

Classification **PUBLIC**

Meeting **June 9th, 2014**

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.**

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

I report compliance to all provisions of this policy.

Signed: \_\_\_\_\_

Date: \_\_\_\_\_

Chief of Police

**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: Crime prevention, Law enforcement, Victims assistance, Public order maintenance, Emergency services response, and Administration and Infrastructure.

It is my further interpretation that adherence to Provincial Adequacy Standards is also demonstrated throughout the year based on compliance with Board Monitoring Reports and reference is made through this document where appropriate.

### **DATA SUPPORT**

A strict interpretation of the policy would be a compliance statement outlining the six areas as set out in Adequacy Standards. Our goal as an organization is to go beyond meeting the minimum requirements of the standard and as such, several highlights of outcomes as well as a compliance chart have been included in this report. This report also amalgamates information from previous Board Monitoring reports as they too form part of our reporting compliance on adequacy standards. Some of the examples in this report are drawn from the recent Community Policing Monitoring report (M122-14 refers) as it contains a considerable amount of information with respect to Service activities that support Adequacy Standards and ultimately community safety.

<b>ONTARIO REGULATION 3/99 SECTION:</b>	<b>Compliant with Section</b>	<b>DRPS Policy in Place</b>	<b>Related PSB Monitoring</b>	<b>Related PSB Minutes</b>
Crime Prevention (s.1 - 3)	YES	YES	Community Policing (Ends), Community Safety (Ends)	M122-14, M252-13
Law Enforcement (s. 4 - 16)	YES	YES	Community Policing (Ends), Community Safety (Ends)	M122-14, M252-13,
Victims Assistance (s. 17)	YES	YES	Assistance to Victims of Crime (Ends)	M080-14
Public Order Maintenance (s. 18 - 20)	YES	YES	--	--
Emergency Response Services (s. 21 - 28)	YES	YES	--	--
Administration and Infrastructure (s. 29 - 35)	YES	YES	Strategic Business Planning (Governance), Complaints (Bylaw), Audit Function (Executive Limitations)	M365-13, M039-14, M123-14

## **CRIME PREVENTION**

The DRPS community policing philosophy aligns its Crime Prevention activities with the Province of Ontario's Mobilization and Engagement Model of Community Policing. The Ontario's Association of Chiefs of Police (OACP) accepts this model and it is taught as part of the recruit curriculum at the Ontario Police College.

### Community-based Crime Prevention Initiatives

Community-based crime prevention initiatives are coordinated through the Crime Prevention Unit, in cooperation with the divisional offices. The Durham Regional Police Service works closely with community groups to address safety concerns and to develop crime prevention initiatives for all residents. We have dedicated police officers that travel to schools, public meetings, community events, and service club functions to speak about safety concerns and crime prevention techniques.

### *Crime Prevention Signs*

Last spring, the Crime Prevention Unit launched a pilot project using signs with a simple message on them to remind people to lock their doors and keep valuables out of sight. The project was conducted with the goal of reducing theft from vehicles and homes through public education in certain areas. Working with our crime analysts to choose locations, the signs were placed in 52 different locations for two-week durations from May through November 2013. Thus far, this initiative has proven quite successful from a community response perspective. We also used the signs at our large Community Events such as Police Week and Crime Prevention Week as well as many community lectures throughout the Region.

### Auxiliary Unit

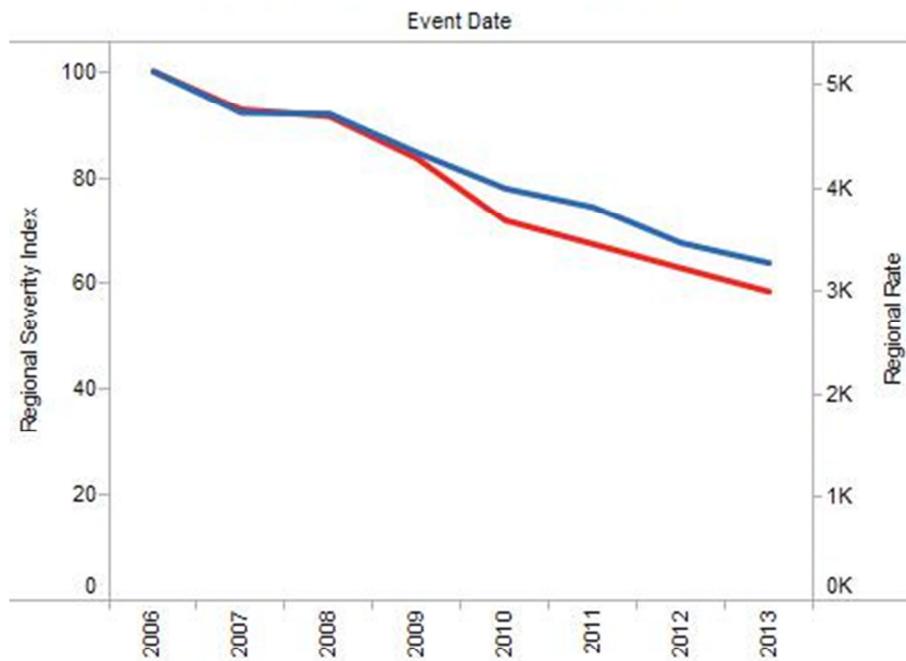
For over 36 years, the DRPS auxiliary unit has provided volunteer community service to the citizens of Durham Region. At year-end, the DRPS Auxiliary Unit comprised one auxiliary inspector, three auxiliary staff sergeants, 15 auxiliary sergeants and 49 auxiliary constables, and is overseen by the Inspector of Patrol Support. Last year 11 new auxiliary constables were added to the unit and 19 new recruits were selected to start their training in 2014. The unit will achieve a strength of 90 members in 2014.

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. Participating in 221 events, the Unit contributed over 21,000 hours of volunteer time to the Durham Regional Police Service (DRPS) and the citizens of the Region. On average, an auxiliary officer contributes 216 hours of time, 72 hours above the minimum mandatory hours of 144 per year.

### Measuring Crime Prevention Efforts

Traditionally, the effectiveness of crime prevention efforts is measured by the crime rate per 100,000 population and more recently complemented using a crime severity index to describe the relative seriousness of criminal activity. The following chart shows how both the crime rate and the severity index has declined over the past eight years.

**Crime Rate per 100,000 Population and  
Crime Severity Index  
(Indexed to Durham Region, 2006 base year)**



To calculate the Crime Severity Index:

- 1) The number of incidents for each violation code are multiplied by the weight for that violation code (as weighted by Stats Can)
- 2) The weighted total is divided by the population (this is the weighted rate)
- 3) The weighted rate is divided by the weighted rate for Durham Region in base year 2006 and multiplied by 100 to create the index

**Chart Legend**

■ Regional Crime Rate per 100,000

■ Regional Severity Index

The Community Safety Monitoring Report, which details the rates amongst the eight comparator services using figures from the Canadian Centre for Justice Statistics (CCJS), is submitted to the Board annually in September.

## LAW ENFORCEMENT

### Investigations

#### *Property Crimes*

The DRPS has investigative teams committed to solving crimes. One such example is a team in Central East Division that is dedicated to investigating residential and commercial break & enters. A crime analyst and members of the team review reports of these crimes to identify trends promptly. Briefings occur weekday mornings with divisional leadership and a crime analyst to review property crime trends. Early identification allows the platoon working that day to visit the identified areas and share relevant crime prevention tips with local residents. Residential break & enters were reduced from 385 in 2012 to 257 in 2013. This reduction of 128 incidents equates to a 33% decrease in this division.

## *Human Trafficking*

In 2013, the DRPS investigations into Human Trafficking were undertaken. A project last spring confirmed the existence of Human Trafficking within Durham Region and Whitby. We established significant partnerships with organizations that assist victims of Human Trafficking to escape the hands of their persecutors.

The DRPS led an operation involving 27 police services from across Canada. This initiative involved 185 officers, 34 towns and cities in 8 provinces. There were 342 females interviewed and offered support. Three 15-year-old girls were rescued during the initiative: one from Halifax Nova Scotia, one from Edmonton Alberta and one from Halton Region in Ontario.

## Measuring Law Enforcement Efforts

Traditionally, the effectiveness of law enforcement efforts is measured by clearance rates and more recently complemented using a weighted index to describe the relative seriousness of the crimes being solved. The following table shows the operational clearance rates for 2013 and 2012, along with a weighted clearance rate for 2013. These figures are based on the DRPS operational figures and may vary from the CCJS figures that are published in July.

Offence Group	Actual 2013	Cleared 2013	Weighted Clearance Rate 2013	Clearance Rate 2013	Clearance Rate 2012
Violent (Violations Against the Person)	4,005	2,961	60.4%	73.9%	76.4%
Crimes Against Property	12,018	3,257	27.8%	27.1%	27.3%
Other Criminal Code Violations	2,468	2,111	74.6%	85.5%	93.0%
<b>Grand Total</b>	<b>18,491</b>	<b>8,329</b>	<b>41.8%</b>	<b>45.0%</b>	<b>46.2%</b>

The Community Safety Monitoring Report, which details the clearance rates amongst the eight comparator services using figures from CCJS, is submitted to the Board annually in September.

## **VICTIMS ASSISTANCE**

### Victim Services of Durham Region

Working in partnership with the Durham Regional Police Service since 1998, Victim Services of Durham Region has grown throughout the years to include a memorandum of understanding (MOU) with DRPS.

Victim Services of Durham Region (VSDR), a community based, not-for-profit program funded by the Ministry of the Attorney General, Victims and Vulnerable Persons Division, recognizes the importance of all victims, witnesses and their families being treated with compassion, respect and having access to the services that they need, when they need it most.

The MOU allows for Victim Support Workers (VSW), hired under VSDR to fulfill obligations under the Ontario Police Services Act to provide a prompt, supportive follow up phone call and/or letter to all victims of verbal domestic occurrences thereby enhancing the previous police based hybrid Victim Services Unit model.

During the course of 2013, VSDR provided support to 4,793 victims of crime and tragic circumstance as a result of 3617 incidents. Of those 4,793 victims, 1,081 required on-going follow up and support,

3,444 were female, 1,318 were male and 31 were children under the age of 15 years of age. VSDR ensured that the needs of our community members were met in each instance by either the provision or offering of direct support, advice, or consultation.

#### Domestic Violence Offender Management Unit (DVOMU)

The mandate of the Domestic Violence Offender Management Unit (DVOMU) is to ensure the safety of victims of domestic violence, due to their particular vulnerability to re-victimization. This is done by monitoring offenders who pose a high risk to re-offend and by contacting domestic violence victims for follow-up information pertaining to offender compliance levels. This contact gives victims peace of mind and reassures them of their safety. It also decreases breaches by consistently holding offenders accountable through regular compliance checks.

#### **PUBLIC ORDER**

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 facilitate peaceful demonstrations and conduct ground searches for missing persons and evidence. The unit welcomed 11 new members to the team after they recently graduated from the Public Order Unit Basic Tactical Course held at the Toronto Police College from March 31 to April 11, 2014. Some of the material taught on the course includes crowd dynamics, crowd management theory, formations, articulable cause, and deployment.

A significant number of missing person searches involve seniors that suffer from dementia and Alzheimer's disease. In 2013, the POU collaborated with Alzheimer's Durham to implement a proactive initiative directed towards Long Term Care and Nursing Homes throughout all of Durham Region. The initiative involves having POU members attend each of the forty-four (44) locations across the five patrol divisions.

The officers meet with the managers or patient care directors to explain the role of the DRPS during a missing person search. It is recommended to the staff members that they assemble as much information as possible about their residents, such as a current picture, usual jacket, previous incidents, places they may attend, historical addresses, family members etc., in case they were to wander from their facility. Without exception, the feedback has been positive, with several locations requesting the POU attend to share the same information with caregivers and family members.

The next phase of this initiative is to identify vulnerable persons that live in private residences to provide the same messaging to family members and caregivers. This phase will include autistic children and vulnerable youth within our group homes.

#### **EMERGENCY SERVICES**

##### Tactical Support

The Tactical Support Unit (TSU) is made up of 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 Hostage Rescue Team is a highly disciplined, well trained and well equipped police resource.

Members of this team 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.

### **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 emergencies 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.

## **ADMINISTRATION AND INFRASTRUCTURE**

### **Business Planning**

Every Police Service is required to develop a Business plan at least once every three years and on behalf of the Board the Service consulted with the community to develop a Community Safety Commitment (Business Plan) with 4 priorities and an underlying framework of continuous improvement:

- Community Presence – enforcing the law and being more visible
- Community Engagement – leveraging our diversity to provide education, problem solve and reduce crime and the fear of crime
- The Community of our Youth – doing our part to help youth succeed to become our future leaders
- Our Commitment to Professionalism and Accountability by our members and our Service

As part of ensuring that the community has a better understanding of the priorities of the service each division will produce public community safety plans. The plans themselves will be reported on at the July 2014 Board and will provide priorities aligned with the Business Plan but individualized for our diverse communities. The plans will undertake to quantify our success in these areas through measures that aggregate from the small to overall success measures across the Region.

### **Skills Development and Learning**

The Police Education and Innovation Centre (PEIC) has engaged hundreds of members in thousands of hours of learning. The PEIC is engaged in activities that address the Journey Ahead: Defining our Academic Direction document approved by Command in the spring of 2013. The Academic Direction focuses on two pillars of development for all members of DRPS:

- Quality teaching and learning through accessible, affordable and appropriate opportunities.

- Strategic growth of programming through the innovative use of technology and partnerships.

This member centered educational strategy continues to ensure we develop our people to support community safety in the Durham region. The Centre has completed 80% of all actions with associated measures successfully over the past year and half since the plan was approved. Twenty percent of all courses are now delivered in a hybrid/blended model, members have access to educational opportunities 24/7 while in the workplace through a variety of highly engaging e-learning programs.

The Centre enjoyed a 600% increase in locally delivered programming in 2014, which ensured that more members could have the same professional development opportunity within the same funding envelope. Operating and educational delivery efficiencies were noted, resulting in a 25% decrease in overall operating costs of the Centre from 2013-2014. Finally, the creation of the Durham Professional Development Model, a tool designed to map the leadership development of our members from the beginnings of their career to their executive level of understanding was created in 2013-2014. This model has garnered the DRPS attention as leaders in the pursuit of the professionalization of policing provincially and nationally.

### Quality Assurance

Internal Service Directives have renewed attention, through five internal front line focus groups held to conduct assessments. Using their expertise, forty-four members participated in rating over two hundred directives on five weighted values: officer and public safety, imminent procedural knowledge, discretion & evidence collection, reputation, and property & environment.

Once the priority levels are approved and added, all directives will be delineated into policy and procedure components, in essence separating the ‘why’ from the ‘how’ for greater clarity. The new policy and procedure directives will be grouped under headings derived from Provincial Adequacy Standards, but other categorizations may be considered after further refinements have been made.

As part of continuous improvement, additional refinements to all directives will occur as scheduled internal audits take place. The Quality Assurance unit will conduct a comprehensive review to look for redundant, confusing or extraneous information and ensure that the information resides in the appropriate policy and procedure directive. Where appropriate, recommendations may include combining directives or that specific information is contained in a separate document. All of these processes are done to ensure we exceed Provincial Adequacy Standards while maintaining an effective series of policies.