

Classification **PUBLIC**

Meeting **March 9, 2017**

Agenda Item **Annual Monitoring Report:
COMMUNITY DIVERSITY**



Recommended Motion:

THAT the Board finds that all provisions of the *Community Diversity Ends Policy* have been complied with.

I hereby submit my monitoring report on your Ends Policy “Community Diversity” 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.

Signed: _____

Date: _____

Chief of Police

Board Policy Statement:

An effective and responsive police service must reflect the composition of the communities it serves. The police service must further demonstrate respect and sensitivity to the pluralistic, multiracial and multicultural character of its communities in the delivery of its programs and services.

It is the policy of the Durham Regional Police Services Board that the Durham Regional Police Service shall embrace diversity internally as an employer and externally through the services provided by the DRPS. The values of inclusiveness, tolerance, and respect will be promoted and maintained throughout the organization and in the communities served by the DRPS.

Reporting

An assessment of the level of diversity embraced by the DRPS shall rely upon quantitative and qualitative analyses of relevant data, information and public input.

The Chief shall report annually on outcomes resulting from this policy.

Interpretation of the Chief of Police:

It is my interpretation that the Board Ends of Community Diversity is directly related to Section 1, principles 5 and 6 of the *Police Services Act, 1990* – Principle #5 identifies – “*The need for sensitivity to the pluralistic, multiracial, and multicultural character of Ontario society*”. Principle #6 identifies “*the need to ensure the police forces are representative of the communities they serve.*” It is my further interpretation that the Community Diversity Board Ends is responsive to sec 4 (3) of the *Police Services Act* regarding *Assistance to victims of crime* and our duty to provide adequate and effective police services in a multiracial and multicultural context.

Further it is my interpretation that:

1. The Durham Regional Police Service must come to reflect the multi-cultural, multi-racial, and pluralistic composition of the various communities that comprise Durham Region.
2. The Service shall report annually on outreach initiatives that seek to engage active participation in community/police relationships with underrepresented groups.

The Durham Regional Police Service (DRPS) honours and adheres to these values.

The Durham Region is becoming increasingly diverse and complex in terms of culture and race. Other groups (e.g., Indigenous Peoples, the lesbian, gay, bisexual, transgender, transsexual, queer (LGBTQ) community, persons with physical and invisible disabilities) add to the complexity of policing.

In order for the community and the DRPS to understand the full meaning of the rights and values enshrined in law in a diverse community, DRPS continues to gain a greater understanding of and sensitivity to its diverse communities. Enhanced community engagement and greater mutual support will lead to increased community safety across the Region, which is the vision of the DRPS.

Report Frequency and Format

One of our objectives is effectively, innovatively and comprehensively report on the work effort, programs and initiatives that are undertaken by the police service as it relates to diversity, equity and inclusion. In accordance with the 2017-2019 Diversity, Equity and Inclusion (DEI) Strategic Plan the Service will now submit a Community Diversity Report on a quarterly basis to ensure that the Board can receive regular updates on the progress of the DEI strategy and monitor the many implementation outcomes. The results and progress can be measured using the success indicators included in Appendix 4 of the DEI Strategy. (The DEI Strategy has been included with this report.)

The Business Case for Diversity

We operate in a complex world and today's workforce is changing at a rapid pace. Now, more than ever, it is imperative that all DRPS members understand the importance of developing and promoting diversity, equity and inclusion within our workplace and in the broader community. It is also important that we develop a culturally competent organization and provide an inclusive workplace where people can bring their 'whole self' to work and demonstrate respect for all of the dimensions of diversity that are represented in those they serve. People who are fully engaged in their work are more productive and ultimately better able to provide service to the people they serve.

In today's environment, the reality is that diversity of thought, background and experience drives relationships and delivers crucial benefits to organizations that embrace them. Likewise, it also helps improve relationships and services, helps to attract and retain top talent, and increases innovation and productivity within teams.

The competition for talent is in full force and the DRPS is constantly struggling to access different talent pools in an attempt to get ahead of our competition. We recognize as an employer we cannot afford to exclude anyone. We are challenged to develop a diverse pipeline of talent; however, the critical component to accessing different talent pools is expanding our traditional recruiting model. We are pleased to indicate that our actions have been and will continue to be deliberate and methodical to attract membership from all our diverse populations.

DRPS is a traditional organization that values both our heritage and guiding principles, yet we have an increasingly diverse workforce and citizen base. Members of the DRPS have had the forethought to recognize that we want to continue to thrive, to be an employer of choice, to serve our communities effectively; and embrace diversity and inclusion as part of our core principles.

Some of factors that contribute to our business rationale for becoming the employer of choice for all are as follows:

- DRPS employs approximately 1200 people made up of approximately 870 sworn and 330 civilian members.
- The Region consists of eight municipalities with a total population of more than 650,000 residents.

- The population within the Region has increased by approximately 20% over the last 10 years and continues to grow.
- Approximately 24% of the Region of Durham’s population are immigrants and the population growth is becoming increasingly diverse from a racial and ethnic perspective.
- 16% speak languages other than English (most of these also speak English)
- 15% people with a disability
- An estimated 10% of residents who identify as members of the lesbian, gay, bisexual, transsexual, transgender, queer (LGBTQ) community
- 1.5% Aboriginal peoples
- 12% over age 65.
- 19% under age 15.
- DRPS recognizes that it has the opportunity to develop our members in the area of diversity and inclusion but also recognizes that developing a better understanding of who our members are and where the gaps exist will ensure our diversity and inclusion initiatives address those gaps.
- Strategically, DRPS’s people resources and their dimensions of diversity will be a key element of our business and diversity strategy implementation.
- While one key elements to our success will be the ongoing partnership with our Diversity Advisory Committee, it is important that our strategy and its execution involves all key stakeholders – Police Services Board, Office of the Chief of Police, the Senior & Executive Leadership Teams, Regional and Municipal Councils, other key leaders as well as all members of the Police Service.

Our preliminary diversity, equity and inclusion vision that supports our business objectives is ***“a community where everyone participates in making the community safe for us all.”***

To bring the DEI Vision into reality, the **DRPS DEI Mission Statement** is to:

- Provide an equitable, inclusive and effective policing service which addresses the safety and security needs of our diverse community;
- seek to understand and respect the diversity of groups and individuals in our community, working with them for a safer community for all, and
- Recognize that the demographics of Durham Region are constantly changing due to changes in global geopolitics and in Canada’s cultural evolution; therefore, we maintain an awareness of this and have strategies to respond quickly and effectively to new and emerging groups in our Region.

Our strategic DEI efforts will be successful when all community members:

- work with the police in support of the safety of the community;
- understand and respect the role of the police in Canadian society
- see policing as a respected career and see themselves represented within the Service and
- when the DRPS is representative of the community which it serves.

Our Strategic Plan

A central Diversity Strategy has helped to guide our organization since 2005 and in 2017 we are pleased to adopt the next iteration of a comprehensive plan that is intended to align all stakeholders within a shared vision and grow our current service priorities. The plan builds on the past 12 years to meet the complex demands of policing in an era of increasing accountability. The plan was developed with the assistance of three consulting firms to ensure that we successfully established the organizational framework to propel our organization into the future. The plan represents a significant organizational achievement and I look forward to introducing a number of organizational changes and new programs that will highlight the importance of celebrating diversity while providing excellent police service to our residents.

The plan has five strategic goals that emerged from the consensus of discussions and input received from all stakeholders. The goals are aspirational; that is, they will guide the DRPS in moving forward but are not intended to be achieved in the 3 years of the Plan. Thus, each goal includes interim measures that will be demonstrate to the Service and its stakeholders that progress is being made toward each goal.

- Leadership commitment
- 1 Total engaged community
- 2 Workforce reflects region
- 3 Leadership reflects region
- 4 Diversity competent members
- 5 Secure and supportive workplace
- Monitor and measure results

Goal 1 • Total engaged community

Each demographic community (defined by gender, race, culture, religion, lifestyle, socio-economic class, age, disability, geography or any other characteristic) are equally engaged in their own security, and feel that the police are a part of their community, partners in the safety of their community. This DEI goal is linked to the Business Plan Goal 1 – Deliver community safety through collaboration.

Goal 2 • Workforce reflects the Region demographically

This goal is one of the strategies for delivering effective, sensitive service in a diverse Region, fostering the trust and confidence of diverse communities. This DEI goal is also the Business Plan Goal 3 – Build strength in our membership, Objective 3.1 – Attract a skilled workforce that reflects our community.

Goal 3 • Leadership reflects the Region demographically

Delivering effective service and fostering trust in a diverse Region requires that decision-making and decisions reflect the diversity of community needs and expectations. This DEI goal is also the Business Plan Goal 3 – Build strength in our membership, Objective 3.2 – Develop leadership capacity in our organization.

Goal 4 • Diversity competent members

This goal is another strategy for delivering effective, sensitive service in a diverse Region, fostering the trust and confidence of diverse communities. This DEI goal is linked to the Business Plan Goal 2 – Demonstrate excellence in core service delivery. Objective 2.2 – Provide policing services in a biasfree manner.

Goal 5 • Secure and supportive workplace.

In order to attract, retain, and have a fully engaged workforce, all members need to feel that the workplace is comfortable and supportive. This DEI goal is linked to the Business Plan Goal 3 – Build strength in our membership, Objective 3.4 – Foster unity throughout our organization and Objective 3.5 – Support our members in achieving a healthy and balanced lifestyle.

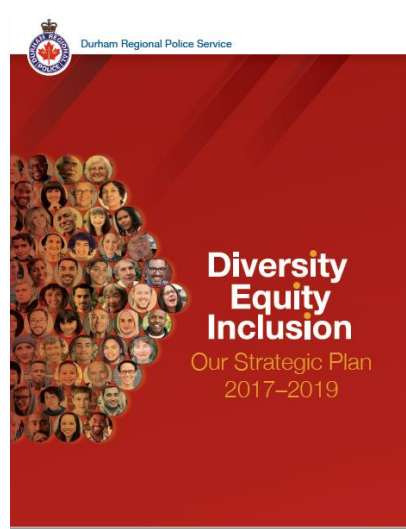
Leadership

Importantly, achieving progress on these goals requires leadership commitment as an over-riding condition of success. The Implementation Plan in this document, places responsibility directly with one member of Command as “Champion” for each Goal.

Monitoring and Measuring Results

This is a key component of a successful strategy. The goals are long term and aspirational. The Plan provides measures of each goal. However, these quantitative measures can be expected to change slowly over time. In order for the Service to

determine whether it is making progress toward these goals, the *Plan* also includes “milestone” measurements. These are short term measures of interim progress that indicate the extent to which the Service is moving toward its goal. A copy of the 2017-2019 Diversity Strategic Plan has been appended to this report.



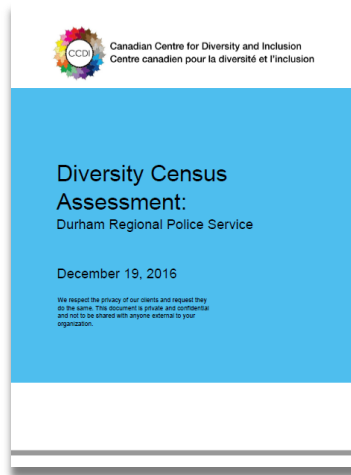
Internal Diversity Survey

In accordance with the 2005 - 2010 Diversity Strategic Plan - Action Plan A1.1 the Durham Regional Police Service (DRPS) committed “to conduct an internal analysis to gain a better understanding of representation of diverse group members within the DRPS.” The DRPS established an agreement with the Canadian Centre for Diversity and Inclusion (CCDI) to deliver a Diversity Census for the DRPS that would update the internal demographic survey last undertaken in 2006.

The Canadian Centre for Diversity of Inclusion is a nationally registered charitable organization that has become a trusted advisor on issues relating to diversity and inclusion, Human Rights and equity management within Canada’s workplaces. CCDI have a mandate to help employers, business leaders, human resource and diversity and inclusion practitioners effectively address the full picture of diversity within the workplace. CCDI provide innovative and proven strategies, research, tools and educational supports with the goal of improving the overall inclusivity within a workforce.

CCDI have a proprietary Diversity Census Tool that is comprised of two modules: The Demographic Profile module and the Inclusiveness Survey module. The two modules can be used in conjunction with one another or independently. The Demographic Profile module is an application designed to collect a broad range of demographic data on an organization’s people. The module can be used in two ways – as a moment in time census or as a dynamic solution. The Census Tool collects demographic information relating to our membership composition at a specific moment in time; however, the Dynamic Tool provides a continually updated picture of our organizational composition with people added or removed as they join or leave the organization. The Dynamic Tool provides the opportunity for a person to log into the system and make changes to the information; therefore, reporting is representative of the data in the system on any given day. Historical data is maintained and available for comparison reporting.

On October 4, 2016 the survey launched and on October 28, 2016 - 916/1334 (68.67%) of all members completed the survey. (The previous survey result conducted in 2006 resulted in a 56% response rate.) The Diversity Unit now is working with an internal working group and the administration of the survey will be shifting to dynamic mode in the next few weeks. The dynamic mode of the survey allows our organization to add and remove members from the data set at regular intervals. The dynamic mode is designed so that when members retire or leave the organization the member and their survey responses will be removed from the database and conversely all new hires will be asked to complete the demographic census portion of the survey.



The Diversity Census Assessment Report has been appended to this report and will serve as a replacement for some of the demographic statistics that were included in previous reports. The report provides a comprehensive overview of the composition of the DRPS a series of key findings and recommendations.



Fair and Impartial Policing Program - UPDATE

The Fair and Impartial Policing (FIP) Program has been selected as the education curriculum specific to developing diversity competence within the Durham Regional Police Service (DRPS). Fair and impartial policing is an evidence-based program that applies modern science to the impact bias can have on policing. It trains our members on the effect of unconscious bias and provides information and skills we can use to improve our safety and the community's by reducing our biases. This training recognizes that all people, including well intentioned people, have bias and that it's a normal part of human behaviour. Where the education goes further is to help us as an organization ensure that bias doesn't control behaviour and that by understanding how it can manifest itself, we can work with the community to mitigate it. The training includes an abundance of evidence about the impact of human biases and provides guidance on how to deliver fair and impartial policing across a variety of areas that include: policy, education, supervision and accountability, leadership, recruitment and hiring. In addition it assists in defining valuable measures that go beyond the traditional crime and call measures (i.e. tickets).

The benefits of this program are substantial and the crucial core of the program focuses on strengthening of our relationship with all communities and populations.

Implementation Results

The implementation of the Fair and Impartial Policing (FIP) program is well underway. Approximately **850/1250** members have been FIP trained as of December 9, 2016. This includes all civilians and half our auxiliary compliment. It is anticipated that the entire Police Service will be FIP trained before the end of 2017.

FIP Program Evaluation

A formal agreement has been established with the University of Waterloo under the direction of Jennifer Schulenberg, PhD and Kanika Samuels, MA (PhD Candidate) to evaluate the impact of FIP program. The evaluation employs a pre-test/post-test design to examine whether the FIP training has an impact on how Durham Regional Police officers perceive the concept of bias within Canadian policing. More specifically, does the training increase officer awareness and knowledge of implicit bias? Do officers believe the FIP training will have an impact on their perceptions and interactions with minority communities? Conducting this research will provide further insight into the impact of anti-bias training on

police officers as well as the communities they serve. This evaluation will also add to the growing body of Canadian research that addresses issues of bias within the criminal justice system and could help increase our knowledge about what can be done to reduce or eliminate bias within policing.

Building our Brand - UPDATE

The Diversity Unit, Recruiting Unit and Corporate Communications Unit continue to collaborate to develop five cinematic quality marketing and recruiting videos to enhance our brand as a police agency and to be seen as an employer of choice.

To be seen as a front-runner or an inclusive organization, the focus of the second video is a tribute to our diverse member composition. We are an organization of people helping people and it is part of our critical path to ensure that our members more closely represent our communities and this video demonstrates that we are an accessible career for people with so many incredible human differences. A portion of this video, which Videographer Chris Theriault turned into a 30 second advertisement, was featured at the beginning of all movies at Landmark theatre in Whitby. The clip was featured within 10 minutes of all movies starting.

The production of the third video that is entitled “Celebrating the Front Line” is well underway and it will be released by May 2017. The focuses of the marketing videos are as follows:

- Video 1 – Compassionate Policing - Complete
- Video 2 – Diversity, Equity and Inclusion - Complete
- Video 3 - Celebrating the Front Line – In Progress
- Video 4 – Employer of Choice/Specialty Careers
- Video 5 – Civilian Careers

Internal Member Forum

The Diversity Unit in collaboration with the Office of the Chief of Police hosted the first Internal Member Forum. The Internal Member Forum was an opportunity for members to talk openly about diversity, equity and inclusivity issues with members of Command. Our police service is adapting to the current realities of diversity in our communities and we are specifically attempting to adopt diversity, equity and inclusive policies, initiatives and practices as a way to provide effective police service. The purpose of the Internal Member Forum was to acknowledge how minority police officers and civilians perceive our organizational diversity. Diversity is a broad term encompassing such variables as race, gender, sexual orientation. Although our efforts to enhance diversity and inclusivity have begun, some of our members have quietly communicated that they perceive a disparity between our public message and our internal practice. Furthermore, some members feel strongly that intrinsic barriers and tensions within the organization are being concealed.



Diversity Advisory Committee - UPDATE

The Diversity Advisory Committee (DAC) has undergone a comprehensive renewal process. The committee has established a new operating framework and is now focused on refining its mandate and supporting the new 2017-19 Diversity, Equity and Inclusion Strategic Plan. The DAC has established various consultative sub-committees that are aligned with the five strategic priorities in the strategic plan. The enhanced DAC operating framework will begin to implement concrete measures and processes to address how diversity can institutionally be a resource for both business performance and effectiveness and for individual learning and development.

Speak Up Durham Event

The Diversity Advisory Committee recently commissioned a post event report relating to the Speak Up Durham Diversity Town Hall event in October 2016. This report was prepared by a consultant on behalf of the Diversity Advisory Committee. The report distills the event and the key themes arising from the question and answer component of the evening. The themes from the event are linked to the priorities established in our diversity strategic plans. A series of recommendations from the Diversity Advisory Committee have been included in the report that has been submitted to the Command Team for consideration.

Membership

The community composition of Regional Municipality of Durham is broad and diverse; therefore, the DAC has been expanded from the current (11) community members to eighteen (18) community members throughout 2016 and the members were selected from communities that are unrepresented on the committee.

Bias Free Human Resource Processes

Together with eight Service directives, the Human Resources Unit processes ensure fair treatment of members participating in job postings, promotions, transfers, and learning opportunities. Further, processes reflect the established guidelines noted in the Ministry of Community Safety and Correctional Services' "Policing Standards Manual (2000)" regarding equal opportunities.

Job Postings

Vacancies approved for posting are managed through a fair and transparent selection process; in accordance with relevant directives and collective agreement provisions. Application packages are collected uniformly for all members via our human resources information system (PeopleSoft). Selection is merit based and the competencies of candidates are assessed by a panel through interviews, presentations, skills testing and/or resume reviews.

Promotions

In 2015 and 2016 the police service introduced the selection process as part of continuous improvement review recommendations stemming from the KPMG report. The following table provides an overview of the candidates in each step of the current selection process:

2016 SERGEANT SELECTION PROCESS				
	ELIGIBLE TO APPLY	APPLIED/RESUME REVIEW/360	INTERVIEW/LPA	FINAL SELECTION
Total Applicants	183	98	63	33
Male	153	87	57	28
Female	30	11	6	5
Racialized	15	6	4	1
Recommended	98	63	33	X
Not Recommended	13	35	30	X
No Details	72	X	X	X

2015 STAFF-SERGEANT SELECTION PROCESS				
	ELIGIBLE TO APPLY	APPLIED/RESUME REVIEW/360	INTERVIEW/LPA	FINAL SELECTION
Total Applicants	70	50	27	14
Male	56	41	23	12
Female	14	9	4	2
Racialized	4	4	1	0
Recommended	Unknown - not tracked	27	14	X
Not Recommended	Unknown - not tracked	23	13	X
No Details	Unknown - not tracked	X	X	X

2015 INSPECTOR SELECTION PROCESS				
	ELIGIBLE TO APPLY	APPLIED/RESUME REVIEW/360	INTERVIEW/LPA	FINAL SELECTION
Total Applicants	24	19	15	5
Male	22	18	14	5
Female	2	1	1	0
Racialized	3	3	2	0
Recommended	Unknown - not tracked	15	5	X
Not Recommended	Unknown - not tracked	4	10	X
No Details	Unknown - not tracked	X	X	X

2015 SUPERINTENDENT SELECTION PROCESS				
	ELIGIBLE TO APPLY	APPLIED/RESUME REVIEW/360	INTERVIEW/LPA	FINAL SELECTION
Total Applicants	6	6	6	2
Male	6	6	6	2
Female	0	0	0	0
Racialized	0	0	0	0
Recommended	6	6	2	X
Not Recommended	0	0	4	X
No Details	0	0	0	X

Diversity Scholarship Program - UPDATE

On January 11, 2016 the Police Services Board approved a request to establish a Diversity Scholarship Program and endorsed this program by providing \$1,500.00 to sponsor one of two post-secondary scholarships.

The scholarship program has been developed to recognize and reward two students from diverse backgrounds who reside in Durham Region and will be attending either the University of Ontario Institute of Technology (UOIT), Trent University or Durham College by awarding them a scholarship in the amount of \$1,500.00. I am pleased to indicate that a funding proposal was submitted to P.A.D.A.N. to sponsor the second post-secondary scholarship and this funding proposal was subsequently approved.

I am also pleased to indicate that the Diversity Advisory Committee has established a Scholarship Sub-Committee to oversee and guide this initiative. The Diversity Advisory Committee - Scholarship Sub-Committee recommended that each scholarship be named after former or retired members of our Police Service or Police Services Board who were

champions of change and diversity. I am pleased to formally announce that the two scholarships have been named after the following members:

Deputy Chief Sherry Whiteway Diversity Scholarship

Sherry Whiteway has the distinct status of having achieving the highest rank as a female officer of the Durham Regional Police Service. Sherry spent 32 years as a police officer where she paved the way for many other female officers. Sherry was a role model for many to aspire to achieve greater goals as police officers. In a retirement article Sherry was quoted as saying, *“I think that our policing experience should be shared and I want to do more to assist those in need.”*

Police Services Board Sarah MacDonald Diversity Scholarship

Although not being a member of the Durham Regional Police Service as an officer or civilian, Sarah MacDonald was the first racialized member of the Durham Regional Police Services Board. Sarah was a member of the Durham District School Board where she retired as a principal and has the distinction of being honoured as one of Canada’s Outstanding Principals. Sarah was involved in various programs and initiatives such as “Students Together Against Racism”, an anti-racist education initiative.

The scholarship application information is currently prominently featured on the www.drps.ca website and individual applications are being received. It is anticipated that the first two scholarship recipients will be selected in July 2017 and awarded at the PADAN dinner in the fall of 2017.

Black Experience Project - UPDATE

In 2015, the Durham Regional Police Service joined the Environics Institute, Ryerson University's Diversity Institute, the United Way Toronto and the YMCA of Greater Toronto to fund a ground breaking research study focusing on the Black community in the Greater Toronto Area (GTA). The Black Experience Project (BEP) aims to examine the Canadian Black experience as it applies to the GTA in order to investigate the extent to which members of community face disproportionate socioeconomic disparities, as well as to identify untapped strengths and capacity.

The BEP research team has indicated that they have experienced some administrative delays since the inception of this project. DRPS along with a dozen other organizations made a financial contribution to this research project led by Environics, York University and Ryerson. The first report was due in May of 2015; however, the data collection took longer than anticipated. The goal was to have a report released in time for Black History Month (2017); however, the preparation of the final report seems to have been delayed again.

Police Vehicle Wrap Program

In 2008 our Police Service was the first police service in Canada to wrap a police vehicle with rainbow images to symbolize our alliance with the LGBTQ community. For the first few years we wrapped a vehicle for a few months and then removed the rainbow decals and put the standard police markings on the car after it was used for display purposes and attended local, provincial and national events during Pride month. In 2016 we made this vehicle a permanent addition to our fleet and it is currently assigned to regular patrol duties in our Central East division located in Oshawa.



In 2014 our police service wrapped a police car in pink and it to highlight our organizational commitment to anti-violence and anti-bullying. The inspiration for the Stop Bullying vehicle was to have it serve as a universal symbol of hope and strength to those who have experienced intimidation and violence in the form of bullying. This vehicle is currently assigned to our East Division in the Municipality of Clarington and is used as a patrol vehicle in that community.



The success of our vehicle wrap has been overwhelming. Each of our vehicles has been exposed to hundreds of thousands of people both in Durham Region and across the Province of Ontario. With this in mind, it is really exciting for us to unveil a new addition to our fleet of police vehicles. As part of our efforts to commemorate Black History month DRPS decided to wrap a police vehicle as a symbol of our solidarity with the Black community. The tribute to Black history police vehicle wrap was originally recommended as a temporary wrap for the months of February and March; however, we decided that this wrap will be a permanent addition to police vehicle wrap program. This vehicle will be assigned to patrol the streets of the Town of Ajax and the City of Pickering. Incidentally the Town of Ajax has the highest ratio of Black residents per capita (based on communities that exceed 100,000 residents) in Canada.



Concluding Remarks

Diversity, Equity and Inclusion within the Durham Regional Police Service are long standing priorities. As we move toward the future I will continue to share the many highlights of our corporate commitment to diversity and the some of the recent efforts by our members to ensure that we develop, establish and sustain programs that celebrate the broad and diverse community composition of Durham Region. Durham Region is in the midst of a significant demographic shift both in the size and diversity of its populations. These shifts call for the Durham Regional Police Service to demonstrate that it has the commitment and capacity to draw from and serve a diverse population.