

District Revitalization Program (DRP) Update

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Introduction

- OPS is dedicated in its commitment to community policing and developing the District Model to advance efforts towards achieving key outcomes
- Despite current challenges, our dedication to enhancing community engagement and operational effectiveness remains strong
- Key developments have adjusted the plan and are presented to the OPSB today



Strong, Productive Relationships with Community and Community Partners



Healthy, Resilient and Safer Communities



Crime Prevention and Reduction

Efficient, Effective OPS Service Delivery that addresses Community Priorities



Trust and Confidence in the OPS



Outcomes

Progress Update

May-August 2024	<ul style="list-style-type: none">• Pilot Deployment Model Part I initiated:<ul style="list-style-type: none">• Creation of 4 Districts under Neighbourhood Policing Directorate (NPD) [West, Central, South, East]• 4 District Inspectors leading engagement activities within assigned Districts• Onboarding additional civilian supports for District – Community Intake Specialists, District Crime Analysts, Research Analysts• District Geographic Boundary review, analysis, and modeling• Research and current state reviews: Stratified Policing, OPSTAT, Intake, Structure etc..• Initiated West Traffic Pilot• Strategy development and Implementation of Community Outreach Response and Engagement (CORE) Strategy
July-August 2024	<ul style="list-style-type: none">• Complexity is increasing, larger than initially planned
September- October 2024	<ul style="list-style-type: none">• Identifying adjustments to the approach and overall plan

Progress Update

November – December 2024	<ul style="list-style-type: none">• Research continued within the DRP• District Boundary and modeling transitioned to zone boundary modeling and analysis• DRP Project Management Team assesses next steps with Sponsors and Executive Steering Committee (ESC)
January 2025	<ul style="list-style-type: none">• Consulting Program Director engaged• Clarified and secured unified vision of the District Operational Model• Organizational Design modeling is initiated
February 2025	<ul style="list-style-type: none">• District Organizational Design Modeling identified critical dependencies tied to resource allocation and other complexities.• Initial staffing analysis for South Platoon indicates an additional 20-25 FTEs are required to align with the command structure of West, Central, and East Platoons. Estimate excludes the additional roles needed to complete the four-District Model’s structural design, which is still in progress• Staffing Stabilization Strategy review completed, although hiring targets met, prioritizing staffing placements remained a challenge—impacting the NPD’s ability to fully execute on the Community Policing Strategy and provide services consistently across all 4 districts

Progress Update

February 2025
(Continued)

- ESC Decision:**
- The establishment of the South Platoon and the broader expansion of the four districts across the service has been rescheduled to January 2027
 - Revised timeline allows time to build the required back-end infrastructure, ensuring that staffing requirements and budget needs are adequately met
- Transition from Project to Program, Program management framework and structure introduced, and an adjustment strategy is developed

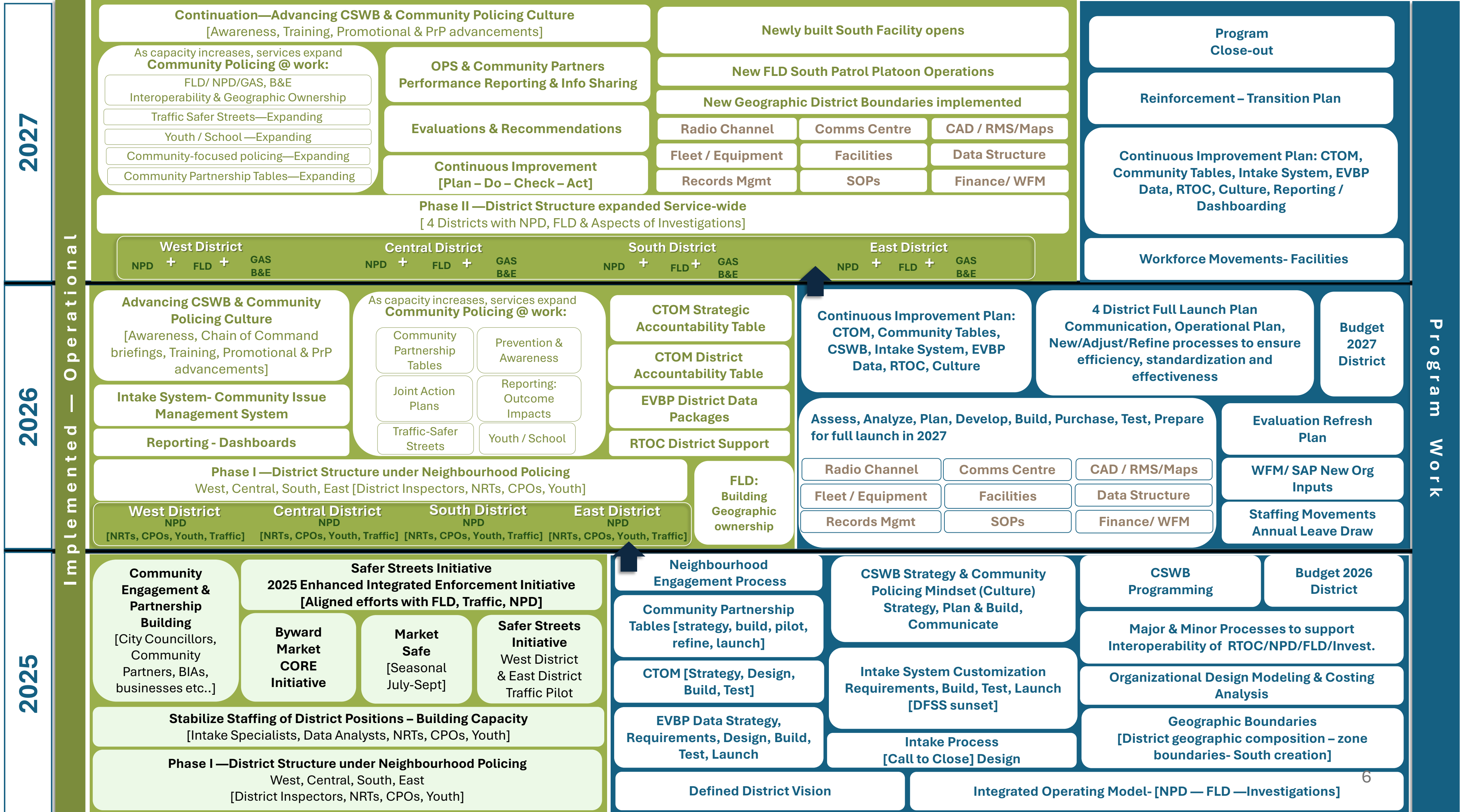
March 2025

- Structured Program Approach & strengthened governance framework
- Rebaselined Program

April 2025

- Orientation of newly added DRP Executive Steering Committee (ESC) members: Senior Leadership Team and CSWB Director
- DRP team members initiate key work packages [Engagement Process, Intake Process, Evidence-based Policing, Culture & continuation with Geographic Boundaries]
- NPD enhancing its staffing levels with the addition of 12 FTEs set for deployment in May, stabilizing community policing efforts.
- NPD resources will be incrementally added each quarter —as new recruits become "road ready," a proportional number of officers can be transferred accordingly.
- Community policing activities active in all districts through the efforts of Neighbourhood Resource Teams (NRT), Traffic officers, and Community Police Officers (CPO).
- West Traffic Pilot expands to East Traffic Pilot [in planning phase]

DRP Program to Operations —High-level Timeline Infographic



Next Steps

- DRP work packages underway and will include consultation and collaboration with community, city and community partners
- Major priority —to finalize the organizational design model, which will outline the financial investment needed to achieve the full District model.
- We understand the importance of discussions at various governance tables and committees, such as the FAC, HR, and Board Meetings, and will schedule these well in advance of the upcoming budget cycle

Questions