STRATEGIC PLAN

DURHAM REGIONAL POLICE SERVICE

2024

As the police service of record in Durham Region, we acknowledge that the area we serve has long been a site of meeting and exchange among the Mississaugas Peoples and is the traditional and treaty territory of the Mississaugas of Scugog Island First Nation. We honour, recognize and respect this nation and Indigenous Peoples as the traditional stewards of the lands and waters on which our police service operates.

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Introduction

The Strategic Plan sets the priorities for the Durham Regional Police Service. It shapes how we operate and where we direct resources. This Plan emerged from the input of thousands of Durham residents, community stakeholders, partner agencies, and members of the Service. It also took Durham Region's Community Safety and Wellbeing Plan (CSWB) into consideration. Durham's CSWB Plan identifies a number of risk factors in the community, including: criminal involvement; experiences of racism; homelessness and basic needs; mental health; substance use; and victimization. In this Plan we have included objectives and indicators that fall within the risk factor categories of Durham Region's CSWB Plan.

The Strategic Plan aims to reflect the current needs and priorities of our communities while ensuring flexibility to proactively anticipate and respond to future (or changing) conditions. It sets the foundation for our community safety plans, which direct the daily initiatives and activities members engage in. In so doing, the Strategic Plan helps direct the right resources to the right places at the right time with the overarching aim of making Durham Region the safest community for people to live, work, and play.

To assess the progress made towards our goals, the Strategic Plan provides measurable objectives for each of the three broad goals. To ensure accountability and transparency, the Chief of Police reports on these measures semi-annually to the Police Services Board and the results are published in the Annual Report.

This Strategic Plan will be an evolving document that is responsive to changing conditions. Over the life course of this Strategic Plan, new indicators and new links to additional data will be provided as DRPS moves towards further openness and transparency. It is our intention that the information and data pertaining to this Plan initiate frequent communication with you, our community members.

DRPS is dedicated to fostering a culture of equity and inclusion, both internally and in our interactions with the public. We are unwavering in our commitment to build relationships with our communities and be responsive to their diverse needs. We strive to set the standard for policing excellence in these areas. As such, equity and inclusion principles are woven into the Strategic Plan, including throughout our indicators of success.

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.

Vision

To have the safest community for people to live, work and play.

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.

Police Services Board

The Governing Body of the Durham Regional Police Service

The Durham Regional Police Services Board is the civilian governing body of the Police Service mandated by the [Community Safety and Policing Act](). Its responsibilities include ensuring that adequate and effective policing is provided across the Region, establishing objectives for policing in consultation with the Chief of Police, setting policies for the administration 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.

As civilian members who represent the public interest, the Police Services Board is committed to ensuring that police services are delivered that inspire the trust of the community by being accountable, professional, fair, and by embracing diversity, equity and inclusion. The Board recognizes the complexity of community safety challenges, and is committed to collaboration and partnership in order to address them. The Board is confident that the DRPS is prepared to meet the future with the support of the citizens of Durham Region.

The Durham Regional Police Services Board is a member of both the Ontario Association of Police Services Boards and the Canadian Association of Police Governance.

Context for the Strategic Plan

In 2023, the Durham Regional Police Service welcomed its ninth Police Chief, Peter Moreira. Under this new leadership, the Durham Regional Police Service continues to serve a population of over three-quarters of a million people in the largest geographical space in the Greater Toronto Area.

Durham Region's population continues to grow* and diversify; according to the 2021 Census, over one in three residents belong to a racialized group.**

DRPS continues to experience increases in operational pressures. Between 2017 and 2022, the number of 911 calls our Communicators received grew 34%. In addition to a larger call volume, the growing complexity of policing has steadily lengthened the time officers spend on calls.

*See Durham Region's 2021 Census of Population Information Report and Durham Region's Monitoring of Growth Trends Information Report.
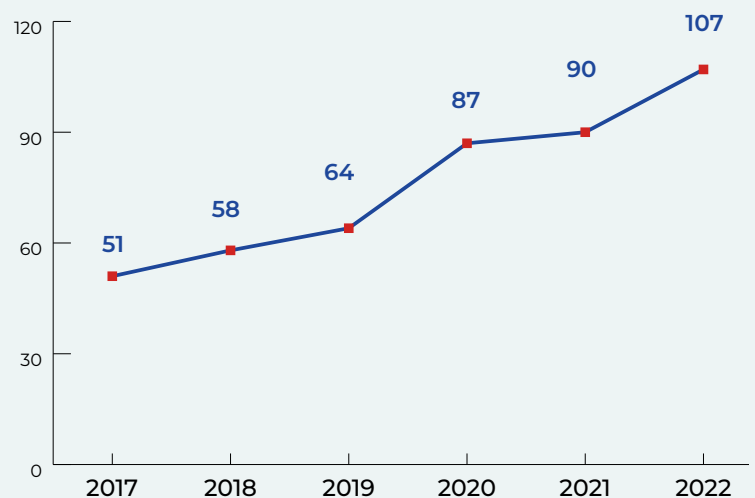**See 2021 Census Profile, note: specific municipalities can be selected as desired.

911 calls

Year	Calls
2017	178,020
2018	195,508
2019	213,825
2020	223,246
2021	243,710
2022	239,212
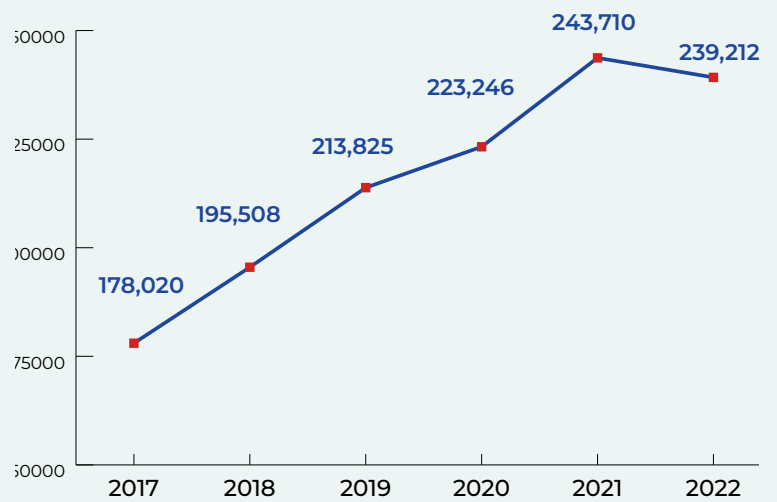
Time spent on-scene (minutes)

Year	Minutes
2017	51
2018	58
2019	64
2020	87
2021	90
2022	107

Officers are responding to violent and property crime rates that have increased every year over the past three years. Some notable crime trends that have recently emerged are the rise in auto thefts, sexual assaults, and firearm offences as well as the growth and changing nature of fraud. Recent years have also seen more variations in online fraud, including sextortion.

Not only are officers responding to increasing crime, but police have become the first line of response for individuals experiencing mental health crises. This trend is reflected in the growth in Mental Health Act (MHA)

apprehensions DRPS has handled. Between 2017 and 2022, there was a 46% increase in MHA apprehensions. Younger adults (46%) and youth under the age of 17 (16%) make up the largest proportion of DRPS' MHA apprehensions.*

To best meet the changing needs of Durham Region, our Service is committed to taking a community-centric approach to policing. Our members continue to engage with our communities and work with partners to best serve Durham Region.

*Between 2011 and 2021.

Operational Pressures
Frontline Variance 2017-2022

Auto Thefts	Mental Health Apprehensions	Shootings	Frauds	Sexual Offences
+ 137%	+ 46%	+ 80%	+ 28%	+ 62%

Developing the Strategic Plan

During the Strategic Plan development process, we conducted an environmental scan and consulted with our community members, Service members, local business owners, community stakeholders, and municipal and regional councils. The consultations, in combination with the Chief's priorities, informed the creation of our strategic goals and objectives.

Environmental Scan

The Strategic Plan development process began with a review of our environmental scan. The environmental scan is a report that provides an overview of factors that will impact policing in Durham Region for the coming years, such as population growth and demographic composition, economic conditions, infrastructure, and technological developments. We use this information to ensure our Strategic Plan is responsive to the current and anticipated state of our communities and the broader social and legal context.

Stakeholder Consultations

We hosted group meetings with representatives from more than 50 service-providing agencies across the Region in various sectors, such as victims of abuse, mental health and addictions, housing and unsheltered, youth, older adults, first responders, and equity issues. We asked service providers to describe a future where DRPS meets the needs of the community, what DRPS does now that works towards that vision, what DRPS does now that works against that vision, and what actions we should take to move towards that vision.

Consultations with community stakeholders revealed a desire to have stronger ties between service-providing agencies and DRPS, dedicated liaison officers for those agencies and for connecting with youth, more community engagement efforts, and greater transparency.

Community Survey

To reach community members across Durham Region, we conducted an online community survey, which 3,712 community members completed.

Our survey determined the top three priority roadway safety issues are: aggressive driving, impaired driving, and distracted driving.

The community's top three community safety and neighbourhood crime priorities are: "hidden" crime (e.g., child exploitation, cybercrime, elder abuse, human trafficking, intimate partner violence, organized crime), serious and organized crime (e.g., assaults, auto theft, drug trafficking, fraud and identity theft, guns and gangs, illicit cannabis operations, robberies), and gender-based crime (e.g., harassment, human trafficking, intimate partner violence, missing persons, sexual assault).

Three areas for improvement include working with the community to address local concerns and crime trends, police presence by foot or bicycle, and police presence in vehicles.

To see the complete results by municipality, click here.

Town Hall

We hosted a town hall in partnership with DRPS' Diversity Advisory Committee. The panel included the Chair of the Durham Regional Police Services Board and representatives from DRPS' Executive Leadership Team. The town hall provided another avenue for the community to share their input for the Strategic Plan, particularly for those individuals who did not fill out the community survey.

Business Survey

We sought input from local business owners through a business-specific survey. This survey asked local business owners to identify how much of a problem and priority various crime issues are around their business locations and their level of satisfaction with police actions towards addressing those issues.

Member Survey

We consulted with members of our Service through our member survey and by hosting multiple in-person information-gathering sessions at all DRPS divisions and with multiple speciality units. Almost 50% of DRPS members (690 members) completed the survey. The in-person sessions provided members the opportunity to share more detailed thoughts on issues of importance as well as feedback on the initial Strategic Plan goals and objectives.

Areas of high priority for members of our Service include: staffing resources; advancement and skill development; health and wellness resources; training and preparedness; facilities, equipment, and technology; and work environment.

Consultations with Regional and Municipal Councils

We consulted with Durham Regional Council and municipal Councils on our draft goals and objectives. Council members were provided an opportunity to provide feedback.

Strategic Goals and Objectives

In an effort to promote and encourage a culture of equity and inclusion, DRPS considered equity and inclusion principles during the development of indicators of success. This symbol † identifies indicators through which we will measure the success of our equity and inclusion initiatives.

GOAL

Be a leader in innovative and modernized policing

The Durham Regional Police Service continues to strive to be a leader in innovative and modernized policing by not only adapting and responding to changes in our communities through technological advancements and evidence-based decision-making, but also by ensuring our internal structures, member skills, and activities match our communities' needs.

OBJECTIVES

1. Align core organizational structure and activities with principles of evidence-based, ethical decision-making

INDICATORS OF SUCCESS

- # of substantiated public complaints
- # of substantiated Chief's complaints
- The proportion of violent and firearm offenders on conditions who are checked for compliance
- Implement a data strategy by January 2025
- Complete a span of control analysis by January 2025
- Complete a deployment process analysis by January 2026
- % of patrol time in violent crime hotspots
- % of emergency calls responded to within 8 minutes
- % of urgent calls responded to within 12 minutes
- % of routine calls responded to within 20 minutes
- Create and implement a system for the collection of identity data across calls for service and occurrences by January 2025 †

2. Adapt and respond to changing community needs and emerging crime trends by modernizing key processes and adopting innovative technologies

INDICATORS OF SUCCESS*

- Violent crime rate
- Violent crime weighted clearance rate
- Property crime rate
- Property crime weighted clearance rate
- Youth crime rate
- Drug crime rate
- % of gun-crime incidents cleared by charge
- Design and implement a real-time operations centre by January 2026
- # of crimes reported via the online reporting system
- # of mental health apprehensions †
- # of auto thefts
- # of criminal incidents with an older adult victim †
- # of victims human trafficking investigators identified and assisted †
- # of investigations the human trafficking unit launched †
- # of criminal charges laid related to intimate partner violence †

3. Continue to develop a representative, empowered, adaptable, and highly-skilled workforce

INDICATORS OF SUCCESS

- % of applicants who are racialized or Indigenous †
- % of successful applicants who are racialized or Indigenous †
- % of applicants who are women †
- % of successful applicants who are women †
- # of formal community recruiting outreach engagements
- % of underrepresented groups in leadership positions, such as supervisors, managers, and executives †
- % 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)

* The Community Safety and Policing Act, 2019 indicates that the Strategic Plan must include indicators of outcomes relating to clearance rates for youth crime. According to Statistics Canada, "Clearance rate refers to the number of criminal incidents solved by the police in the year divided by the number of criminal incidents reported in the year." For an incident to be cleared, the police must know the identity of the accused. Determining the clearance rate for youth crime would require knowing the number of criminal incidents involving youth. In many cases, if an incident is not cleared, the police are unable to identify the accused. This means the police would not know if an offence was committed by a youth or an adult. As a result, it is impossible to determine the total number of crimes involving youth required to calculate the clearance rate. This indicator is, therefore, excluded from our Strategic Plan.

The Community Safety and Policing Act, 2019 indicates that the Strategic Plan must include clearance rates for drug crime. The clearance rates for drug crime are distinct from clearance rates for other types of crime. The identification of drug-related offences is often through police-initiated activities where officers have identified the accused while determining a drug offence has occurred. This inflates the drug clearance rate as it is rare for a drug offence to be included in our records system where police have not identified the accused. As such, the clearance rate for drug crime is not a meaningful indicator of police performance and we, therefore, exclude it from our indicators.

GOAL

Have strong strategic partnerships that enhance community safety

The Durham Regional Police Service recognizes that many realities that bring community members into contact with police services are connected to broader social issues. DRPS prioritizes working with community partners and organizations to ensure that community members receive the most appropriate response to their current situation, before, during, and after formal police intervention.

OBJECTIVES

1. Develop and implement a strategic partnership plan to identify gaps and strengths in existing partnerships

INDICATORS OF SUCCESS

- Establish a comprehensive database listing all existing partnerships, including community organizations, government agencies, non-profits, businesses, and other stakeholders by January 2025
- Complete an assessment of the diversity of partners to ensure representation across various community groups and sectors by June 2025 ✝
- Complete an assessment of the resources and expertise that each partner brings to the collaboration to leverage strengths effectively by January 2026

2. Nurture a culture of collaboration and mutual appreciation, trust, and respect between members and community partners

INDICATORS OF SUCCESS

- % of partner agencies that are satisfied with their relationship with the Durham Regional Police Service
- # of liaisons connecting the Durham Regional Police Service with community partners
- % of members who are satisfied with their relationship with partner agencies

3. Track partnership activities to recognize impact and prevalence

INDICATORS OF SUCCESS

- # of referrals to Durham Connect ✝
- % of mental health related calls from repeat callers ✝
- % of crisis calls diverted from a police response by the Crisis Call Diversion program ✝
- # of interactions with mental health support unit involvement ✝
- Revictimization rate for intimate partner violence-related cases ✝

GOAL

Earn the trust and confidence of members and local communities

Every day the Durham Regional Police Service must continue to earn and build the trust and confidence of its members and its communities. This trust will be built through consistent action towards advancing public safety and ensuring members have resources and opportunities for success.

OBJECTIVES

1. Actively work with communities to co-develop solutions to local concerns

INDICATORS OF SUCCESS
- % of survey respondents satisfied with the Durham Regional Police Service
- % of racialized and Indigenous respondents satisfied with the Durham Regional Police Service †
- % of survey respondents who feel safe in their communities
- % of racialized and Indigenous respondents who feel safe in their communities †
- % of survey respondents who feel safe in downtown areas of their communities
- % racialized and Indigenous respondents who feel safe in downtown areas of their communities †
- # of hours on foot and bicycle patrols
- # of social media impressions
- % of respondents who participate in crime prevention
- # of successful ProAction Cops and Kids applications †
- # of youth engaged in the Youth in Policing program †
- % of youth engaged in the Youth in Policing program who rate their experience as excellent or good †
- # of internal policies reviewed by the Diversity Advisory Committee †

2. Improve road safety by focusing enforcement on driving behaviours that cause the greatest harm

INDICATORS OF SUCCESS

- # of R.I.D.E. programs
- Rate of injury collisions per 1,000 registered vehicles
- Rate of fatal collisions per 1,000 registered vehicles
- % of injury/fatal collisions involving impairment
- % of collisions involving impairment
- % of collisions involving aggressive driving

3. Provide the necessary and timely resources (financial, physical, and human) for members to effectively maintain the safety of the community

INDICATORS OF SUCCESS

- # of emergency calls for service
- % of emergency calls responded to within 8 minutes
- % of urgent calls responded to within 12 minutes
- % of frontline positions that are temporary vacancies
- % of other positions across the Service that are vacant
- % of members who think the Service has sufficient staffing to meet internal and community needs
- % of members who think the physical conditions of their buildings are satisfactory
- % of members who think DRPS-issued equipment is satisfactory
- # of overtime hours for frontline patrol officers

4. Encourage and support personal and professional development and training opportunities for all members to promote member knowledge, skill development, and professionalism

INDICATORS OF SUCCESS

- Establishment of formal mentoring and sponsorship programs, fostering knowledge transfer and career guidance †
- % of members who think opportunities for skill development are equally available to everyone who wants them †
- % of members who think promotion opportunities are available to them
- % of members who think job posting (i.e., lateral transfer) opportunities are available to them
- % of pursuits deemed non-compliant
- % of police vehicle accidents where officer deemed at fault

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

INDICATORS OF SUCCESS

- % of sworn members off work due to on duty injuries
- % of civilian members off work due to on duty injuries
- % of members who think health and wellness resources and support are effective
- % of members willing to use health and wellness resources or support
- # of health and wellness programs
- % of members who participate in health and wellness programs
- Average # of hours lost to illness per sworn member
- Average # of hours lost to illness per fulltime civilian member
- # of complaints brought under the Human Rights Tribunal of Ontario, Respect in the Workplace, and/or by grievance
- % of members who think the Service provides a welcoming and inclusive environment for individuals regardless of race, colour, gender, age, ability, or sexual orientation †

Information Technology Plan

Information Technology (IT) Unit Mission Statement

The mission is to provide the tools necessary for members of Durham Regional Police to do their job efficiently and effectively.

We deliver on the commitment of providing services and solutions of the utmost quality with stability, security, and reliability in all areas of technology.

DRPS' IT unit is committed to:

- Deliver the tools to seamlessly connect members to each other and the community
- Ensure a secure and robust technology platform for our members
- Deliver operational excellence by leveraging analytics to make informed decisions for community safety through various technology platforms
- Promote creativity, adaptability, and innovation across DRPS that balances risk and benefits
- Provide equitable access to reliable and current technology, as part of continued modernization

DRPS conducts a review of the IT Strategic Plan every year to support the continued modernization of the Service. DRPS has made significant investments in modernization initiatives to provide our members with the tools to enhance their ways of doing business and provide better service internally and externally to the citizens of Durham Region. The Service continues to effectively run its day-to-day IT operations, infrastructure maintenance, and related budget processes. The IT unit adheres to a 10-year forecasted budget on information and technology replacement and ever greening of devices/hardware/software/equipment that is aligned with the Service's business needs. The 10-year forecast allows for proper budget process and the ability to make strategic initiatives and utilize the IT resources effectively.

Resource Planning and Police Facilities

Resource Planning

DRPS recognizes that achieving its goals and objectives requires sufficient resources. DRPS uses data-driven approaches to ensure appropriate resources are in place and to anticipate future resource requirements. Specifically, the Service conducts regular staffing analyses, including the development of a 10-year staffing projection. DRPS is also in the process of conducting span of control and deployment process analyses. These analyses take into consideration multiple factors, including but not limited to Durham Region's growing population, calls for service, response times, crime trends, and the changing nature of crime. Our resource planning will allow DRPS to identify the staffing necessary to work towards our vision of Durham Region being the safest community for people to live, work, and play.

Police Facilities

The DRPS operates out of 20 facilities totalling more than 469,000 square feet of space. Currently, 12 facilities are DPRS owned and 8 are leased.

Two additional buildings are currently being designed and constructed as part of the Clarington Police Complex-Phase 2 project in Bowmanville. The Regional Support Centre and the Centre for Investigative Excellence are expected to be opened in early 2024 and will add approximately 150,000 square feet to DRPS' portfolio and provide a centralized location for many support and investigative units.

A four year Facilities Plan coincides with our strategic planning cycle. This Facilities Plan addresses all aspects of the Ministry of the Solicitor General Policing Standards guidelines as they relate to police facilities. Long-term plans for facilities are outlined in an annually updated Capital Forecast that covers a 10-year period.

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