mobile Command Post meets the standards and requirements outlined in Schedule 1, Section 6, Subsection 6 of the Adequate and Effective Policing (General) Regulation. Most of the uniform materials for specialty units are provided by QM as per the Schedule. Unit-specific materials and equipment are purchased through individual unit budgets.

Policy Statement #5

- a. The Chief of Police shall develop an operational plan for the following incidents:
 - i. an incident that requires multiple members of a chief of police's Police Service to provide emergency response or maintain the public peace policing functions outside of the Police Service's area of policing responsibility; and
 - ii. the provision of policing functions by the Police Service in relation to the incident is anticipated to continuously last, or has already continuously lasted, longer than the duration of a normal shift for the involved members of the Police Service.
- b. The operational plan shall regard the collective agreements with members, and address, without limitation, breaks and meals for members of the Police Service who are deployed in relation to the incident.
- c. The Chief of Police shall comply with the requirements in the operational plan.

Interpretation of the Chief of Police

This policy provision requires the Chief of Police to develop a structured operational plan for incidents that necessitate a prolonged emergency response or public order policing outside of the Police Service's jurisdiction. This includes planning for large-scale emergencies, mutual aid deployments, and extended policing operations that exceed the duration of a standard shift. The operational plan must align with collective agreements and ensure proper support for deployed members, including scheduled breaks, meal provisions, and logistical coordination. Compliance with the operational plan ensures that members are equipped, supported, and effectively managed during extended or out-of-jurisdiction deployments.

Data Support

The Public Order Unit (POU) and Emergency Response Team (ERT) have established deployment protocols for sustained operations exceeding a single shift, including mutual aid requests from external police services. Mutual aid agreements are in place with surrounding police services, ensuring coordinated resource sharing in large-scale incidents requiring additional personnel. Deployment plans have been executed in recent large-scale events, including public demonstrations, major emergency responses, and inter-jurisdictional operations, ensuring compliance with the operational plan. Shift rotation schedules are structured to manage officer fatigue, and relief teams are designated to maintain operational effectiveness. Meal and break accommodations are built into the deployment schedule. The Incident Command System (ICS) ensures proper oversight and adherence to operational plans, including documented after-action reviews to assess compliance and effectiveness.

This approach guarantees that extended deployments are managed efficiently while prioritizing officer well-being and compliance with policy and collective agreements.

Policy Statement #6

The Chief of Police shall implement a quality assurance process relating to the provision of adequate and effective policing and compliance with the Act and Regulations.

Interpretation of the Chief of Police

The policy provision mandates that the Chief of Police must establish a robust quality assurance process to ensure the provision of adequate and effective policing services. This process must ensure compliance with the Community Safety and Policing Act and associated regulations. The quality assurance process should encompass regular audits, reviews, and updates of directives, forms, and operational procedures. It should also include mechanisms for tracking and analyzing compliance records, reporting findings to relevant committees and the Police Services Board, and ensure that all practices align with legislative and regulatory requirements.

Data Support

The Quality Assurance unit is staffed by a Civilian Supervisor, an Internal Auditor, and a Generalist. The unit coordinates and advises on the research, analysis, design, and implementation of Service directives, ensuring compliance with legislation, adequacy standards, regulations, and organizational mandates.

The unit manages 218 directives, reviewed on a one-to-four-year cycle, with around 100 directives reviewed annually. Legislative updates, such as those related to the CSPA, are incorporated into directives. New directives are developed, and compliance analysis is conducted regularly. The directive approval process, archive, retention, and review cycle are managed efficiently. Reporting, auditing, and inspection requirements identified in directives are tracked to ensure compliance. There are 620 forms maintained for legislative, process, directive, and position changes.

Compliance audits are conducted annually across various areas, including property, operational compliance, regulatory, legislative, adequacy, health & safety, and administrative areas. Audit work plans are developed, including recommendations for audit objectives, scope, and programs. Audits are conducted through on-site inspections, reviews, and interviews to ensure quality and consistency with objectives and established criteria. Action plans and audit reports are drafted, detailing approach, observations, conclusions, and recommendations for improvements. Reports and presentations are prepared and delivered to management to address the information needs of the intended recipients. The implementation of audit recommendations is monitored and documented. Compliance records for vehicle pursuits are tracked and analyzed.

Governance and accountability are maintained through compliance with All Chiefs and Ministry Inspections. Information is shared between services to ensure best practices. Input is proactively sought to improve policy and procedure, identify areas of risk, and recommend new approaches. The Chief submits a report to the Board annually demonstrating compliance with the Board's Quality Assurance policy.

Policy Statement #7

The Chief of Police shall ensure that members have the necessary training, knowledge, skills and abilities to perform the duties required by the Act and its Regulations.

Interpretation of the Chief of Police

The policy provision requires the Chief of Police to ensure that all members of the police service possess the necessary training, knowledge, skills, and abilities to effectively perform their duties as mandated by the Community Safety and Policing Act and its regulations. This means providing comprehensive training programs that cover both foundational and advanced skills, ensuring continuous professional development, and facilitating access to external educational opportunities. The goal is to maintain a highly skilled and knowledgeable police force capable of meeting the demands of modern policing and upholding the standards set forth by the Act and its regulations.

Data Support

The Education and Training Centre (ETC) provides training programs through a progressive skills-development model to ensure that members have the necessary knowledge, skills and abilities to perform their duties. This includes basic training and the annual training that members receive on use of force, as well as de-escalation tactics, specialized courses to augment members existing skills, and leadership development. Courses are offered under the following portfolios: Basic Training, Foundational Patrol Skills, Criminal Investigation Skills, Developmental Leadership Skills, and Practical Skills / Use of Force. Learning outcomes are assigned to each course and evaluation methods identified in the course outline. Members wishing to advance their skillset beyond the internal course inventory are encouraged to explore the many learning possibilities facilitated by external

institution, including but not limited to the Canadian Police College (CPC), Ontario Police College (OPC) and the Central Intelligence Service of Ontario (CISO).

Mandatory eLearning courses provide essential skills and are typically linked to legislation, policy, or directive. An annual course catalogue is available to all members.

Furthermore, in accordance with the Missing Persons Act, 2018, the Chief of Police shall ensure that an annual report on missing persons is provided to the Board before April 1 each year.

Under section 8 of the Missing Person Act, 2018 police services are required to report annually on the use of urgent demands for records by members of the police service. In accordance with O.Reg.182/19 under the Missing Persons Act, 2018 the contents included in this report must be made publicly available. The Ministry of the Solicitor General Annual Reporting Template (Form 7) with the data collection period ending December 31st, 2024 is included as Appendix A and details the types of records specified in the urgent demands. The form is also made publicly available on the DRPS website.

The total number of urgent demands made by the Durham Regional Police Service for this data collection period was sixty-five (65). The total number of missing person investigations in which a demand was made was forty-four (44).

Report Approval Details

Document Title:	Adequate and Effective Policing.docx
Attachments:	- Appendix A - MPA - Annual Report Form 7 - Jan-Dec 2024.pdf
Final Approval Date:	Mar 7, 2025

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