

Classification **PUBLIC**

Meeting **June 13th, 2011**

Agenda Item **Monitoring Report:
Adequacy and Effectiveness of Police Services**



Recommended Motion:

THAT the Board receive the Executive Limitations Policy: Adequacy and Effectiveness of Police Services monitoring report.

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.

With the exception of O.Reg 3/99 s.33, I report compliance to all provisions of this policy. To respond to the requirements under O.Reg 3/99 s.33, a skills development and learning plan will be in place by the next Board meeting, July 11th 2011.

Signed: _____
Chief of Police

Date: _____

BROADEST POLICY PROVISION:

The Chief of Police shall not fail to comply with all requirements of the Adequacy and Effectiveness of Police Services Regulation.

Further, without limiting the scope of the foregoing, the Chief of Police will not:

1. *Fail to establish, communicate and operate with procedures that ensure adherence in the following areas:*
 - a. *Crime prevention*
 - b. *Law enforcement*
 - c. *Victims assistance*
 - d. *Public order*
 - e. *Emergency services*
 - f. *Administration and infrastructure*

Interpretation of the Chief of Police:

This executive limitation focuses on all of the Adequacy and Effectiveness provisions within Regulation 3/99 of the *Police Services Act* and the minimum provisions referenced in sec 4 (2) of the *Police Services Act*.

It is therefore my interpretation that the Durham Regional Police Service shall have, as our fundamental priorities, the provision of services that deal with the six noted areas. Evidence of compliance with the provisions will include Service Directives, quantitative and qualitative measurements of activities aligned with the provision of:

Crime prevention
Law enforcement
Victims assistance
Public order maintenance
Emergency services response
Administration and infrastructure

Reporting shall also include instances where the provision of these services has been impacted or prioritized by budget limitations, exigent circumstances, and unforeseen adjustments to community need, Board direction or legal precedence.

Data Support:

The Durham Regional Police Service (DRPS) directives are the written orders of the Chief of Police for all members. They outline processes, procedures, roles and responsibilities and are available to all members of the service through the DRPS intranet. It is every member's responsibility to know and follow the directives as they relate to the member's position in the service.

CRIME PREVENTION

Crime Prevention Initiatives (s.1)

The three priorities of the 2011-2013 Business Plan are Community Safety, Crime Prevention through Law Enforcement, and Organizational Excellence. As a component of measuring our success, a community survey was conducted in 2010 that establishes a baseline for progress through the life of this business plan. The community was asked for their opinions and perceptions on a variety of topics including crime prevention; the following results are a subset of data that speaks to the feelings of the citizens we serve.

- *73% of those who responded to the survey said they were satisfied or very satisfied with the quality of police services in Durham Region*
- *39% of those who responded to the survey said that the quality of service by the DRPS in providing crime prevention information is good or excellent and another 17% said it is fair*

- 24 % of those who responded to the survey said that they usually or always have opportunities to be involved in crime prevention and 30% said they sometimes do
- 36% of those who responded to the survey said that they usually or always take steps to be involved in crime prevention and 29% said they sometimes do

Because 2010 is a baseline year there is no comparative data until the next iteration of the survey.

The DRPS provides community-based crime prevention initiatives through its Crime Prevention Unit, in cooperation with the DRPS Divisional Offices. The Crime Prevention Unit consists of two crime prevention officers who work with members and groups within our communities to deliver crime-prevention initiatives. In 2010, this unit was involved in thirty programs including Kids Safety Village, Racing Against Drugs, Neighbourhood Watch and community events. With the assistance of 58 dedicated volunteers, the Crime Prevention Unit participated in community and crime prevention initiatives that reached an audience totaling over 400,000.

Last year saw the creation of the Crime Prevention Academy that was launched in partnership with Community Living Durham. The Academy is a 5-week program delivered by the members of the Crime Prevention Unit. In 2011, the Crime Prevention Academy will provide crime prevention training on topics such as home security, personal safety, identity theft, internet safety and other crime prevention members to community groups and the general public.

Crime Prevention Week is in November. Although in 2010 this event was held at the Pickering Town Centre, this year the Crime Prevention Unit is planning to travel through the Region to bring a message about crime prevention to the citizens in our communities.

Auxiliary Members (s.2)

The DRPS Auxiliary Unit consists of one auxiliary inspector, three auxiliary staff sergeants, 10 auxiliary sergeants and approximately 45 auxiliary constables, and is overseen by the Inspector of Patrol Support. Auxiliary members may be used in crime prevention initiatives and must perform their duties under the supervision of a sworn member and at all times comply with their lawful directions.

Procedures and Processes (s.3)

The Durham Regional Police Service (DRPS) has directives, policies and training for community-based crime prevention initiatives that are in accordance with Ontario Regulation 3/99 made under the Police Services Act.

The DRPS continues its commitment to applying problem-based learning (PBL) and problem-oriented policing (POP) within our daily tasks. Resources to assist with these concepts are available at the Police Learning Centre (PLC) web site and in directive CP-03-001 PROBLEM-ORIENTED POLICING. In addition, a guide to PBL and the requirements of a patrol training officer is available on the DRPS intranet and at the PLC. The guide provides a quick reference to the PBL flowchart (problem – ideas, known facts, learning issues and action plan), and is used in conjunction with directive LE-01-023 CRIMINAL INVESTIGATION MANAGEMENT PLAN, where appropriate.

The DRPS directive CP-01-001 CRIME PREVENTION INITIATIVES provides members with an understanding of the crime prevention initiatives provided by the Service, namely: responding to community needs through a combined strategy of proactive, reactive, and preventive policing; and ensuring a coordinated response by all crime prevention initiatives falling under the direction of the

Crime Prevention Unit. This is a key component of community policing with emphasis on strong community partnerships as an essential element of any crime reduction strategy.

There are directives that address the roles of auxiliary members, special constables, volunteers, and both civilian and sworn members, participating in DRPS directed community-based crime prevention initiatives. Included are procedures and process that address problem-oriented policing and crime-prevention initiatives.

The following directives support crime prevention:

CP-01-001 CRIME PREVENTION INITIATIVES: *This directive establishes the responsibilities of members, supervisors, inspectors and the Crime Prevention Unit in regards to crime prevention initiatives provided by the Durham Regional Police Service (DRPS). This Service responds to community needs through a combined strategy of proactive, reactive, and preventive policing. To ensure a coordinated response, all crime prevention initiatives fall under the direction of the Crime Prevention Unit.*

CP-01-002 VALUES INFLUENCES AND PEERS [VIP] PROGRAM: *The Values, Influences and Peers Program (V.I.P. Program) was adopted by the Durham Regional Police Service in 1984. Teachers and police officers combine their talents and experience to deliver the course material. For the police service, it is a crime prevention course, for the school system, a social responsibility program, and for the student, a valuable lesson in good decision-making.*

CP-01-003 THREAT ASSESSMENT: *Threat assessment provides a proactive approach to violence prevention. This directive establishes the mandate and provides a clear understanding of what a threat assessment is and outlines the duties of members when dealing with a threat assessment.*

CP-01-004 MEMBER SAFETY AND PERSONAL SECURITY ~ THREAT TO MEMBER: *This directive explains a course of action to properly respond to bona fide threat(s) directed at any DRPS member.*

CP-01-005 SCHOOL EMERGENCY RESPONSE: *Staff, students and visitors in Ontario's schools have the right to learn, work and be present in a safe and secure environment. This directive explains lockdown procedures in elementary and secondary schools.*

CP-01-032 COMMUNITY SECURITY INITIATIVES: *This directive explains the responsibility of members upon becoming aware of a community or criminal organization event and the requirements of a community security initiative.*

CP-03-001 PROBLEM-ORIENTED POLICING: *This directive explains to all members how to approach problem solving and excellence in police service delivery. The Durham Regional Police Service (DRPS) affirms its commitment to problem-oriented policing and calls upon individuals, groups, agencies, organizations and businesses in our communities to unite in the identification, facilitation and resolution of problems that contribute to public safety*

LAW ENFORCEMENT

Community Patrol (s.4)

The DRPS responds to all emergency calls for service 24 hours a day, 7 days a week with their own police officers.

In addition, the DRPS provides community patrol in the areas and at times where it is considered necessary or appropriate consisting of:

- a) general patrol
- b) directed patrol.

The DRPS has procedures and processes on community patrol which address when and where directed patrol is considered necessary or appropriate, based on such factors as crime, call and public disorder analysis, criminal intelligence and road safety. The procedures and processes are articulated in service directives with crime statistics and crime and disorder analysis reports posted on the DRPS intranet site for viewing. In addition, the DRPS has memorandums of understanding (MOU) with other police services in order to assist with emergency calls for service and provide community patrol.

The DRPS directive CP-03-002 DIRECTED PATROL is in its final approval stage. This directive has been developed to guide and assist frontline patrol officers of the DRPS in solving identified problems by the application of directed patrol. Directed patrol is a proactive approach to:

- 1. having frontline patrol officers accept ownership of their respective work areas
- 2. the productive redeployment of officers.

applying problem solving skills to recognized community complaints

Police Services (s.5)

The following areas are staffed by qualified, trained members of the DRPS:

- a) the Communications/9-1-1 Unit operating 24 hours a day with a minimum of 10 communications operators/dispatchers answering emergency calls for service and maintaining constant two-way voice communication with police officers who are on patrol or responding to emergency calls.
- b) the Criminal Intelligence Branch (CIB)
- c) the Crime Analysis Unit that provides:
 - a. crime analysis
 - b. call analysis
 - c. public disorder analysis
- d) investigative supports, including supports in the areas of scenes of crime analysis, forensic identification, canine tracking, technical collision investigation and reconstruction, breath analysis, physical surveillance, electronic interception, video and photographic surveillance and polygraph.

Communications and Supervision (s.6)

DRPS directive AO-02-002 COMMUNICATIONS AND DISPATCH articulates the primary public safety answering point for the Regional Municipality of Durham. The Communications/9-1-1 Unit strives for effective management of the 9-1-1 system, ensuring access to emergency services and generating the appropriate response to calls for service in a timely, accurate manner. All communicators, dispatchers, and their supervisors have the required training in order to perform their duties.

The DRPS has:

- a) qualified supervisors, 24 hours a day supervising the members in Communications/9-1-1 Unit
- b) all police officers on patrol are equipped with portable two-way voice communication capability that allows the police officers to be in contact the Communications/9-1-1 Unit when away from their vehicles or on foot patrol
- c) a manual that is specific to procedures for communications and dispatch services for Communications/9-1-1 Unit
- d) all members in Communications/9-1-1 Unit personnel have successfully completed the required training accredited by the Ministry and equivalent qualifications / skills obtained at the Ontario Police College

Crime Analysis (s.7)

The DRPS has a Crime Analysis Unit composed of crime analysts led by the Crime Analysis Coordinator. The communication of crime and disorder analysis is a commitment in the DRPS Business Plan and is used to assist patrol officers, investigators, and unit leaders in reducing, deterring, and preventing crime. This unit has produced over 100 bi-weekly crime and disorder reports this year.

Road Safety Procedures (s.8)

The DRPS has procedures that address traffic management, traffic law enforcement and road safety. The procedures are included in the following directives:

LE-09-012 VEHICLE EQUIPMENT INVESTIGATIONS: *This directive addresses the investigation of occurrences involving unsafe vehicles and equipment violations, including public or commercial vehicle violations.*

LE-09-001 MOTOR VEHICLE COLLISION INVESTIGATIONS: *This directive provides guidelines for the documentation, investigation and reporting of Motor Vehicle Collisions.*

LE-12-016 HIGH-RISK VEHICLE STOPS: *This directive provides guidelines for the documentation, investigation and reporting of Motor Vehicle Collisions.*

AO-03-005 MARKED GENERAL PATROL VEHICLES: *This directive sets out the procedure for the apprehension of armed or otherwise dangerous persons operating motor vehicles. The procedure helps to ensure that this form of intervention is efficiently employed, while safeguarding the safety and welfare of the public, members of the DRPS, and the subject of the exercise.*

AO-19-014 RADAR AND LIDAR SPEED MEASURING DEVICES: *This directive informs members of their duties and responsibilities pertaining to speed measuring devices used by the DRPS.*

LE-09-007 COLLISION REVIEW BOARD: *This directive informs members of their duties and responsibilities pertaining to any collision involving a DRPS vehicle (directly or indirectly).*

LE-09-010 STOPPING AND INVESTIGATING VEHICLES: *This directive informs members of their duties and responsibilities when stopping and investigating motor vehicles, emphasizing the safety of the officer and the public.*

LE-09-003 STORAGE AND MAINTENANCE OF THE: INTOXILYZER 5000C ~ ALCOTEST 7410 GLC AND APPROVED BLOOD CONTAINERS: *This directive outlines the storage requirement of the*

Intoxilyzer 5000C, Alcotest 7410 GLC, and approved blood containers. It details the maintenance responsibilities of the technician with respect to the approved screening device.

LE-09-018 R.I.D.E. PROGRAM: *This directive outlines the process and requirements for conducting the “Reduce Impaired Driving Everywhere” program.*

LE-09-009 DRIVING WHILE SUSPENDED AND DISQUALIFIED INVESTIGATIONS: *This directive informs members of the procedures to investigating and bringing those individuals whose driving privileges have been suspended to court.*

LE-09-004 IMPAIRED DRIVING INVESTIGATIONS: *The directive ensures that the responsibilities of both the investigating member and the Intoxilyzer technician are clearly defined for the purposes of alcohol and drug related investigations involving motor vehicles, vessels, railway equipment, and aircraft.*

Criminal Investigators (s.9)

The DRPS has a Criminal Investigation Branch (CIB) staffed by trained and qualified criminal investigators lead by a detective sergeant in every division of the Service. All CIB members are qualified to perform community patrol duties (note: it is mandatory for all CIB personnel, while they are on-duty, to have a complete kit of their uniform and use of force options with them).

Members designated as criminal investigators have successfully completed the General Investigative Techniques course offered by Ontario Police College. Further studies and courses are made available to those members as they progress in the criminal investigation field (for example, Reid’s interviewing, search warrants, courses for specialized areas such as sexual assault).

The DRPS has MOUs with other police services that allow for CIB members to conduct investigations outside the Region in conjunction with another police service.

Supervision (s.10)

The DRPS has:

- a) supervision (by trained, knowledgeable and qualified members), available to its members 24 hours a day
- b) directives, training, accredited seminars on supervision, including setting out circumstances where supervisors must be contacted and be present at incidents

DRPS Directive AO-01-011 SUPERVISION supports that the Service is committed to providing supervision to its members through trained supervisors who have the requisite knowledge, skills and abilities to deliver adequate and effective support.

Criminal Investigation Management (s.11)

DRPS Directive LE-01-023 CRIMINAL INVESTIGATION MANAGEMENT PLAN reflects the requirements set out in O. Reg. 3/99 that all police services develop a comprehensive Criminal Investigation Management Plan that identifies the method by which all criminal investigations shall be conducted. This DRPS directive articulates provisions on protecting life and property, in accordance with the highest standards of professional skill, integrity and accountability, by utilizing an investigative system that is in accordance with the Provincial Adequacy Standards.

The DRPS has directives that:

- a) list occurrences for which patrol officers are required to contact their supervisor as soon as practicable
- b) permit supervisors to assign responsibility to undertake or manage the investigation of an occurrence that could be assigned to a criminal investigator;
- c) list occurrences supervisors shall assign responsibility to undertake or manage the investigation to a criminal investigator;

To ensure that our criminal investigators have the knowledge, skills and abilities required for investigations, a full-time sergeant at the Police Learning Centre (PLC) is assigned this portfolio. The PLC offers in-house and Ontario Police College (OPC) satellite courses that comply with the Criminal Investigative Management Plan as well as Major Incident Response Team (MIRT) and Major Case Management. Investigators at the DRPS must be trained accordingly with the requisite skills in order to function. The PLC ensures that they are trained either from supervisors and unit leaders communicating with the PLC or by way of the electronic learning module (ELM) where members apply for courses. When members move into an investigative position, they either have the required training or they will receive it; this is overseen by their supervisor, themselves or the PLC. The training meets Ontario adequacy standards.

Investigations: Procedures and Processes (s.12)

The DRPS has directives that provide detailed policies and procedures for undertaking and managing general criminal investigations and the investigations into those types occurrences specified in O.Reg. 3/99 s.12 (1):

- a) physical and sexual abuse of children (LE-01-125)
- b) child pornography (LE-17-009)
- c) criminal harassment (LE-01-002)
- d) domestic occurrences (LE-01-024)
- e) drug-related offences other than simple possession (LE-01-022)
- f) elder abuse and vulnerable adult abuse (VA-01-004)
- g) fraud and false pretence (LE-01-006)
- h) hate or bias motivated crime and hate propaganda (LE-01-016)
- i) homicides and attempted homicides (LE-01-005)
- j) found human remains (LE-17-003)
- k) illegal gaming (LE-01-017)
- l) missing persons (LE-16-001)
- m) parental and non-parental abductions (LE-01-0129)
- n) offences involving firearms (LE-01-021)
- o) proceeds of crime (LE-01-019)
- p) property offences, including break and enter (LE-01-013)
- q) robberies (LE-01-004)

- r) sexual assaults (LE-01-025)
- s) stolen or smuggled firearms (LE-01-021)
- t) vehicle thefts (LE-09-006)
- u) youth crime (LE-01-028)

The DRPS directives specify when more than one officer must respond to an occurrence or call for service.

Miscellaneous Procedures and Processes (s.13)

The DRPS has procedures and processes communicated via directives, the DRPS intranet and e-parade that address the following:

- a) internal task forces (LE-08-004)
- b) joint forces operations (LE-08-005)
- c) criminal intelligence (LE-05-002)
- d) crime, call and public disorder analysis (CP-04-001)
- e) informants and agents (LE-06-001)
- f) witness protection and security (LE-07-001)
- g) police response to persons who are emotionally disturbed or have a mental illness or a developmental disability (LE-17-010)
- h) search of the person (LE-15-001)
- i) search of premises (LE-14-005)
- j) arrest (LE-12-001)
- k) bail and violent crime (LE-13-001)
- l) prisoner care and control (AO-12-001 and AO-14-001)
- m) prisoner transportation (AO-14-006 and AO-14-007)
- n) property and evidence control (AO-04-001)

Investigative Supports (s.14)

The DRPS has directives that establish procedures and processes in respect of:

- a) investigative supports (i.e., SOCO, analysis)
- b) collection, handling, preservation, documentation and analysis of physical evidence
- c) obtaining, when required, expert or specialized assistance from another police force, government agency or other organization or individual, in relation to a criminal investigation being undertaken by the Service

DRPS Directive AO-04-001 SEIZED AND FOUND PROPERTY articulates the Service's commitment to ensuring that all property coming into the possession of DRPS is managed keeping with the highest standards of professional skill, integrity and accountability. This directive establishes effective and efficient methods for the storage and management of property in the custody of DRPS.

To ensure that our investigative supports have the knowledge, skills and abilities to provide the required support, a full-time sergeant at the Police Learning Centre (PLC) is assigned this portfolio.

Navigable Bodies and Courses of Water (s.15)

The DRPS has qualified members and equipment, including the 'David J. Edwards' boat, that service navigable bodies and courses of water within the region (i.e. Lake Scugog).

Court Security (s.16)

The DRPS employs 41 full-time and 13 part-time special constables that are supervised by the Staff Sergeant of Court Services and managed by the Inspector of Regional Support. Currently, 33 full-time and 13 part-time special constables are assigned to Court Services at 150 Bond St. E., Oshawa; the remaining 8 full-time special constables are assigned to the Central Cellblock, 17 Division (Central East).

The DRPS provides complete court security at the new court house, 150 Bond Street East, Oshawa. This includes:

- (a) a court security plan
- (b) directives articulating procedures, supervision and training
- (c) all special constables under the supervision of a staff sergeant and two sergeants have the knowledge, skills and abilities to perform their assigned duties. Training is received both at the Ontario Police College and the DRPS Learning Centre through approved and accredited training

VICTIMS ASSISTANCE

Victims Assistance (s.17)

The Domestic Violence Offender Management Unit (DV-OMU) is a one-year pilot project within the Crime Administration Branch. The unit is responsible for monitoring high risk domestic violence cases that have been recommended and reviewed by the Durham Region High Risk Assessment Review Team (HART). The DV-OMU is also responsible for creating partnerships with Victim Services, Bail and Parole, Probation, Crown's Office, and other DRPS units and agencies as it relates to domestic violence.

The DV-OMU provides support by enforcing conditions placed on offenders and is aligned with the Service's commitment to community safety. Their primary goal is to manage the offenders that pose a risk to the safety of the victim and our community. Their secondary goal is to assist members in locating domestic offenders who are at risk to re-offend.

The unit comprises three sergeants, one detective/constable and five constables. It is managed by the Inspector of Crime Administration and the Superintendent of Crime Management.

The following directives set out the roles and responsibilities in providing assistance to victims:

VA-01-002 VICTIM ASSISTANCE PROCEDURE: *This directive informs members of their roles and responsibilities for providing victims' assistance.*

VA-01-003 VICTIM AND WITNESS INFORMATION GUIDE: *This directive informs members of their roles and responsibilities for providing victims and witnesses of sexual assault or domestic violence with the assistance guide pamphlet entitled Intimate Relationship Abuse.*

VA-01-004 ELDER AND VULNERABLE ADULT ABUSE: *This directive informs members of their roles and responsibilities in regards to incidents of elder and vulnerable adult abuse.*

LE-01-024 DOMESTIC VIOLENCE OCCURRENCES: *This directive informs members of their roles and responsibilities and the procedure to addressing incidents of domestic violence.*

PUBLIC ORDER MAINTENANCE

Public Order Unit (s.18-20)

The Public Order Unit (POU) consists of sworn members who, in addition to their regular duties, receive public order and search training so that the Service may provide appropriate response to public disturbances, labour disputes and/or searches. The POU functions as a part-time unit and is supervised by one regional duty inspector who reports to the Superintendent of Community Policing, West Command. Members assigned to POU have specific duties and responsibilities, including:

- responding to public disturbances, demonstrations and other civil unrest activities
- responding to labour disputes and strikes
- providing search assistance for missing persons and/or crime scene evidence
- providing extra policing at special events

The POU participates annually on mandatory training at Land Forces Base, Meaford. The training focuses on dealing with and properly managing non-compliant protestors.

An example of a POU call-out was the deployment of the unit at the foot of Queen's Park with officers from Toronto Police Service , other G.T.A. police services, R.C.M.P. and O.P.P. The event remained peaceful as the demonstrators marched through Toronto's downtown to the U.S. Consulate.

The POU is an active member of the Ontario Provincial Public Order Unit Advisory Committee. They network, train and deploy to major crowd management events with other Ontario Police Forces from around the Greater Toronto Area (GTA) that make up the advisory group, sharing resources and experience. The majority of the POU call-outs are in the area of search followed by crowd management.

The DRPS has procedures and policies on the deployment of the POU, labour disputes, training, and cooperative provisions with other police services. The procedures and policies are communicated in a number of directives and in the POU manual which is available to all members.

EMERGENCY RESPONSE SERVICES

Emergency Response Services (s.21)

The DRPS has the following emergency response services:

- Tactical Support
- Explosive Disposal
- Major Incident Commanders
- Crisis Negotiators / Hostage Rescue

- Air Support
- Canine
- Dive Team
- Emergency Plan / Labour Liaison.

The DRPS has entered into agreements through memorandums of understanding (MOU) with adjacent police services in regards to emergency response services. Those services are Toronto Police Service, York Regional Police Service, O.P.P., R.C.M.P. 'O' Division (Bowmanville), Peterborough Lakefield Community Police, Cobourg Police Services and include Ontario Power Generation at Darlington and Pickering.

Perimeter Control and Containment (s.22)

When the Durham Regional Police Service (DRPS) is required to intervene in a crisis situation it does so with the philosophy of contain and negotiate. The goal of this philosophy is to ensure that resolutions to high-risk incidents are achieved using the least amount of force possible and are consistent with the safety of our members and the citizens we serve.

As front line members are often responsible for initial perimeter control and containment at high-risk incidents until relieved by members of the Tactical Support Unit (TSU), Directive ER-02-001 PRELIMINARY PERIMETER CONTROL AND CONTAINMENT has been developed to provide a consistent and effective means of performing this critical task.

Tactical Support (s.23-25)

The Tactical Support Unit (TSU) comprises one staff sergeant & one sergeant (team leaders), and sixteen detective constables who are subject matter experts in the field of firearms and tactics. Members are proficient in at least one of the following skills: sniper, negotiator, master MP5 instructor, explosives technician, rappel master, rescue instructor, hostage negotiator, less lethal technician, active countermeasures, heavy breacher, taser instructor, rifle instructor, and pistol instructor.

Incidents involving hostages or forcibly confined persons, as well as armed or barricaded persons, require the specialized skills, knowledge and training of tactical support officers.

The Tactical Support Unit - Hostage Rescue Team is a highly disciplined, well trained and well equipped police resource. Members of this unit have received intense training in dynamic entry and hostage rescue as they undertake to resolve high risk incidents, particularly where firearms and other weapons are involved.

De-escalation of an incident through carefully planned actions and the tactical concept of "contain and talk out - negotiate - crisis intervention" successfully conclude most situations that involve the TSU. Peaceful resolution of an incident is the Tactical Support Unit's ultimate goal. If an incident must be resolved through the application of approved force options, the force applied by the TSU must not be excessive in relation to the nature of the situation

The experts of the TSU may train other units within the Service (for example, Drug Enforcement, Guns and Gangs, Robbery).

The DRPS has a number of directives related to the Tactical Support Unit that address policies, procedures and qualifications to meet the requirements of the Police Services Act.

Explosive Disposal

Part of Tactical Support Unit's (TSU) mandate includes the Explosive Disposal Unit. Several members of TSU have received extensive training and are fully accredited explosive disposal technicians. These members respond to all incidents involving suspected or identified explosives, biological or chemical devices to perform the 'Respond-Assess-Render Safe' procedures of bomb disposal. In addition, these officers participate in community days and police week displays to educate and inform the public on potentially hazardous and explosive materials.

Major Incident Commanders

The safe and effective deployment of police personnel during major incidents requires exceptional leadership, coordination and discipline. The Durham Regional Police Service has the resources and training to react professionally and quickly to emergency situations such as major fires, hazardous material spills, natural disasters, major crimes or disturbances.

A unity of command is required during any major incident to reduce confusion and to ensure that people receive orders from one leader. The Service has a number of trained Incident Commanders to take control of a scene and coordinate the activities of all personnel and resources involved.

Successful completion of the Ministry accredited Incident Command Course, followed by ongoing scenario and refresher training, is mandatory for those members that wish to undertake the responsibility and remain active in the position. The Command Triangle is used to oversee all critical incidents and comprises the Incident Commander, Crisis Negotiator and Tactical Commander.

All DRPS duty inspectors, designates, and approximately ten NCOs are trained and qualified as major incident commanders.

Crisis Negotiators / Hostage Rescue

All members of the DRPS seek peaceful resolutions to the situations they encounter. This includes incidents involving hostage-takers, emotionally distraught persons, and barricaded persons threatening harm to themselves or others. Negotiating a successful conclusion to these highly volatile situations demands the skills and training of a negotiator – a specially trained police officer with the knowledge and experience to talk down a potentially dangerous individual.

Members that are qualified as crisis negotiators or hostage rescue have successfully completed the government accredited Crisis Negotiator's Course, followed up by ongoing scenario and refresher training.

Air Support

The Durham Regional Police Service became the first municipal policing agency in Ontario to incorporate the advantages of a helicopter in our law enforcement and crime prevention initiatives. Currently, the DRPS employs two qualified helicopter pilots.

Canine

The Canine Unit (K-9) supports eight handlers and eight dogs. Among the eight dogs are three drug detector dogs, two firearm detector dogs and one explosive detector dog.

The Canine Unit comprises general purpose tracking and detection canines. Some of these dogs are cross-trained for narcotics, gun and explosive detection. K-9 on hand during regular shifts, but is also available on an on-call basis; basically they are available 24 hours a day 365 days a year and may be called to anywhere in the region. In addition, the DRPS has three agreements (memorandums of understanding), with other police services to provide canine support services. K-9 is also available for community events, presentations and education.

A sergeant position has been approved for K-9, but has not been implemented due to budget constraints.

Emergency Plan / Labour Liaison (s.26)

The Emergency Measures Officer's responsibilities include planning for:

1. Natural disasters such as floods, hurricanes and any severe weather conditions that would directly affect the well being and safety of the community
2. Potential emergencies such as hazardous spills, nuclear incidents, train derailments or aircraft crashes that would necessitate a quick and effective response by emergency services such as the DRPS.

The DRPS emergency measures officer coordinates the long-term planning efforts of the police in situations of emergencies and disasters and assists in the planning and running of emergency exercises that could require police involvement. Often this is done in conjunction with the Region's Durham Emergency Management Office (DEMO), and other emergency response agencies,

The Labour Liaison Unit maintains the peace at labour disputes such as strikes and lockouts requiring prior planning and coordination by the Service. The Labour Liaison Officer meets with management and organized labour groups prior to and during labour disputes. These consultations usually ensure that all parties understand their legal rights and obligations, and assist in maintaining peaceful and law-abiding activities during labour disputes.

A Labour Dispute Guideline leaflet is available for management and organized labour and can be located on the DRPS website.

The DRPS has a number of directives that address policies and procedures in regards to emergency response services.

Ground Searches (s.27)

DRPS directive LE-16-001 MISSING PERSONS establishes the procedure for conducting missing person searches and investigations. The roles and responsibilities of members involved in a missing person incident are set out in this directive, including those of the search coordinator. The directive promotes the use of a variety of partnerships with other agencies and volunteer groups at appropriate steps in the search procedure.

Counter-Terrorism (s.28)

Directive CT-01-001 TERRORISM provides members with direction in dealing with terrorist incidents or threats of terrorist acts. It is not meant to replace the Provincial Counter-Terrorism Plan (PCTP) or The National Counter-Terrorism Plan (NCTP).

ADMINISTRATION AND INFRASTRUCTURE

Board Policies (s.29)

O. Reg. 3/99, s.29 speaks to the responsibility of every board to have policies with respect to specific matters outlined in the regulation. Although this is outside of the purview of the service, the DRPS has directives that outline policy for the named sections and subsections. These are detailed throughout this monitoring report.

Through scheduled monitoring reports, the Chief of Police reports on compliance to the policies set forth by the Board.

Business Plan (s.30)

O. Reg. 3/99, s.29 speaks to the responsibility of every board to prepare a business plan for its police force at least once every three years.

The 2011-2013 Business Plan was developed in line with Adequacy Standard regulations. These requirements are reflected in the Board's current Governance Process Policy on Strategic Business Planning, in which the Board delegates to the Chief of Police the responsibility of developing a Business Plan in consultation with the Board.

The three priorities of the 2011-2013 Business Plan are Community Safety, Crime Prevention through Law Enforcement, and Organizational Excellence. These priorities are addressed using the key principles of Problem-Oriented Policing and community partnerships.

The 2011-2013 Business Plan emphasizes the importance and explains the purpose of our Facilities, Information Technology and Capital Development plans.

Included in the 2011-2013 Business Plan are measures of success for each of the nine objectives outlined in the plan. These measures include quantitative (rates and counts) and qualitative (survey results) performance objectives and indicators and include those indicators specified in O.Reg.3/99 s.30 (2). Measures of success will be formally reported on an annual basis, with a full review at the conclusion of the plan.

Interim progress towards the achievement of goals will be assessed, and adjustments will be made where necessary, through monitoring the outcomes of operational initiatives. Business Plan updates to the Board are scheduled on a semi-annual basis.

Annual Reporting (s.31)

An annual report is prepared and published for the Board relating to the activities of the police force during the prior year. It includes significant events, a financial overview, regional and divisional statistics including public complaints, information about activities and initiatives towards meeting the priorities of the business plan, and the results of the Board's Ends monitoring reports.

The annual report is in addition to the scheduled monitoring reports through which the Chief of Police reports on compliance to the policies set forth by the Board.

Board Protocol With Council (s.32)

O. Reg. 3/99, s.32 speaks to the responsibility of every board to enter into a protocol with its council that addresses the sharing of information and consultation with municipal council. It also speaks to consulting with specific groups in the development of the business plan.

This section is outside of the purview of the DRPS. The Board's Government Relations governance process policy addresses this regulation. In addition, the requirement for consultation with specific groups in the development of the business plan is covered in the Board's Strategic Planning governance process policy.

Skills Development and Learning (s.33)

The Durham Regional Police Service (DRPS) supports and promotes self-directed skills development and learning, to enhance current job performance and aid in career development.

The voluntary Career Development Program was launched in 2010. This program offers several self-directed tools including an interactive e-career manual, a career coach program and an up-to-date career development site. The objectives of the Career Development Program is to improve the knowledge, skills and abilities of our members, encourage members to plan their career paths, and aid in succession planning within the Service.

New officers are coached and mentored through the Patrol Training Officer (PTO) program. This program is a problem-based learning (PBL) focused program that is designed to invoke creativity, critical thinking and problem solving in our new officers. The PTO program is devised into four phases or learning: A) non-emergency incident response; B) emergency incident response; C) patrol activities; and, D) criminal investigations. At each phase trainees are required to apply their PBL training to real life situations. New officers must complete a neighbourhood portfolio exercise (NPE) to demonstrate their comprehension of the concepts and the skills they've developed. The PTO program employs adult learning styles and focuses on the trainee's needs, thereby improving their prospective job performance. The DRPS had five new recruits go through the program in 2010.

The Police Learning Centre (PLC) provides advanced training to all members of the Service. The PLC's core services include block training for all sworn members (including use of force techniques, investigative procedures, etc.), new recruit training, employee advancement training and unforeseen circumstance training. The PLC acquires and facilitates accredited courses from Ontario Police College (OPC), Canadian Police College (CPC), Royal Canadian Mounted Police (RCMP), Ministry of the Solicitor General and Correctional Services, and the Canadian Coast Guard. Agreements with Durham College and Donovan Collegiate allow the PLC to provide scenario training to our members at central facilities.

Web-based learning, or e-learning, is used to address various training requirements. In 2010, e-learning was used to provide training for RADAR and LIDAR, procedures in record note taking, workplace violence and harassment (Bill 168), pandemic influenza, terrorism and major events training.

The PLC also makes use of electronic learning modules (ELM) to archive all learning, training and course selections. Specialized training for investigative services, tactical support and public order is under the oversight of the superintendents of these areas. The PLC acts in an administrative role to facilitate sending the member for training at OPC, CPC, and other accredited institutions that deliver the training required to perform in these positions.

Procedures for the Investigation of Complaints (s.34)

Procedures for the investigation of complaints are in place and articulated in directive AO-09-002 COMPLAINTS PROCESS – POLICE SERVICES ACT. This directive informs members of their roles and responsibilities and the procedure in handling both internal and external complaints against police

officers or about the policies or services provided by the DRPS. Also for information, this directive outlines the role and responsibilities of the Office of the Independent Review Director.

Quality Assurance (s.35)

The DRPS has a Quality Assurance Unit (QA) comprising one staff sergeant, two editor/writers, and one administrative assistant. QA is mandated and responsible for the following:

1. Service directives that account for:
 - Crime Prevention
 - Law Enforcement
 - Victims Assistance
 - Public Order Maintenance
 - Emergency Response Services
 - Administration and Infrastructure
2. Maintaining an accessible catalogue of current “Memorandums of Understanding”
3. Ensuring officer compliance as prescribed in the Policing Standards Manual (2000) and Ontario Regulation 266/10 “Suspect Apprehension Pursuits”; tracking all pursuits engaged by DRPS officers within the region.
4. Conduct internal audits, measuring Service compliance, risk management and liability. Distributing to senior management, findings and recommendations, including tracking the implementation of recommendations
5. Hosting the “Fundamentals of Auditing in a Law Enforcement Environment” that provides a learning opportunity for DRPS members as well as audits on our units by outside personnel.