

Appendix A: Strategic Plan Scorecard

Note, blank cells indicate unavailable data for the year or no appropriate percentage change year-over-year.

For the percentage change year-over-year, green denotes a positive change from the prior year. Red denotes a negative change from the prior year. For some indicators, a change in either direction does not definitively indicate a positive or negative change. For example, an increase in intimate partner violence charges may reflect an increase in willingness to report to the police (positive) or an increase in intimate partner violence incidents (negative). For those indicators, the changes are not colour coded.

GOAL - Be a leader in innovative and modernized policing

Objective - Align core organizational structure and activities with principles of evidence-based, ethical decision-making								
#	Indicator	2019	2020	2021	2022	2023	2024	% Change year-over-year 2023-2024
1	# of substantiated public complaints ¹	1	2	0	1	4	0	-100%
2	# of substantiated Chief's Investigations ²	7	7	17	16	13	30	130.8%
3	The proportion of violent and firearm offenders on conditions who are checked for compliance	The Bail dashboard is currently undergoing changes. Effort is being made to ensure we can capture this moving forward.						
4	Implement a data strategy by January 2025	A Steering Committee and working group have been identified and a draft Data and Information Strategy document is in process. This project has grown to encompass more than just data governance, but also data use, literacy and accessibility.						
5	Complete a span of control analysis by January 2025	Strategic Services completed a frontline divisional span of control analysis and presented the final report recommendations in early 2024. Based on those, the Service						

¹ Substantiated public complaints are per complainant not per officer. For example, if a member of the public made a complaint against two officers involved in a single incident, it would count as one for this indicator. The number of substantiated complaints reflects the number of complaints that have been substantiated and received a discipline decision in the year of interest (e.g., complaints under 2024 would include complaints that concluded in that time period but could involve complaints that occurred in prior time periods).

² Formerly called Chief's Complaints. Chief's Investigations are conducted in order to determine if a police officer, other than a deputy chief of police, has engaged in conduct that constitutes misconduct or unsatisfactory work performance. The number of substantiated Chief's Investigations reflects the number of investigations that have been substantiated and received a discipline decision in the year of interest (i.e., investigations under 2024, for example, would include investigations that concluded in that time period but could involve incidents that occurred in prior time periods). This is per officer, not per incident (e.g., if two officers were involved in the same incident, it would be reported as two for this indicator).

		is in the process of increasing supervision by ensuring each platoon has an additional sergeant. This will be fully implemented during 2025 with new budgeted positions.						
6	Complete a deployment process analysis by January 2026	Strategic Services completed a data-informed policing analysis and made associated recommendations for a Community Policing Initiatives (CPI) dashboard to simplify / support evidence-based decision making tied to measurable outcomes and effective resource deployment. Initial steps have been taken to streamline inputs for community concerns in preparation for the development of the CPI dashboard.						
7	% of vehicle patrol time in violent crime hotspots ³				29%	30%	28%	-6.7%
8	% of emergency calls responded to within 8 minutes ⁴	56.3%	57.9%	59.7%	52.2%	49.7%	45.3%	-9%
9	% of urgent calls responded to within 12 minutes ⁵	61.7%	65.8%	65.4%	58.6%	54.7%	50.7%	-7.2%
10	% of routine calls responded to within 20 minutes ⁶	51.9%	54.6%	52%	50%	47.3%	44.9%	-5.1%
11	Create and implement a system for the collection of identity data across calls for service and occurrences by January 2025	This project has not yet been actioned. We continue to report on demographic data pertaining to use of force incidents both to the Board and to the Ministry of the Solicitor General of Ontario.						

³ Formerly called “% of patrol time in violent crime hotspots.”

⁴ This indicator reflects the percentage of citizen-generated emergency calls for service responded to within 8 minutes (from call answered to first officer on scene).

⁵ This indicator reflects the percentage of citizen-generated urgent calls for service responded to within 12 minutes (from call answered to first officer on scene).

⁶ This indicator reflects the percentage of citizen-generated routine calls for service responded to within 20 minutes (from call answered to first officer on scene).

Note, in some cases, the caller may request a response at a convenient time for them, which would increase the response time (e.g., a caller may not wish to receive a response during the night for a non-urgent matter). Thus, a longer response time may be due to providing service that is responsive to community request.

Objective - Adapt and respond to changing community needs and emerging crime trends by modernizing key processes and adopting innovative technologies								
#	Indicator	2019	2020	2021	2022	2023	2024	% Change year-over-year 2023-2024
12	Violent crime rate ⁷	691	621	653	692	730		5.4% ⁸
13	Property crime rate ⁹	1990	1723	1716	1820	2126		16.8% ¹⁰
14	Drug crime rate ¹¹	73	70	82	70	74		5% ¹²
15	Design and implement a real-time operations centre by January 2026	In 2024, a full research report with recommendations was completed and has informed the design of the RTOC. Capital purchases have been made and construction of the facility is underway. A soft launch is anticipated for June 2025 and full operation for January 2026.						
16	# of crimes reported via the online reporting system	3907	4949	5359	7381	9631	10,028	4.2%
17	# of mental health apprehensions	2292	2200	2707	2677	2935	3366	14.7%
18	# of auto thefts ¹³	492	567	665	1061	1433	1225	-14.5%
19	# of criminal incidents with an older adult victim	1519	1358	1469	1450	1643	1805	9.9%
20	# of intimate partner violence incidents resulting in charges ¹⁴	914	900	862	939	967	1253	29.5%
21	Violent crime weighted clearance rate ¹⁵	62.7	60.6	60.5	62.4	52.7		-15.5% ¹⁶

⁷ Moving forward the source is Statistics Canada 35-10-0180-01; Statistics Canada releases this data annually in July of the following year.

⁸ % change year-over-year 2022-2023.

⁹ Moving forward the source is Statistics Canada 35-10-0180-01; Statistics Canada releases this data annually in July of the following year.

¹⁰ % change year-over-year 2022-2023.

¹¹ Moving forward the source is Canada 35-10-0180-01; Statistics Canada releases this data annually in July of the following year.

¹² % change year-over-year 2022-2023.

¹³ This indicator reflects all the auto thefts with the exception of theft of ebike and incidents of take without consent.

¹⁴ This indicator reflects violent intimate partner violence charges. Formerly called “# of criminal charges laid related to intimate partner violence.”

¹⁵ Source, Statistics Canada 35-10-0188-01; Statistics Canada releases this data annually in July of the following year.

¹⁶ % change year over year 2022-2023.

22	Property crime weighted clearance rate ¹⁷	38.2	33.4	38.7	34.1	33.7		-1.3% ¹⁸
23	Youth crime rate per 100,000 population aged 12-17 years ¹⁹	2941	1567	1463	2044	2599		27.2% ²⁰
24	% of gun-crime incidents cleared by charge ²¹	73.8%	65%	59.8%	61.9%	57.7%	40.9%	-26.4%
25	# of victims human trafficking investigators identified and assisted			312	225	235	211	-10.2%
26	# of investigations the human trafficking unit launched			336	277	289	249	-13.8%

Objective - Continue to develop a representative, empowered, adaptable, and highly-skilled workforce								
#	Indicator	2019	2020	2021	2022	2023	2024	% Change year-over-year 2023-2024
27	% of applicants who are racialized or Indigenous			56.1%	54.9%	54.5%	57.5%	5.5%
28	% of applicants who are women			18.2%	15.4%	13.9%	15%	8.4%
29	# of formal community recruiting outreach engagements				24	18	33	83%
30	% of successful applicants who are racialized or Indigenous				24.6%	20.7%	15.8%	-23.7%
31	% of successful applicants who are women				18.3%	20.7%	27.9%	34.6%
32	% of underrepresented groups in leadership positions, such as supervisors, managers, and executives	This data has not yet been collected.						

¹⁷ Non-violent weighted clearance rate; Source, Statistics Canada 35-10-0188-01; Statistics Canada releases this data annually in July of the following year.

¹⁸ % change year over year 2022-2023.

¹⁹ Combines youth charged rate and youth not charged rate (previous report only included youth charged rate, the decision was made moving forward to include both to better reflect the totality of youth crime). Source, Statistics Canada 35-10-0180-01; Statistics Canada releases this data annually in July.

²⁰ % change year over year 2022-2023.

²¹ This indicator includes the following firearm offences: discharge firearm with intent, using firearm/imitation of firearm in commission of offence, firearms and other offensive weapons (Part III CC), and pointing a firearm.

38	# of liaisons connecting the Durham Regional Police Service with community partners	This will be determined during the creation of the database.
39	% of members who are satisfied with their relationship with partner agencies	This will be asked in the upcoming member survey

Objective - Track partnership activities to recognize impact and prevalence								
#	Indicator	2019	2020	2021	2022	2023	2024	% Change year-over-year 2023-2024
40	# of referrals to Durham Connect			288	380	375	--- ²²	
41	% of mental health apprehensions conducted on individuals who have been previously apprehended ²³					47%	51%	8.5%
42	% of eligible crisis calls diverted from a police response by the Crisis Call Diversion program					44% ²⁴	40% ²⁵	-9.1%
43	# of interactions the Mental Health Support Unit had with individuals requiring mental health support/assistance ²⁶					1506	1194	-20.7%
44	Revictimization rate for intimate partner violence-related cases	10.7%	10.2%	11.2%	11.8%	12.3%	10.3%	-16.3%

²² Durham Connect was paused in 2024. DRPS anticipates it will relaunch in 2025.

²³ Formerly called % of mental health related calls from repeat callers

²⁴ 946 calls were eligible. As additional context, in 2023, DRPS received 102,600 citizen-generated calls for service. Less than 1% of all citizen-generated calls for service were deemed eligible.

²⁵ 434 calls were eligible. As additional context, in 2024, DRPS received 106,173 citizen-generated calls for service. Less than .5% of all citizen-generated calls for service were deemed eligible.

²⁶ Formerly called # of interactions with mental health support unit involvement.

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

Objective - Actively work with communities to co-develop solutions to local concerns								
#	Indicator	2019	2020	2021	2022	2023	2024	% Change year-over-year 2023-2024
45	# of hours on foot and bicycle patrols	1850.8	2204.7	1398	4488.5	2472	-- ²⁷	
46	# of social media impressions	DRPS is revisiting how to assess the effectiveness of social media engagement in light of changes to some of the social media platforms and the availability of analytical data.						
47	# of successful ProAction Cops and Kids applications	22	2	3	5	5	37	640%
48	# of youth engaged in the Youth in Policing program	123	150	154	165	194	212	9.3%
49	% of youth engaged in the Youth in Policing program who rate their experience as excellent or good		95.5%	98.2%	95.4%	96.7%	96.5	-.2%
50	# of internal policies reviewed by the Diversity Advisory Committee	A subcommittee of the Diversity Advisory Committee has been identified to focus on policy review.						
51	% of survey respondents think the overall job of the police in their community is excellent or good ²⁸		61.1% ²⁹	54.8% ³⁰	56.4% ³¹	59.4% ³²	61.1% ³³	2.7%

²⁷ There have been changes to how this activity is tracked. We are in the process of establishing a system to capture this data in a consistent manner moving forward.

²⁸ Formerly called “satisfaction with Durham Regional Police Service.” Source, Advanis data. This data is weighted based on the age, gender, household income, household property statistics within the police jurisdiction.

²⁹ Total weighted respondents 175.

³⁰ Total weighted respondents 392.

³¹ Total weighted respondents 463.

³² Total weighted respondents 434.

³³ Total weighted respondents 285.

52	% of racialized and Indigenous respondents think the overall job of the police in their community is excellent or good ³⁴		70.7% 35	42.5% ³⁶	61.2% ³⁷	67.4% ³⁸	62.4% 39	-7.4%
53	% of survey respondents who feel safe when walking alone after dark ⁴⁰ (somewhat safe and very safe)		82.3% 41	71.7% ⁴²	68.7% ⁴³	70.2% ⁴⁴	72.1% 45	2.7%
54	% of racialized and Indigenous respondents who feel safe when walking alone after dark ⁴⁶ (somewhat safe and very safe)		82.3% 47	69.6% ⁴⁸	72.8% ⁴⁹	74.6% ⁵⁰	68.8% 51	-7.8%
55	% of survey respondents who feel safe in downtown areas of their communities	This will be asked in the 2025 community survey.						

³⁴ Formerly called “satisfaction with Durham Regional Police Service.” Source, Advanis data. This data is weighted based on the age, gender, household income, household property statistics within the police jurisdiction.

³⁵ Total weighted respondents 58.

³⁶ Total weighted respondents 127.

³⁷ Total weighted respondents 129.

³⁸ Total weighted respondents 138.

³⁹ Total weighted respondents 101.

⁴⁰ Formerly called “feeling safe in their community.” Source, Advanis data. This data is weighted based on the age, gender, household income, household property statistics within the police jurisdiction.

⁴¹ Total weighted respondents 181.

⁴² Total weighted respondents 363.

⁴³ Total weighted respondents 441.

⁴⁴ Total weighted respondents 426.

⁴⁵ Total weighted respondents 283.

⁴⁶ Formerly called “feeling safe in their community.” Source, Advanis data. This data is weighted based on the age, gender, household income, household property statistics within the police jurisdiction.

⁴⁷ Total weighted respondents 62.

⁴⁸ Total weighted respondents 115.

⁴⁹ Total weighted respondents 143.

⁵⁰ Total weighted respondents 138.

⁵¹ Total weighted respondents 106.

56	% racialized and Indigenous respondents who feel safe in downtown areas of their communities	This will be asked in the 2025 community survey.
57	% of respondents who participate in crime prevention	This will be asked in the 2025 community survey.

Objective - Improve road safety by focusing enforcement on driving behaviours that cause the greatest harm								
#	Indicator	2019	2020	2021	2022	2023	2024	% Change year-over-year 2023-2024
58	# of R.I.D.E. programs	112	101	133	136	148	122	17.6%
59	Rate of injury collisions per 1,000 registered vehicles	3.02	2.22	2.44	2.61	2.83	2.81	-.77%
60	Rate of fatal collisions per 1,000 registered vehicles	.04	.04	.05	.03	.04	.03	-18.3%
61	% of injury/fatal collisions involving impairment	1.12%	1.39%	1.28%	2.68%	2.1%	2.15%	2.4%
62	% of collisions involving impairment	.74%	.81%	.86%	.93%	1.11%	1.56%	40.5%
63	% of collisions involving aggressive driving	3.83%	4.48%	3.41%	2.63%	3.68%	1.11%	-69.8%

Objective - Provide the necessary and timely resources (financial, physical, and human) for members to effectively maintain the safety of the community								
#	Indicator	2019	2020	2021	2022	2023	2024	% Change year-over-year 2023-2024
64	# of emergency calls for service	8287	7818	8037	7929	8831	8864	.37%
65	% of emergency calls responded to within 8 minutes	56.3%	57.9%	59.7%	52.2%	49.7%	45.3%	-9%
66	% of urgent calls responded to within 12 minutes	61.7%	65.8%	65.4%	58.6%	54.7%	50.7%	-7.2%
67	% of frontline positions that are vacant ⁵²	11%	12.5%	14.3%	16.7%	16.4%	16.8%	2.4%

⁵² This indicator is a snap shot in time on December 31st of the year of interest. Please note, it is possible for delays in reporting and system updates that may not be accounted for in this figure. Formerly called “% of frontline positions that are temporary vacancies.”

68	% of other positions across the Service that are vacant ⁵³	7.7%	14.7%	11.5%	14.6%	13.5%	16.7%	23.7%
69	# of overtime hours for frontline officers ⁵⁴			41,238	77,618	78,846	106,010	34.5%
70	% of members who think the Service has sufficient staffing to meet internal and community needs ⁵⁵	4.2% ⁵⁶				7.5%		
71	% of members who think the physical conditions of their buildings are satisfactory ⁵⁷	68.5% ⁵⁸				60%		
72	% of members who think DRPS-issued equipment is satisfactory ⁵⁹	72.3% ⁶⁰						

Objective - Encourage and support personal and professional development and training opportunities for all members to promote member knowledge, skill development, and professionalism								
#	Indicator	2019	2020	2021	2022	2023	2024	% Change year-over-year 2023-2024
73	Establishment of formal mentoring and sponsorship programs, fostering knowledge transfer and career guidance	The development of this program is on the priority list this year, will be actioned in the second quarter, and completed by December 31 st .						
74	% of pursuits deemed non-compliant	10.5%	5.5%	6.3%	5.6%	4%	4%	-

⁵³ This indicator is a snap shot in time on December 31st of the year of interest. Please note, it is possible for delays in reporting and system updates that may not be accounted for in this figure.

⁵⁴ Formerly called “# of overtime hours for frontline patrol officers.”

⁵⁵ This will be asked in the upcoming member survey.

⁵⁶ Collected in 2018; survey question varied slightly - “How would you evaluate the Service's ability to meet the demands of the Region in the following areas (staffing)?”

⁵⁷ This will be asked in the upcoming member survey.

⁵⁸ Collected in 2018.

⁵⁹ This will be asked in the upcoming member survey.

⁶⁰ Collected in 2018; survey question varied slightly – “You have adequate equipment to do your job.”

75	% of on-duty collisions where a member was charged ⁶¹				7.9%	5.2%	7.5%	44%
76	% of members who think opportunities for skill development are equally available to everyone who wants them ⁶²	56.1% ⁶³				40%		
77	% of members who think promotion opportunities are available to them ⁶⁴	36.1% ⁶⁵				48%		
78	% of members who think job posting (i.e., lateral transfer) opportunities are available to them ⁶⁶					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								
#	Indicator	2019	2020	2021	2022	2023	2024	% Change year-over-year 2023-2024
79	% of sworn members off work due to on duty injuries ⁶⁷	1.9%	1.8%	3.6%	4%	4.4%	6.5% ⁶⁸	47.7%
80	% of civilian members off work due to on duty injuries ⁶⁹	3.2%	3.2%	4.6%	4.3%	5.2%	4% ⁷⁰	-23.1%
81	Average # of hours lost to illness per sworn member	55.8	63.2	64.3	85.1	75	62.8	-16.3%

⁶¹ Formerly % of police vehicle accidents where officer deemed at fault

⁶² This will be asked in the upcoming member survey.

⁶³ Collected in 2018; survey question varied slightly – “I have opportunities for education, training, and development.”

⁶⁴ This will be asked in the upcoming member survey.

⁶⁵ Collected in 2018; survey question varied slightly – “I am pleased with the career advancement opportunities available to me.”

⁶⁶ This will be asked in the upcoming member survey.

⁶⁷ With the exception of 2024, these are snapshots in time from June.

⁶⁸ Snapshot from August 2024.

⁶⁹ With the exception of 2024, these are snapshots in time from June.

⁷⁰ Snapshot from August 2024.

82	Average # of hours lost to illness per fulltime civilian member	113.8	84	82.2	109.6	102.6	96.8	-5.7%
83	# of complaints brought under the Human Rights Tribunal of Ontario, Respect in the Workplace, and/or by grievance	10	13	12	7	16	6	-62.5%
84	% of members who think health and wellness resources and support are effective ⁷¹					53%		
85	% of members willing to use health and wellness resources or support ⁷²					73%		
86	# of health and wellness programs					11	11	-
87	% of members who participate in health and wellness programs	This will be asked in the upcoming member survey						
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 ⁷³					78%		

⁷¹ This will be asked in the upcoming member survey.

⁷² This will be asked in the upcoming member survey.

⁷³ This will be asked in the upcoming member survey.