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**Appendix I:
External Consultations**

**Planning for the Future...
Scanning the Toronto
Environment**

Toronto Police Service

August 2011



EXTERNAL CONSULTATION – MUNICIPAL COUNCIL MEMBERS
(invitations sent to all Councillors)
MARCH 24TH, 2011

Councillor Mike Layton, Ward 19 (Trinity-Spadina)

- there are pockets and isolated incidents but generally safe area
- biggest issue is traffic, in particular speeding – persistent problem despite attempts to address (e.g. speed bumps)
- police presence mainly felt along the main arteries rather than side streets that are complaining most – need to find a better way to show police presence on minor streets
- with movement of club district westward into residential neighbourhoods, noise and mischief are now an issue – significant ‘inconvenience’ and main complaints to the office
- don’t know what ‘fix’ is possible, other than licensing or zoning at city level – not really a police issue completely but we will need help – more by-law officers – is there anything police can do?
- security around condominiums an issue – had a rash of condo garage break-ins targeting cars; most condos have security systems, not all have security personnel
- need to educate people – difficult to get message to condo residents regarding meetings – perhaps get material from police to pass along or have an officer attend at a community meeting
- safety in parks – there are a number of large parks that attract people who like to hang out late at night – some behaviour inappropriate, some criminal
- tunnels and bridges being planned and constructed – need police input regarding CPTED and safety enforcement later
- need enforcement of bike lanes (people parking on bike lanes etc.) – safety concerns – forcing bikes outside bike lanes
- also need enforcement of cyclists when they break the law – e.g. having no bell
- commercial trucks/cars making deliveries cause much congestion – needs enforcement

Councillor Chin Lee, Ward 41 (Scarborough-Rouge River)

- concerned about safety in high-rises – had rash of robberies – had a community safety officer come in to speak to residents about how to improve security
- private clubs and not licensed establishments – doors are locked, windows blackened, cameras – residents are concerned about what is going on – activity generally only happening at night
- the licensing department says they have no powers – police can’t get in except undercover
- massage parlours are also an issue – some licensed, some not
- not sure what police can do regarding the private clubs and massage parlours other than patrol more frequently
- the area is very safe in general – isolated incidents
- elder abuse is a concern – CPLCs have asked police to come talk about it – language barrier problematic as many people in the community were not born in Canada
- there has been a number of robberies of Chinese eateries advertising ‘cash only’ in window
- would like more active CPLC to see what can be done to help
- parking an issue for some, others don’t want enforcement; parking of commercial trucks, in particular, is sometimes an issue – gone when police arrive



Councillor Sarah Doucette, Ward 13 (Parkdale-High Park) *(written submission)*

- communication with youth is a priority: Ward 13 has a large demographic of young people, and has several elementary and high schools
- many of the issues listed below have a youth involvement factor, which needs to be addressed
- regular school visits help the police be seen and heard in our community; interactions with high school students, such as playing basketball or soccer with the kids, would humanize the officers for the students
- a number of residents have complained about graffiti and tagging occurring, especially in laneways in and the parks; working with residents and artists to try to create mural to help alleviate this problem
- finding a safe place for cyclists to ride has been an issue – pedestrians are complaining about the large number of cyclists on the sidewalks – increased enforcement is needed
- cyclists must also be able to feel they are safe while riding their bikes
- in regards to more serious crime, breaking and entering of both homes and vehicles is an increasing concern
- while main streets have proper enforcement, residential streets are often neglected – residents have complained about speeding and sign infractions throughout the residential streets, plus cars not obeying crosswalks around schools
- appreciate that a lot of these issues are due to the number of staff at the local division, which does not allow for officers to be everywhere all of the time

Councillor Mary Fragedakis, Ward 29 (Toronto-Danforth) *(written submission)*

- East York is not deemed a ‘high priority’ crime area by the City and therefore does not receive any funding toward crime prevention for youth
- since the last Environmental Scan, the ‘Officer on the Beat’ reports they have seen a “huge change” in the number of petty crimes in specific areas
- businesses are reporting fewer shoplifting occurrences and, if and when they occur, they are seldomly reported, and are generally reported after the fact when speaking to an officer
- lighting around a busy intersection is problematic and needs to be improved; people loiter in laneways nearby
- drug trafficking an issue – as fast as 54 Division shuts down a source, new ones pop up
- while a local youth hostel has been branded as the source for some crime, specifically drugs, this is a misconception: police report that there is less crime as an outcome of resident activity at the hostel than crime committed locally
- graffiti is rampant especially along the laneways and Toronto Parking Authority parking lots; businesses and local residents in one area have been waging a successful ‘war’ against this ongoing problem – other areas need to do the same
- have been sporadic outbreaks of petty crime (home and car break-ins, muggings, vandalism, etc.), however, in each instance, the police have been able to identify and catch the perpetrators
- Ward 29 is changing from older, immigrant families to younger, second generation Canadians and more two-income families are moving into the community because of the easy access to public transit
- must consider an influx of teenagers within the next 5-10 years who will need facilities and resources to keep them occupied and out of trouble
- priority is pro-active prevention – benefits not just how policing is conducted, but generates a sense of safety and well-being within the community



EXTERNAL CONSULTATION – PRIVATE & PUBLIC SECTOR ORGANISATIONS APRIL 4TH, 2011

Susan Vardon, United Way Toronto

- major research paper regarding ‘vertical poverty’ released in January
- continue to need place-based lens – increasing concentration of people in suburbs and number of high poverty neighbourhoods has more than quadrupled
- interviews with residents indicate that private stock of apartment buildings are badly served by infrastructure, transit
- concentration of poverty in high-rises recognized as risk to the well-being and prosperity of region
- joint strategy to build up inner suburbs involving the United Way, provincial government, City of Toronto, etc. – place-based investments – a lot of good has been done, but it’s still insufficient
- many people feel their building is a safe place to live, even though still have much drug dealing
- recommendation in report is to set up groups of tenants to address problems, with police to collaborate
- resident leadership in revitalizing neighbourhood is very important
- CPLCs need to be more comprehensive to reflect diversity of communities
- been working on evaluation and impact measurement – trying to improve capacity and show impact of work – willing to work/share with police
- inquired of the possibility for community groups to have some access to crime statistics to help with their planning
- have been convening tables of interested stakeholders to discuss desired outcomes regarding youths – United Way will be part of rather than lead community-wide planning (where do we want to be in five years?)

Ted Libera, Toronto District School Board

- grateful for growth in school/police partnership over past 5 years – having contact in Community Mobilisation unit has opened lines of communication and made it easier to connect proactively, as well as deal with issues as they arise
- School Action Team website is a great tool
- the police/school protocol almost complete – excellent partnership and process – really good communication
- Sunday morning lockdown training is excellent and working well – terminology change from ‘lockdown’ to ‘hold and secure’ has been exceptionally helpful in taking misunderstanding away
- the School Resource Officer (SRO) program is in 37 schools in TDSB and is a very important program – where officers understand the partnership, the SRO program is an outstanding success and resource, but where the SRO doesn’t understand the full potential of the program, there are occasional difficulties
- divisions play a huge role in how the SRO program is perceived by officers and community
- the relationship between the officer and the principal is important – if good, almost anything is possible
- co-ordination and communication of the SRO program is critical – since we can’t talk to all 17 divisions ourselves, strong central co-ordination is critical
- overall, strongly support partnership – outstanding for the city and community
- Community School Liaison Officers (CSLOs) valuable at elementary level, too



Peter Barrans, Toronto Catholic District School Board

- echo everything said by TDSB
- since *Bill 81, The Safe Schools Act 2000*, change in partnership has been tremendous – police are ‘with’ the schools
- protocol almost completed, mainly due to the good relationships between the police and the school boards
- used to only work with police in reactive situations, now involved in more proactive activities – now about 80% proactive, 20% reactive
- police also in elementary schools, which is good
- SRO program not necessarily reducing crime, but there has been an increase in relationships between police and students
- together with the TDSB, assists Community Mobilisation in training SROs – have seen a change in officer attitude to youth
- looking to the future, the most difficult thing is dealing in Internet safety (bullying, Facebook, gangs) – would like to share more in this with police, perhaps in joint training – schools, SROs, CSLOs, and other officers

Paul Nguyen, Jane-Finch.com

- www.jane-finch.com is a volunteer project – allows people to connect in and with the community
- to be accessible and credible – try to present both sides of any stories and not take sides
- site allows people to broadcast their opinions – gives people a voice
- would like stronger relationship with police on website – in the past, there have been issues with police, with community members feeling targeted (even in cyber-space)
- can’t ‘manage’ the message too much or people won’t believe you
- there are some language barriers with older generation, but can reach younger people, who are all involved with social media
- trying to develop library of information for community, so people can understand there is more to the community than drugs, gangs, crime, and guns
- would like to have police speak on the website

Harvey Low, Social Research & Analysis Unit, City of Toronto

- past work with police and United Way in determining priority neighbourhoods; were defined through data of all types (where do we want to invest, what areas are at risk, what are demands for services, etc.)
- didn’t have crime data then, but partnership has grown with Corporate Planning unit of the Toronto Police Service
- current work is ‘Wellbeing Toronto’ – have neighbourhood action plans, etc., and are trying to determine if efforts have been beneficial in the previous priority areas – monitoring indicators
- moving forward – looking at metrics across all neighbourhoods – interested in crime data, but also information from other areas such as human services, infrastructure, and socio-demographic data – have included positive indicators in database, rather than just traditional negative ones
- presenting indicators to public on the Internet and allowing community to combine and define their own ‘priority’ neighbourhoods – people can weight their own indicators (open data strategy)
- while most of the data available to date is city data, would like to include police information on a regular basis – would also like perception data



- city may be moving towards a Seniors Task Force and may need information on crimes, etc. affecting seniors
- city may also explore child- and family-related issues

John Kiru, Toronto Association of Business Improvement Areas (BIAs)

- 71 BIAs representing 20,000 small business people
- important to remember, how main street goes, so goes the rest of the neighbourhood – vibrant, safe main streets are a priority for our members
- community festivals and events are part of this – use paid duties officers and these costs have been escalating – currently working with police regarding the level of policing required
- if want vibrant neighbourhoods, must continue with community building
- traffic movement and parking are also issues, in particular the use of public right of way to conduct business (e.g. shredding trucks) – use of public space is an expense to community as a whole for private business reasons
- aggressive ticketing for parking gives a bad image to police – realize that it's revenue for city and helps with police visibility, but results in bad perception of police – maybe should be divested back to city
- also, parking enforcement is high in successful BIA areas where parking is in demand, but there is little enforcement in other areas
- many new businesses are being opened by new immigrants who don't necessarily understand the rules in Canada
- 'broken windows' in some small business areas, e.g. graffiti – clean-up of which is a burden to small business owners – would like to see more enforcement of vandalism/graffiti
- trying to work with Mayor – could we designate walls for graffiti?
- see many panhandlers in areas of the city most visited by tourists – would like more enforcement; homeless people camping out on streets is bad for tourism
- need change in shoplifting rules (e.g. incident in Chinatown) – shoplifting is a huge loss for merchants
- possible to develop a program like the SRO with BIAs? – officers already on the beat in the area could target problems merchants are having

Tom Keefe, Community Planning, City of Toronto

- the City's Official Plan is framed by provincial legislation and initiatives (province also oversees Ontario Municipal Board) and at the municipal level by zoning by-laws
- Plan guides growth Toronto is the heart of a large urban area (GTA) – growing (without growing geographically – almost all development has been in condos and smaller townhouses all over city, not just downtown)
- need to grow smarter – sustainable design, in locations that support intensification and capitalize on current infrastructure etc. – outlined in Official Plan with a 30-year timeframe
- Plan is about creating an attractive and safe city – managing growth and change will be different in different areas according to needs
- Plan sets out areas that can best accommodate growth (Priority Growth Areas)
- major policy objective is a vibrant mix of land uses
- change to be incremental – growth along avenues and better street use over time
- city building objectives involve infrastructure investment (link growth areas), economic health, and sustainable city buildings
- Plan outlines key city building elements e.g. environmental sustainability, healthy housing stock (if rental units are demolished, same number have to be replaced)



- land use designations indicate what can happen in different areas of the city –protection of current uses in 75% of area, growth in remaining 25%
- development statistics – 105,450 residential units in pipeline; since 2002 (adoption of Official Plan), have been almost 3,100 development proposals: 80% have been residential units proposed in priority growth areas (almost one-third in downtown and central waterfront areas)
- two major planning studies being done where growth is anticipated – Downsview (want job and residential growth) and Lawrence Heights (looking to increase development potential)
- starting a five year review of Plan – what is working, what is not, as well as a Municipal Comprehensive Review – reporting within the next 18 months
- new transit plans are all in line with Official Plan

Tony Doob, Centre for Criminology, University of Toronto

- two issues – youth, in particular girls, involved in crime in Toronto and the bail/remand problem
- context – Crime Severity Index for the Toronto Census Metropolitan Area (CMA) is showing an overall crime reduction, but violent crime is steady (crime drop driven by non-violent crimes)
- girls seldom involved in B & Es (relatively stable), non-sexual assaults (gradual decline, fewer girls charged than boys)
- have seen an increase for boys in drug charges (which can be police driven), but a relatively stable, and lower, number of girls charged
- however, there's a different trend in robberies – girls charged two times more over the past 10 years, while there's only been a gradual increase for boys; overall robbery trend has been stable
- robbery of small electronic devices from youth may be an explanation
- remand problem is driven by a huge number of people in prison who haven't been found guilty – police involved in an indirect way
- when look at adults in custody in provincial institutions in Ontario over the past 30 years, see an increase in number in prison without conviction, and number sentenced decreased
- involvement of police comes with decision to detain or not for a bail hearing (rather than arrest and release) – numbers detained seem to be going up and numbers released seem to be going down
- younger officers in particular, may be holding to let someone else decide – making a safe decision rather than necessarily the 'right' decision; have to differentiate between a correct decision that goes bad and a bad decision – may be necessary to address with young officers their decisions regarding release and 'erring' on the side of caution
- Toronto is charging youths at rates slightly lower than provincial rates; adults too
- when look at Ontario data for kids in custody, more of them are also being held in remand (custody awaiting trial) as with adults
- when kids do get bail, courts tend to put a huge number of bail conditions on youth when released – sets them up for failure (especially given the length of time between release and court)
- nobody seems to be interested in getting kids' cases through bail court quickly – why doesn't one of the three youth bail courts run later at night?
- remand problem is not unique to Toronto or Canada

William Crate, Canadian Bankers Association

- Canadian Bankers Association is the oldest trade association in Canada – represents about 350,000 people
- long positive history of partnership with police
- want to improve critical infrastructure – threats to Toronto's financial district will have an effect on the economy nation-wide



- need early involvement of public sector – has spoken with TPS Public Safety and Emergency Management unit and with the City’s Emergency Management Office
- would like a comprehensive approach to protect life and assets – it’s a matter of when, not if
- have many assets and people in a small area downtown, including not only financial centres, but also communication and transportation centres
- there’s no proactive plan in place for critical infrastructure assurance – London and New York have plans
- Association has provided a ‘road map’ to move forward in partnership with City and TPS, and have had discussions at federal and provincial levels regarding security clearances – great exchange of information going forward
- active in electronic development and suspicious incident reports (SIRs)
- public/private partnerships are the way to improve things
- focus is prevention but also need business continuity and operational plans; need enhanced communications strategy (practiced during G20) and intelligence data sharing
- have identified a number of objectives and critical success factors
- financial crimes are another issue – payment card fraud, fraudulent e-mails, phishing, etc.
- CISC – victims of fraud and cyber crime up – people taking advantage of social media etc. and phones are now like ‘mobile wallets’ – need training, and police will need to continue to change how they deal with frauds
- fraud schemes can involve social networking, cyber crime, mortgage fraud, cheque fraud, etc.; payment card crime is increasing; credit card losses and the number of accounts affected have increased; debit card frauds down – Montreal and Toronto are hubs
- there are huge numbers of credit and debit cards in country, but only small number of organized crime groups involved
- banking industry does good job on prevention, but a weaker job in investigation and enforcement – national problem
- CBA website has statistics, but most of these crimes aren’t reported to police
- there are some jurisdictional questions/challenges as to whom to report the crime to and who reports it (the card holder? the bank?) – also, who will investigate and who will prosecute, when different jurisdictions are involved?
- intelligence sharing is needed – nationally and internationally, especially regarding organised crime, which is active all over the world
- also need to share best practices and what doesn’t work – role for governments to co-ordinate
- need a National Financial Crimes strategy – don’t need more resources, just need to stop working in silos/isolation
- organised crime involved in more than just frauds (narcotics, human trafficking, etc.) – use other crimes to get to them if necessary
- need to train officers on the technological side of financial crimes so they will realise crime is taking place

Stephen McCammon, Legal Council to the Office of the Information and Privacy Commission

- responsible for ensuring compliance in Ontario of three pieces of legislation
- have longstanding co-operation with police and Board on privacy issues (e.g. in-car cameras, CCTV) – even when they don’t see eye-to-eye, they work closely together – try to openly clarify and adjust
- should put out to the public more about these kinds of scanning consultations that take place and all the partnerships that police have – important not only for work they accomplish but also for public confidence
- public confidence is an issue for police and other institutions



- have ever-more pervasive technology (e.g. cell phones, videos, YouTube, Facebook, Twitter) – these tools transform how things are done and the results
- people care about their communities and want to have an impact
- open data sharing is important – need to be able to identify true costs of services – may need different data collected to determine the impact of policies
- data can help to ‘re-frame’ the story – what is the real nature of the problems we’re dealing with and what solutions can be developed
- how to improve information sharing? – can help people be part of solutions to complex social problems that may end up on police’s doorstep
- public confidence can’t be ‘managed’ – must act as if everything occurs in plain view (even though everything can’t be in plain view); police are moving this way – has been tremendous change over past decade (e.g., policies on website)
- is an age of hyper-transparency – must be able to rationalize actions and defend credibly what we do; must resist pressure to not work in plain view
- need to stay grounded in a rapidly changing environment
- main challenge for police is the people arrested are its ‘clientele’ – need to keep changing relationships, forge new ones, but all information-sharing has to protect individual privacy



EXTERNAL CONSULTATION – CHIEF’S ADVISORY COUNCIL
(invitations sent to all CAC members)
APRIL 4TH, 2011

Zul Kassamali, South Asian Community

- would like on a regular basis to get information on performance regarding priorities
- how can we as community leaders help to make police needs heard?
- sexual abuse of elders should be a priority – people have to know to report it and police have to do something when it’s reported
- need central co-ordination to deal with elder abuse – an important issue that needs to be a priority
- mayor is down-playing diversity – have been helping police deal with diversity for years; police must keep this priority as it’s necessary – how do we make sure the city supports this?
- current priorities are still relevant
- another issue is children of immigrants rebelling against the ways of their parents
- also, kids are being recruited by overseas groups – how can we help/how can police help?

Abdul Hai Patel, Muslim Community

- maybe the CAC needs to discuss priority issues on a regular basis
- issue of mental health is important, as is substance abuse – many inmates being released from correctional institutions with mental health issues – it affects police and communities
- police resources will be stretched in coming years – stress levels in communities increasing, given economic difficulties – police will have to deal with it
- we have to become more vocal to the city about police needs; city will then go to the province
- with respect to recruiting, the Muslim community has undergone a transformation with young people – policing now seen as valuable
- robbery is a problem, especially in some strip malls with ethnic businesses – they know that police aren’t going to come
- an initiative by the Deputy Chief has divisional officers visiting mosques to connect, see if there are any problems – good idea for divisional patrol officers to visit all cultural centres, places of worship
- a challenge for community is gangs in the Somali community
- and a new problem is radicalisation – have called a meeting to address this at the community level; will be calling on police to help us work with young people and engage them
- need for funding for this, but governments won’t fund one community at the expense of others – need to prioritize some communities though
- many parents don’t know what to do – many are new, from war-torn communities, trying to keep true to the past, but young people are rebelling; youth are getting kicked out of home and being preyed on by pimps, dealers, etc.

Wendy Lampert, Jewish Community

- creating diversity within the police force is important – communities want to see themselves in the police
- have not reached into the Jewish community so far – value of policing has increased in community – would like to work with police to increase recruiting



- Canadian Jewish Congress (CJC) will help with understanding of community, especially the orthodox community; will also help try to find facilities for recruitment – benefits community and police
- important that community knows that police want to recruit in the Jewish community
- incredibly good relationship between police and Jewish community
- biggest crime against the community is hate crime – community needs to learn about how police prioritise calls – it would help them learn why police don't immediately show up to a call
- also need police to come into community to explain how they prioritise with limited resources
- community needs to feel they are taken seriously; community education is vital
- are new recruits introduced to various communities? suggests recruits should go out into the community, one on one, then go back to their class and talk about/share what they've learned – they will learn community/cultural sensitivities and community practices that they might come into contact with as officers
- CJC would be willing to come and talk to recruits at the police college and to talk to police at re-training/in-service courses – share information regarding culture and practices – great opportunity for community and police (but not just as a one-time thing – has to occur regularly)

Rosa Chan, Chinese Community

- Chinese relationship with community not as good this year – set back (incident with shopkeeper)
- biggest issue with police is the language barrier
- robbery is also a problem – it's a big issue to small merchants, but a small issue to police
- Chinese community told to report crime, but when they do, they're told "nobody's dying or bleeding" and that police will come later
- people get scared and have no common sense – they say police won't come, so they should get guns for themselves or else they close their business doors at 9 pm and scrutinize who will be let in
- if 'citizen arrest' legislation is enacted, will need to educate people on their rights and what they can and can't do
- have to educate people that police care – tell them what police do
- police also have to give follow-up on cases, which they don't do now – they say there's no manpower to do follow-ups – can't the Auxiliary can do this? – it would help people feel police care about them
- problem between community and police is that communication is not as good as it could be – need 'ambassadors' from each division to build relations, to go and talk to people and business owners – people will trust them and talk to them
- a focus for police needs to be new immigrants of all communities – maybe don't trust police here as they are an oppressive force back home – comes back to police interaction with people in street and communication

Sid Ikeda, Japanese Community

- reports no real problems in community at this time
- Japanese community has integrated into the community to the extent that others haven't yet
- important to build a strong community – have created a multi-organisational network to support a strong community – important to have police participation as well
- we all need to participate together, all do our best together – it creates a strong community
- Toronto doesn't really have an ethnic organisation that brings everyone together – police do this well; only hear from politicians every election – they don't see it as important as police do
- community has to support police in this



- for the city peace garden, the Japanese community took leadership role in building multi-religion group – police should work with this group

Gérard Parent, Francophone Community (*written submission*)

- most important issue for Francophone community is to increase the number of French-speaking officers – they should come from the different multi-cultural backgrounds that make up Toronto's French-speaking community
- once numbers have increased, can start to work on providing an 'active offer' of service to Francophones



EXTERNAL CONSULTATION – COMMUNITY POLICE LIAISON COMMITTEES
(invitations sent to the community chairs of all CPLCs)
APRIL 6TH, 2011

Linda Martin, 11 Division CPLC

- has concerns regarding safety
- visibility of police vs. police presence – don't need police just to be visible, need them to be present
- trying to reassure community that boundary changes don't mean police presence will change
- youth should be a major focus for police
- there's a disconnect between youth labelled as 'problems' and services available for them
- getting connected with kids in high school – trying to tell them they have a visible role in the community, get them involved, engaged, and seen in positive light; School Resource Officers (SROs) are a great resource
- bullying in high schools and elementary schools is a big issue – need protection
- vulnerable citizens are also an issue – mentally ill people being targeted (assaults/murder in Parkdale) and elderly people being targeted in frauds; violence against women, children, and newcomers is also a concern
- pedestrian and traffic safety are issues, especially with seniors and children; need to educate cyclists, drivers, and pedestrians regarding each other's safety and rights – enforcement should be used to hold people accountable
- 'broken windows' in the area is being addressed/stressed (e.g. keeping graffiti down)
- community engagement is important, particularly with newcomers – often haven't had good experiences with police – those in the community have to let them know things are different here, not to stay away; important for us to communicate with them – get them engaged in community
- try to have CPLC meetings in community – use various community facilities to draw different sectors of the community, to involve them – get different issues brought to our attention – people more likely to go into community spaces rather than a division
- public confidence, police accountability, building trust is critical – CPLC can be a bridge

Masood Alam, 53 Division CPLC

- crime generally going down in division, still have traffic problems though
- some crimes related to youth
- divisional CRU plays vital role – community-based approach – very supportive – run programs within community – building relationships with kids (many sports programs)
- community also plays a role – have a community office, and CPLC is a member of a youth centre
- youth are a priority in the area, but not certain how to engage youth and make meetings more accessible – possibility of using e-meetings, social media
- communication between police and public is essential – could use regular media/information routes for non-urgent things; use electronic means to connect with/communicate with youth or those who don't have time to attend in person – some people like direct, face-to-face contact
- would like more direction regarding e-use by CPLCs – guidelines, not rules that they have to follow
- also need a way for CPLC and the consultative committee co-chairs to communicate without going through headquarters – suggests forming yahoo or e-mail group with someone co-ordinating – would all be able to log on at the same time to communicate, send messages
- maybe share e-mail addresses – even ones just set up by people as CPLC chairs/members – can be used to contact, share information, ask questions, etc.



- CPLC has mediating role between community and police – they work to build up trust on both sides; have to get people to come forward to report – need trust to do this

Marie Belanger, 41 Division CPLC

- works near two priority neighbourhoods – works with the Neighbourhood Action Teams
- every CPLC is different – reflects its members, the community
- trying to bring everyone in – found that going out, doing informal networking and inviting them to the meetings, doing safety walks, etc. works to meet people
- have had some small successes with the informal engagement – information shared at table and then with the wider community
- have a number of little hotspots, but division is pretty stable
- concentration of high density housing (TCHC and private) and subdivisions with original owners – both groups have same goals for community – want safety, stability to raise their children
- police should proactively try to engage people in communities that could be at risk – would give police a comfortable entry into communities that may have felt disenfranchised (e.g. newcomer communities); slow process, but they do attend CPLC meetings when they have issues to discuss – need to feel empowered
- we can explain what police are doing, especially that just because people don't see police, doesn't mean police aren't present
- more community groups want police at their events – feel more connected, want police to hear community concerns
- challenge is to get people engaged who aren't usually involved

Michael Wheeler, 13 Division CPLC

- working in conjunction with bar owners to deal with issues
- very pleased with TAVIS response in past couple of years in response to gang issues
- doing neighbourhood beautification – creating playgrounds and creating small parks – trying to create neighbourhood centres
- a few years ago there were 'no go' areas in the neighbourhood, especially at night – this has slowly changed
- youth crime still a concern – trying to create a youth centre video and music production (using grants)
- have very diverse CPLC board and have a youth CPLC
- people can come to committee meetings as they need to/as they have issues
- helped focus TAVIS and enforcement initiatives – community told police what was happening, where
- took outreach to disenfranchised community to get them involved – getting them involved was a slow process, but worked
- now looking to enhance the neighbourhood since we've cleaned out areas and improved lighting – now looking for other projects to partner with police and address
- community programs have come to make presentations to CPLC – tell us what they do, what they can offer
- members of CPLCs have to get out and make community connections – use various community facilities to draw different sectors of the community, to involve them – get different issues brought to our attention
- finances are a real issue – CPLC trying to fund-raise to complement what the Police Services Board gives – have a number of initiatives they would like to try, especially to fill potential void if police budget is cut



- would like clearer direction regarding CPLC creating partnerships and on what they can do regarding fund-raising, etc.
- succession planning important in CPLCs – should have overlapping board member time frames so board doesn't all change at the same time
- need a delegation of CPLC/community members to meet with the Alcohol and Gaming Commission of Ontario (AGCO) to tell about our problems – need to talk with policy-makers
- CPLC has become a place where people can come to share their concerns and something gets done (maybe not by police, but other agencies) – relationship building

Ellen Hudgin, 31 Division CPLC

- concerns about youth in the area
- would like to be able to have a bursary program for students at each high school in division
- have tried to invite diverse members of community in, to be inclusive, but not always successful – are now trying to go out to them, go out to community centres and meet there, get people engaged
- would like for co-chairs to meet regularly to share information and ideas

Angela Burns, 14 Division CPLC

- used to be many more problems in the area – have seen much improvement, much community engagement – residents' associations are linking together and community working well with the division
- priority for the Service is maintaining funding
- CPLCs concerned with street level issues (e.g. street level drug dealing); bigger issues like crack houses, dealers working out of SUVs are more costly to deal with – CPLCs/community want street focus, visibility – having police spending time/money at street level rather than larger focus is more cost efficient
- how will Service deal with fewer police officers and still address community concerns? – community and agencies need to get more active and engaged to fill in what is going to be cut
- residents' associations and BIAs are great resources
- need a policy set out for CPLCs – they in turn can develop their own procedures
- need more liaison between CPLCs

Faiza Ansari, 55 Division CPLC

- graffiti, parking, panhandling were the biggest issues – generally a stable division
- need to engage the kids that don't want to be sitting around the table with older people – have had some success at getting kids at community barbeques
- people come on the CPLC with own agenda – sidetracks committee – how do we engage the right people?
- CPLCs understand the challenges that face the Police Service, but the general public does not
- for example, a business b&e takes 8 hours for a response, but the owner sees 3 cars at Tim Hortons – doesn't realise the cars are PDS, TAVIS, etc. and not divisional cars – now won't call when anything happens – get a negative experience when owner used to be positive about police – lost as an engaged community member
- how to balance response time to non-emergencies with response time to non-emergencies?



- some problems with liquor licensed establishments – they cause so many grassroots problems (e.g. drugs, etc.) – the Alcohol and Gaming Commission of Ontario (AGCO) is the problem – nothing gets done and people get frustrated with police non-response or non-successful response – also results in many repeat calls to police

Barbara Spyropolous, 12 Division CPLC (*written submission*)

- early in 2011, new divisional unit commander initiated a survey regarding the concerns of the community
- results from officers closely paralleled those of the other community members who responded – primary concerns related to guns and gangs, drugs, break and enters, robberies/muggings and aggressive and impaired driving
- easy to see the connection among all of these criminal activities with the illegal drug business
- is not unreasonable to suggest that the people of the division would like to come down hard on drug-related activities in an attempt to promote safety in the community
- also suggest that preventative action is in order – one such action is the use of Restorative Justice in appropriate circumstances in order to force direct accountability of the offender to his/her victim(s) and the extended community
- have used Restorative Justice successfully for 2 years (have a compliance rate of 100% and a recidivism rate of zero) – a promising trend and the activity is a healing one that leaves the participating community with a sense of satisfaction that justice has truly been done (and cost is negligible since Circle Co-ordinators are community volunteers and we now have the capacity to train our own coordinators at no charge)

Rick Ross, 32 Division CPLC (*voice-mail submission*)

- most problems similar to those for other divisions/other CPLCs
- one of the main issues is people not stopping at stop signs or making rolling stops
- other problem is minor thefts by youth, who don't appreciate the severity of what they're actually doing



EXTERNAL CONSULTATION – OPEN PUBLIC FORUMS

SCARBOROUGH CIVIC CENTRE – APRIL 11TH, 2011

Speaker #1

- child/youth safety are very important – they are the future of our country – we must take care of them
- youth are derailed sometimes by drugs and other things – we must keep them on the right track and keep them safe so they will be an asset to the city
- must focus on activities to motivate them, help with their development – recreational activities, workshops, especially for families who can't afford to send their kids to programs – address teenagers and even younger groups – these programs help keep kids in schools
- police can partner with other agencies or facilitate programs/workshops in the community (e.g. programs for parents and children or for parents to know how to work with/deal with their children) – builds trust in the family and builds trust in community
- some communities are afraid of police and are afraid that if they report, they will have to go to many interviews, or will be made known as the one reporting
- when South Asians see police in front of building, they assume that something is wrong, not that the police are there to give a lecture or something
- if police engage people more, people may feel more comfortable with police

Speaker #2

- why is there nothing in current priorities for seniors? safety of seniors should be a priority
- senior safety in seniors homes should be a priority – officers should go to senior homes to give talks regarding safety
- frauds are a problem for seniors, too
- need divisional officers to make presentations

Speaker #3

- Toronto Community Housing Corporation worker – acts as a liaison – builds police trust with her, she passes that along to community that trusts her
- police are more visible in the community, but also need engagement – not just TAVIS, but get CRUs active again, talk to community people
- need to get the hard to reach youth to the table – we all have to figure out how, maybe using technology, Facebook, etc.
- a challenge for police is that people don't see what police are doing – need to explain to them the processes, what police do, what courts do, etc.; TPS needs a marketing strategy – what they are, what they do, how CRUs are different from TAVIS, etc.
- police should talk to people without using the contact card – just say hello, what's happening
- there's insufficient lighting on some streets, walkways – do police work with Hydro and councillors? There has to be a team effort – police have to listen to people's ideas, youth especially
- need a balance of both face-to-face contact and on social media, especially to engage with kids
- must be interesting or kids won't pay any attention – need to talk their language, their slang (maybe get youth to work your social media)



Speaker #4

- if going to use Facebook, Twitter, need someone who knows it, how these communities work – treat them like when you would when you’re trying to engage/get entry to any other community

Speaker #5

- more cell phones have apps – should get a TPS app to send out alerts regarding what’s happening in the community

Speaker #6

- the meeting tonight was well publicised in the community newspaper, however, not too many attended – the public apathy is sad – people don’t come out unless there’s a specific issue/problem
- as a senior, he got the information through the community newspaper (Scarborough Mirror)
- they feel safe in the community now (wasn’t as safe a few years ago) – police and community have done a great job

Councillor Michael Thompson

- there are many consultations and activities with local police ongoing throughout the year – great relationship with local divisional unit commanders
- people know who to call when they have a problem and are aware that crime is going down
- many communities have improved perceptions of police
- doesn’t think that people aren’t interested (i.e. why they didn’t attend) – they would come if there were problems – councillors also have problems sometimes getting people to meetings
- strange to say, but crime is not one of the top three concerns in his constituency right now – people are not here because they don’t care, but because they are already aware they are well served by police
- crime, gangs, etc. are no longer number one issues in Scarborough – police and community have done very well – now working on addressing the root causes
- there are more activities, engagement in the community, but it is not necessary for police to be leaders anymore

Councillor Chin Lee

- have noticed that cyber-bullying is increasing – have to get ahead of the curve and deal with cyber-bullying – kids have committed suicide
- cyber networking has increased by leaps and bounds
- have to find new avenues for outreach, especially for youth
- have to figure out how to further engage residents – general population needs a little extra prompting sometimes; people don’t necessarily come out unless its an emerging issue – if they’re happy with what you’re doing, they don’t feel the need to come out
- the more we are transparent, the more people will trust – the TPS should tell people what it does, tell people how it holds police officers accountable



METRO HALL – APRIL 12TH, 2011

Speaker #1

- from Parkdale – doesn't feel safe – someone was killed, others beaten up because they are mentally ill; doesn't go out because is afraid of being hurt
- would like more security at apartment building – divisional officers are there all the time; there was a stabbing, a drug dealer on the floor, someone who jumped
- 14 Division tells him to call security, who come by two days later

Speaker #2

- lives in Parkdale, too
- need presence of officers in addition to security in building
- all watch people coming and going to drug dealer's apartment; much drug activity and prostitution in the area
- drug dealers hang in bars on King Street, have heard there are weapons there
- the lock on the front door is broken – called to report it, but no-one came
- there's never going to be enough police
- also a problem with drivers not stopping for streetcar doors – just speeding past
- takes time to build trust of the police, but it works when they do – people feel safer
- communication between police and people makes a difference – the majority of people are good people

Speaker #3

- lives in a condo – wants to know how to start a neighbourhood watch in the building
- lot of loitering and garbage in the summer, especially when Caribana and the Exhibition are on – need more officers visible (they may be there, but they aren't visible)
- wants to know who was in charge of making sure there are speed signs up – speeding is a very big concern, people are going twice the speed limit – there are lots of people on foot in the area, therefore it's very dangerous
- there are going to be even more people out when the new condominiums get finished

Speaker #4

- why did the Service take over TTC security from the Special Constables
- if crime is down, what is the Services' biggest challenge?
- dealing with new immigrants – often they come from places that don't trust police – can police come and to talk to new immigrants?

Speaker #5

- guns were a problem a few years ago – are they still a big problem for the city?
- with respect to high-rises – have to do police patrols differently
- crime in suburban areas is often in places where people don't know each other
- 99% of police do the right thing – how are you dealing with the perception of police as “bullies” as a result of the G20, when they're generally not – it must be a challenge for police



ETOBICOKE CIVIC CENTRE – APRIL 13TH, 2011

Speaker #1 (CPLC Member)

- fairly safe community, but drastic increase in graffiti – has taken upon himself to have it removed
- working with the division on it – graffiti needs to be taken off as quickly as possible – what can police do to help?
- takes pictures of the graffiti and sends them to the division as well as to the school – posted in teacher's bulletins – have caught one young person
- there's much graffiti on the backs of fences that front along the street – why are the homeowners responsible for cleaning it up? isn't that in the public domain? – it's unfair to make homeowners pay
- have you considered putting cameras in areas with lot of graffiti?

Speaker #2

- paralegal – works with schools and the local division
- police, youths, and parents must work together to change their neighbourhood and improve safety
- children in schools are safe, but need programs in the community, after school – police are just in schools, but it's not enough – need the collaboration between police and youth (especially to build relationships with Somali children)
- working in partnership with TDSB – can we work in partnership with the police as well?
- also, men who were employed in Somalia, come here and only have jobs as taxi drivers or no jobs – can we have more Somali people as police officers, so that we see them and are not afraid of police
- what are the criteria for becoming a police officer, for men and women

Speaker #3

- don't see diversity in Police Service with the Somali community – wants to see our young people in the police force, but they are not being hired
- our children don't have our language problems, but they're still not part of the police – need to sit down and have a good dialogue
- after 9/11, our community was afraid, also have problems with our women and girls wearing the veil – creates a perception that is not true
- was a situation last week in a school – the girl said the police will not do anything, so we don't talk to them
- main issue is equity – we can serve in the police (not just officers but as clerks, cleaners, whatever), in corrections, security
- one other concern – uniform police officers in schools – is there a possibility for police not to be in uniform? (would rather they be in plain clothes)

Speaker #4

- works for TDSB – program for inner cities; program started to meet needs in schools – program offers financial support, teacher support, community support
- she does the community support – one responsibility is parental engagement – very difficult
- program has 7 clusters of about 14 schools – works to increase learning opportunity index
- as a parent and a member of the Somali community, works to help parents to support students at risk
- the Somali community has many riches and values, but is often misunderstood
- when people from their community see a police cruiser or an officer, they start to panic – maybe this is from their past experience – have to have police come to our neighbourhoods for good reasons; right now we see police and leave the area because something bad must have happened



- we have fine men in our community – what we need is trust – police have to connect with the schools, with youth, with our community; police have to come to our community for good reasons, to be in our community in a positive way – how can we educate the people in our community?
- also, we have young men who are university graduates, who don't have jobs or have bad jobs just to support their families – can police come to the colleges and universities to recruit?
- can police come to elementary schools as well, to connect to young people, to educate them so that young children will know that police are good and what they do
- one other thing, young people (13-14 years old) sometimes get into minor trouble – they get taken away to a police station which has big consequences – affects their self-esteem and has many other effects – they believe their life is over and have no hope – how can we minimize these effects?

NORTH YORK CIVIC CENTRE – APRIL 27TH, 2011

Speaker #1

- the Service should try and engage the community through social media
- police should build trust and respect with youth
- concerned about the security in schools – how can we monitor who comes in and out?
- involved with Crime Stoppers – the graffiti program with youth is very successful – it is a good way to express themselves and keeps them out of trouble

Speaker #2

- social media should be explored further – using Twitter, e-mails; since e-mails can be set up anonymously, it may encourage discussion with the public on such things as being abused
- the police website could be set up in sections – e.g. sections could be dedicated to 'abuse', 'bullying'; the website could also include a 'Frequently Asked Questions' (FAQ) section
- a possible way to market the website would be to flood schools with posters
- more locations similar to the Gatehouse should be available – good environment for victims
- should start a campaign similar to the 'Stranger Danger' campaign, but focusing on abuse and communicating the message that it often happens in families by someone the victim knows
- explore more partnerships with other agencies with respect to getting children out of abusive homes
- there should be some compensation by large companies committing economic crimes
- the Service should focus recruitment on crime-specific skill sets (e.g. to deal with financial crimes, environmental crimes)
- to really address crime, government policies should be reviewed

Speaker #3

- the Service needs a social media strategy – community outreach must be very high
- Service is missing out on information because social media is not monitored 24/7
- Service functions mainly in 'crisis' communication (e.g. Public Information tweeting with respect to a particular situation) – police communication in the social media environment should be less formal

Speaker #4

- how does the Service 'train the trainers' with respect to sensitive issues – referring to York University incident – suggests contracting out such training



Speaker #5

- participated in the racially-biased policing workshop at the Toronto Police College – what is the status of recommendations/suggestions that came from the workshop
- the Board should include a youth representative; the Board should also have a committee with community representation similar to what the Service has
- asked – as the crime rate is down, will/should police budget decrease?



EXTERNAL CONSULTATION – COMMUNITY AGENCIES

(16 invitations sent out)
APRIL 12TH, 2011

Bob Duff, St. Simon's Shelter

- there are about four '911' calls per week from the shelter (mostly medical); about 10% require police crisis intervention – it means that social workers have exhausted all available tools and need assistance
- the MCIT pilot project (street outreach with a nurse and officer) is a tremendous benefit in dealing with some issues where people may be of danger to themselves or others
- worried about the number of people working with who have mental health/addiction issues – speaks to the need for MCITs
- have found that officers responding are very well trained and sensitive to the issues (e.g. mental illness) – will work with shelter operator to minimize 'collateral issues' when have to make in arrest, but sometimes can be frustrated if shelter staff advocate too strongly (i.e. they may put up a wall or not co-operate)
- times we need to call are cyclical – some times of the month need more help than at others
- would like greater visible presence on Thursday nights when the 'personal needs allowance' gets distributed – get peripheral issues (e.g. drug dealers and other predators come around because they know clients have money) which upsets shelter neighbours – shelter operators would be very appreciative of police presence in the area
- shelter operators can't stop activities happening outside their facilities – neighbours sometimes don't understand this – it can lead to some conflicts
- TPS has evolved demographically – more representative of community now
- officers often go beyond what's expected of them, but we don't hear about this in the press
- would like to see CRUs made larger – they reduce unnecessary 911 calls
- CRU officers also help with training in community – they tell us what they'll do in certain situations, etc. (e.g. protocols, expectations, rights and responsibilities)
- much of dealing with homelessness is beyond police purview – what police could do more of requires both staff and money
- what you can do is ensure all community-based agencies avail themselves of the training by the CRUs so that they all understand each other's roles and expectations on all sides

Andrea Gunraj and Michelle Davis, Metropolitan Action Committee on Violence Against Women and Children (METRAC)

- deal with violence against women and children; focus on education, training, safety audits, systemic changes, community capacity building – not direct services
- have identified four key service areas that require attention
- one: stronger support for Toronto youth, particularly young women facing sexual assault and other forms of gender-based violence
 - currently engaged in an initiative with TPS, the Youth Alliance Project – goal is to develop helpful recommendations to improve police policies, practices, and plans to better support young people, particularly young women, who face sexual assault and gender-based violence
 - initial finding align with other research – have identified that young women rarely report assaults to the police due to fear, stigma, mistrust – reporting is even lower for those experiencing marginalisation and discrimination



- also identified a need for a definition of ‘youth’; for enhanced police training/sensitivity with respect to sexual assaults; and for stronger feedback and accountability mechanisms allowing youth input into police policies and practices that affect them
- two: community safety audits
 - are community led; identify what’s safe and not in neighbourhoods and develop solutions
 - common themes among youth participants from audits are fear of police harassment as barrier to reporting crimes, concern about personal information being collected by police, and lack of clarity about rights and police policies when interacting with police
 - suggest need to build positive community-police relationships – making community safety audits a priority could help, especially where youth and women can take a lead role
- three: focus on Aboriginal women
 - there is need for a police unit dedicated to addressing violence against Aboriginal women, in partnership with Aboriginal services – given the discrimination and high risk of violence that Aboriginal women face, this should be a priority
- four: focus on hate crimes
 - is a need for increased support and funding for the Hate Crimes Unit as the diversity of the city continues to grow and concerns about discrimination, racial profiling, and targeting of marginalised communities persist
- in general, when youth have a say in the process, they will feel more comfortable using the process – benefits may outweigh the risk of letting youth have a say in policies
- need to educate regarding youth diversion/alternate dispute resolution processes – youth don’t always end up arrested and incarcerated; youth don’t necessarily want people to end up in jail, but want some form of justice – if aware of alternate processes, may be more willing to report some crimes
- some people do feel intimidated by police presence – may need someone to help facilitate dialogue between these people and police (e.g. get school to help facilitate with youths, because youth don’t necessarily go to agencies either)
- feels cuts in prevention by police can be augmented by social agencies; enforcement doesn’t work on some types of crime because they’re not reported – maybe have to look at each crime and see what way works

Fraser Stewart, St. Christopher’s House

- offer children, youth, and family services
- good experience with police from seniors’ point of view – police talk about safety, locate missing/wandering relatives, etc.
- in terms of youth/children – police don’t really deal with them
- would like something more to be done in relation to dealing with people with mental health issues – more people on the streets now – need recognition/identification of these people, and need training to deal with them on the streets
- experience with police has been generally positive
- have clients of many languages, nationalities – they are more trusting when people speak in their language (if don’t have that language capability, there’s no communication with them)
- also, some people are from countries where police weren’t so nice – initial mistrust stems from that
- generational issues with immigrants, communication between parents and kids – kids dealing with pressures on both sides – peers and parents
- sometimes see multicultural youth with mental health-type symptoms (e.g. depression, anxiety) – about a third want counselling, but right now can only refer – they would like to be able to help out more, since agencies over-worked
- prevention efforts are also need, especially in schools and especially with respect to use of illegal and prescribed drugs



- supports restorative justice – likes alternate dispute resolution – would like to do more
- with regard to woman abuse – dealing with ‘mail-order brides’ struggling with cultural issues – people brought here, abused, then cut loose again – again, dealing with women of many different languages
- also dealing with and seeing more teenage mothers
- have provided training to officers – initially not well received – it took much work to get through stereotypes – relationship has gotten better slowly
- drug strategy/public education by police seemed to work well as prevention
- priority should deal with how front-line officers engage with/treat youth with mental health issues – need training – incarcerating is not the answer, but what is?
- enforcement is required by law – may get value added if officers are trained in specific areas – can reduce the enforcement requirements; find other ways to do things – get agencies to help do things that aren’t necessarily police functions
- partnerships and impact on each other should be communicated to find overlaps and gaps in what we all do

Rick Gosling, City of Toronto Residents in Partnership

- concerned regarding the cutbacks everywhere – community groups and agencies losing funding – creating a ripple effect in the community
- police need to be proactive, involved in educational programs in schools – especially regarding sexual assault
- seniors (especially elder abuse, frauds) need to be a priority, given the increasing number of seniors – need to be proactive – also need to address inappropriate uses of power of attorney
- Hate Crimes unit has become so low profile in recent years – community seeing an increase in hate crimes, so need the unit to be higher profile and more proactive
- TAVIS worked – needs to be continued – has a long-term impact in community; enforcement on its own doesn’t work
- huge demands for breakfast clubs, not only elementary schools, but also high schools and colleges – see young women prostituting to feed themselves, including new immigrant students
- it costs money, but community programs that police are involved in have led to huge inroads for police – can’t cut these
- Service needs to get creative on how money is allocated within budget



EXTERNAL CONSULTATION – CRIMINAL JUSTICE SYSTEM PARTNERS APRIL 19TH, 2011

Fred Braley, Guns & Gangs

- multi-disciplinary unit
- concerned with financial cutbacks in the wrong areas that may prove expensive in the long run
- TPS's approach to dealing with street gangs costly, but money well spent – produced successes that wouldn't have been possible using traditional investigative techniques
- approaches street gangs as criminal organisations – can use techniques, such as wiretaps, that aren't available without using the criminal organisation provisions of the *Criminal Code*
- use of such techniques has allowed the police to gain intelligence on gang members that would not otherwise have been available; has resulted in convictions for offences for which police would otherwise have had no evidence or knowledge
- challenge is that prosecutions and investigations are resource heavy – wire-rooms expensive, surveillance teams costly, prosecutions difficult and complex; rely on hundreds of wiretaps to prove structure of organisation and nature of activities
- one issue related to staff availability – TPS must have sufficient number of monitors to assess and transcribe relevant calls – courts expect transcriptions quickly, but monitors often moved to another project and new needs when one project is finished (even if transcriptions aren't finished)
- second issue – use surveillance and intercepted communications to prove structure of gang and activities – interpreting this evidence in court requires well-trained gang experts (usually police officers), but our expertise not always recognized in court – must ensure training of (a sufficient number of) police experts who can withstand judicial scrutiny
- experts called upon to give evidence regarding non-verbal communication (e.g. hand signs), characteristics of local and international gangs, coded language, drug/gun/gang lingo, characteristics of armed persons, etc. – not only requires significant training, but also substantial amount of time in court and preparing for court
- expert officers also need to stay up-to-date – information becomes obsolete quickly – gangs change lingo quickly; lose officer expertise when promoted or they are given other duties – training needs to be ongoing, expanded
- also use confidential informants and search warrants – applications very complex, more sophisticated – need officers to be properly trained and mentored in these areas – errors are critical for investigation and prosecution
- same applies to wiretap applications – often get officers who haven't written applications before having to start out on a complex case – training and mentoring expensive but necessary (officer who prepared application must also be available for lengthy court and preparation for court)
- last issue – courts are imposing shorter timelines for disclosure – production of disclosure must be a high priority for police service after a project takedown; often officers are reassigned after a project – need to hold some back for disclosure
- final analysis – these issues are costly, but results are positive in advancing community safety – funding must be continued – generation of gangs are growing up and have seen consequences

Dan Schwartz, Criminal Intelligence Service Ontario

- Oxycodone abuse will continue to increase; now seeing more overdose deaths – Toronto accounts for a disproportionate number of deaths (may be injecting rather than smoking) and amount of use (maybe because being used by heroine users – crossover use)



- new pharmacy prescription tracking system may result in more home invasions, pharmacy robberies
- may see more demand in US for Canadian oxycodone, since tamper proof oxycontin introduced in US
- prescription drugs will be available in kiosks – hooked up via video link to pharmacists – four in Ontario hospitals now, but will be more – potentially a risk for robberies, prescription fraud
- legal highs – seeing more legal drugs (BZP, TFMPP, and MDPV) that mimic synthetics such as MDMA (ecstasy) and methamphetamine – drugs can have serious health effects; seeing organised crime getting involved
- UK has placed a one-year ban on new products to allow time for study; we don't have this in Canada – drugs come out before Health Canada can regulate
- Mephedrone – a schedule 3 drug (illegal) – mimics effects of ecstasy – Canada already a world leader in synthetic drugs – again, organised crime may get involved – sold as bath salts in US
- metal theft (e.g. copper) has increased due to higher price of metal – stolen from railroads, hydro stations – creates public safety concerns
- currency counterfeiting – may see a decline with the new polymer (plastic) notes arriving; but places such as Australia saw an upsurge in counterfeiting prior to arrival of polymer notes – may see that here; counterfeiting has dropped off significantly in Australia since implementation
- gift cards – online market for buying and selling stored valued cards (e.g., gift cards) is a convenient way for criminals to launder their proceeds of crime, as well as transport proceeds across border

Barbara Lynch, Assistant Crown Attorney – Domestic Violence/Sexual Assault prosecutions

- represent a very large part of what comes before courts
- human trafficking often presents as domestic issue first – more probing by officers (age disparity, income issues, etc.) may bring more situations to light; should be incorporated into officer training – Crowns can assist in training
- women's groups focused on the increase in double charging – when it has decreased in the past, it has come from training improvements – officers know what to look for
- tapes of 911 calls – need to get these calls as early as possible – used in court – very powerful
- broader issue – technology has improved/evolved in the past decade – police and court systems need to be compatible – need to work together (police, Crowns, victim assistance/other users)
- other trend is the complexity of prosecutions continues to increase – need police and Crowns to work closely so that delays are not longer than necessary

Sharon Burdette and Jennifer Strong, Planning & Research Bureau, York Regional Police

- just finished their Business Planning process – involved business survey, member survey, community survey (10,000 randomly selected residences mailed out); also held internal focus groups, met with liaison groups, held five half-day issue panels – in Service, schools, other service priorities
- identified command champions at beginning of process rather than at end – involved in entire process – see more engagement, commitment
- York Regional Police Scan summary – growing population, especially seniors – have senior liaison in place – more crime prevention messages, elder abuse
- 60% growth in immigrants – focusing on diversity training for officers, recruiting, building relationships; have fourth largest proportion of visible minorities in the country – many different languages
- with intensification, urban growth – problems anticipated; reviewing deployment model
- economic disparity an issue; increase in low income households



- increase in schools, enrolment – trying to maintain SRO ratio to students
- YRP has an aging workforce, so succession planning strategy will be developed
- top 5 priorities in community – crimes against property, traffic safety, crime prevention, guns and gangs, and drug control and enforcement; violent crime used to be number one, but no longer

Jon Schmidt and Ramona Morris, Ontario Police College

- provide basic constable training
- no money, so have developed sustainable future initiative involving sustainable funding, program delivery, partnerships, infrastructure requirements, management staffing
- 4 core priorities identified:
 - align OPC with the standards of the Ontario Public Service
 - OPC involvement in development of national standards for Basic Constable Training (BCT)
 - build and enhance leadership training
 - distance learning initiatives (including wireless)
- leadership training should be aligned with PSC leadership competencies, incorporate elements of leadership at every level (including BCT), and be progressive as an officer gains experience
- Leadership Unit staff will continue to facilitate and co-ordinate courses; allows OPC to provide training in core leadership skills while working with representatives of police services to determine what leadership needs are most pressing and required for the future
- BCT classes smaller this year – vacancies mean they have ‘excess’ staff, but also provides an opportunity to revamp training
- have a number of senior and special courses (e.g. homicide course) – includes video training to satellite locations – class instructors have a list of all participants, instructor can see participants, but participants can only see instructor, not each other (different class dynamic)
- partner with CPKN for on-line training – for 2011 will be involved in front-line supervisor course – will be blended, with 4 hours put on-line (working with OACP to decide what will go on-line)
- IMS 100 training is also an on-line course – will be included in BCT for My 2011 – will be able to complete in class or on-line at their own pace
- warrant training – time sensitive – to learn, they have to write, then someone has to review and give feedback – can’t just tell them what to include; need specialists to write warrants and get experience – generalists may not get enough chances to write to get expertise and may get training but not use it
- police unit recruitment/retention issue – need tenure policies (e.g. 3 years in a unit) to ensure officers get expertise, but officers need to move around to get promoted
- potential issue – policing may see much more pressure regarding officer re-certification if courts start asking officers when they were last re-certified or received training and what the training entailed; looking into what can be put on web-training related to re-certification courses
- considering a virtual library, but must be careful with what is put on (things will have to be updated)
- with no or little hiring by police services, may be an increased demand for OPC training beyond basic constable training, either in class, in person outreach, or on-line
- can try to fill gaps in experience with training (i.e. with large number of young/inexperienced officers, can get them ‘experience’ through training)
- with small intake, education levels of these accepted get higher – expectations are high, police services have to keep members engaged and motivated – may be hard to do if no movement, promotion
- average age of intake now is 28 years – 5% have military background
- London PS is hiring university graduates at age 23 who have been cadets for 2 years – gives the Service a chance to see them



Loretta Chandler, Office of Emergency Management, City of Toronto

- 2011 strategic directions:
 - strengthen city's ability to prepare, respond, and recover from major emergencies
 - enhance strategic leadership both vertically and horizontally throughout the city's management structure
 - increase horizontal collaboration and integration of services and programs throughout city ABCDs
 - ensure legislative/administrative program balance and remain adaptable, flexible, and innovative in program execution
- 2011 work plan involves:
 - emergency plan and 15 operational support functions
 - emergency operating procedures for flooding and power outages
 - expanded Toronto nuclear response plan requirements
 - hazard identification, risk assessment, and critical infrastructure
 - emergency operations centre staff and incident management system training
 - multi-year Toronto-centric exercise program
 - public education and personal emergency preparedness
 - emergency operations centre readiness and response
 - responding to major incidents and emergencies
 - corporate business continuity program
 - consequence management planning
- heightened interest in nuclear response plan due to events in Japan
- consequence planning – e.g. for 2015 games
- all about partnerships – can't do all this alone
- do hazard identification, risk assessment, critical infrastructure identification – issues/challenges identified (looking to develop plans, training exercises)
- environmental trends/challenges that could affect emergency management and public safety include:
 - increasing frequency and duration of severe weather events
 - aging infrastructure
 - power outages
 - multiple, cascading major incidents and emergencies
 - global demand for potable water – pressure on province
 - major events in Toronto – need integrated planning, consequence planning
 - overburdened health care systems
 - supply-change dependencies (food, fuel, medical components, materials)
 - human resource availability (i.e. people with right skills in right places)
 - fiscal constraints and societal expectations (continuing tension between expectations and reality – what people want and what we can afford)
- collaboration/integration possibilities – core components of training/common curriculum possibilities
- plan for 'major' events as well as 'disaster' or 'crisis' events; need to have recovery start immediately or as close to response as possible – saves money and gets help to people quicker



EXTERNAL CONSULTATION – COMMUNITY AGENCIES
(Active in Priority Neighbourhoods)
(12 invitations sent out)
APRIL 26TH, 2011

Shirley Broekstra, Sexual Assault/Domestic Violence Care Centre, The Scarborough Hospital

- mandate is to care for victims of sexual assault and domestic violence through the emergency department – medical attention, options for care/funding, referrals to counsellors (various languages or use interpreting services)
- started in 1987 – attends to those 16 years and older (male and female); in 1994, extended to 12 years and older
- worked with division to develop a website with students to increase awareness of services – educational – now have website that answers questions about what happens when go to court – worked the Sex Crimes Unit
- would like some support relating to domestic violence services – women often have to travel some distance, usually on transit, often with children to access various services (since Scarborough is very spread out); would like a ‘one-stop’ centre for domestic violence victims – pilot project would be helpful
- have had some successful outreach to Farsi population in Scarborough working with an officer – would like to expand this
- would like to engage in discussion about getting information on the mean age of sexual assault victims
- would like to see some re-framing of how divisional police approach youth – re-frame what they say so as not to make young people feel they are to blame for what happened to them, etc. – need training like Sex Crimes Officers have
- also, compressed work schedule makes it difficult for divisional officers to have continuity in contact
- likes the idea of involving youth in the DVDs or training to give their stories to police – their perspective based on their experiences (e.g. they come from different countries)
- the first contact in a crisis needs to be reassuring, understanding
- police should use a multi-linguistic agency to translate in domestic violence situations, rather than another officer from the division (victims often don’t feel the officer speaks the language well enough, that translation wasn’t accurate)

Jabari Lindsay, Prevention Intervention Toronto

- young people in gang intervention/prevention program – 3 cohorts of young people through pilot program to date
- two types of interactions with police – in one location, kids saw me talking to TAVIS officers (had been previously invited to talk to officers about how we can work together) – during interaction, officers honoured my place in the community, understood my role and the relationship with youth
- but, on first day of second group’s training, there was a major fight and police were called – took a long time for police to get there – glass broken, kids stabbed; program staff worried about the response time delay and program had to hire security at staff’s request – staff, who are conduit to the kids, withdrew, so much harder to connect
- youth don’t really like police, but will work with them if officers build a relationship, if there’s respectful, good, open dialogue – can be in a win-win situation for both sides



- are finding out that many kids in the program are victims – if we can address their victimisation, it would really help
- we have to learn how to be partners – how to work together so both sides can win
- the way TAVIS is promoted in the community is good, much information – divisions should use this model so they can introduce/promote their officers – would ‘demystify’ the division for the local community – give the power to the community to know who to call
- give people information – from arrest to court, what will/could happen to you
- every community worker has the potential to sway the community either way – help them to know where to go, who to talk to – following TAVIS model

Mike Mously, Thistletown Regional Centre for Children and Adolescents

- mental health facility for kids and adolescents
- 3 programs: for autistic ‘kids’(though often not kids) (in residence and group homes, in classrooms, and in community), for youth with complex mental health needs (through referrals), and one with a family focus, dealing with sexual abuse/behaviours (focuses on assessment tools; has close ties to criminal justice system (e.g. assist in police investigations, CYAC partnership))
- located in area of high-rises – have good community and good use of property by community; but one of the two satellite offices not in a safe area – gang problems, not that close to TTC – after-hours services offered there – trying to relocate
- have had incidents of missing child/adolescent from group home with complex health difficulties – have had good police responses – staff concerns addressed and sensitivity to youth’s issues
- local police know about us, do appreciate what we do – division also lends us a training facility for our meetings
- need to widely communicate that the value is shared when relationships are built – how do we get this message out?

Scott McKean, City of Toronto, Community Crisis Response

- provide critical incident response in communities
- arose from the 2004 Safety Plan
- has 3 pillars: first is crisis intervention/critical incident response – working with residents, community partners to find out who has been affected by the incident, how, and how to mobilize support; place-based perspective, look locally for support
- second pillar is preparation – building safety committees or tapping into existing, developing response protocols, including communication plans (divisions are part of the process) – have 18 protocols so far
- usually in contact with community quickly and figure out how to support – assess the needs, how to co-ordinate different services
- when hear from the community, usually hear about more than just the current incident – safety committees become safety development groups
- third pillar is prevention – providing training to residents and front-line agency workers about what support resources are out there; have community-led crisis intervention teams
- responded to 316 incidents in 2010 (120 were shootings)
- have been working with TAVIS initiative – we can provide point of entry into communities – can help spread the word more than officers can, facilitate dialogue
- train at the Toronto Police College with officers – we tell officers about our services, facilitate the referral process – can get information out through our networks
- work with Corporate Communications regarding incidents that occur



- have most recently focused on local divisions – trying to make processes/activities more consistent across the city; testing a pilot in one division with protocol group – police activating the group themselves – provides central contact for police to reach into network
- communication is vital – police need to respect the role of community workers – key to success and prevention
- also, after an incident, people often want a meeting with police – we can facilitate this meeting, set it up and police can come as guest
- biggest potential impact – trying to develop relationships on the ground, out in the community – can facilitate exchange of information, be a valuable resource to both sides
- challenge is that we’re walking a fine line with both sides – we want both police and the community to trust us – one officer can put a worker at risk if he/she doesn’t know the worker’s role or respect their role
- developing a training mechanism with five blocks of training to help people become community response – would act as crime prevention mechanism if people and police relationship occurs
- community doesn’t understand the different functions of police, e.g. PRU, CRU, traffic, TAVIS, etc. – need to educate people - community workers can be useful in transmitting this information
- consistency and handovers in divisions are an issue – build a relationship with a specific person, then that person is moved or promoted
- when they move or are promoted, there’s no overlap time, so officers don’t transfer knowledge and we have to start all over again and it takes them a while to get up to speed – even just an introduction between us and the new officer would be good; otherwise, community people start to think, “why bother” since the officer will just move on

Gary Newman, Breaking the Cycle

- program deals with high risk, gang-involved youth; relationship with police is necessary and important
- want to empower youth – with police coming from a position of power, youth feel powerless, become defensive
- we teach youth what different ideas of power are, where different power sources are – if youth understand, it can change their reactions to power/authority
- would like to talk to police about not approaching youth with a ‘power over’ approach – approach youth in a different way
- will be doing a series of workshops with the local division (will include youth) – find officers who aren’t opposed to what we’re doing and get them more informed, then they can tell their colleagues
- also, youth involved will come into the room feeling police are going to listen to them – may be able to change how they respond to police in community
- need to keep building relationships with other divisions – build relations with youths and police so that both sides feel they are getting something out of hearing each other
- developing a training DVD for the Toronto Police College – working with youth, telling their stories about their encounters with police
- would like to see a relationship between police and kids before the first contact happens in an incident (either as a victim or instigator) – this would reduce the initial anxiety, open communication earlier



EXTERNAL CONSULTATION – YOUTH IN POLICING STUDENTS AUGUST 16TH, 2010

Participants:

Brittany Pinnock	Rochelle Robinson
Endurance Eruabor	Ricardo Araujo
Kelsey Bull	Mursal Aziz
Phuntsok Wangyal	Siman Ibrahim
Philsan Omar	Keyonn Thompson
Rochelle Dawkins	Shevon Graham
Whitney Van	Kidisha Joseph
Marjahn Begum	D'Jaun Fraser-Morgan
Tiana Ellis	Russell Polecina

Discussion:

How safe and secure do you feel in your neighbourhoods? In your schools?

- most said they felt pretty safe in their neighbourhoods, felt their neighbourhoods were generally quiet; one or two said they didn't feel safe but could not really say why
- occasionally there were drugs, thefts, or break & enters
- all felt very safe in their schools
- most said they had an Empowered Student Partnerships (ESP) program in their school
- about half said they had a School Resource Officer (SRO) at their school

What are the main safety-related problems in your neighbourhoods? In your schools?

- most said there were not really many problems in neighbourhoods, only an incident here or there; one student reported shootings, robberies, loud parties
- some drugs, but mostly just marijuana
- only problems at school occasionally, and then not really serious (e.g. some drug use – girls sneak drugs, mostly marijuana, in for everyone)
- generally kids smoke (cigarettes, marijuana) for something to do
- main problem is thefts by visitors (from change rooms, lockers)
- some bullying – mostly of Grade 9 students

Would you call the police to report a crime that you witnessed? Why or why not?

- all said it depends on the situation – generally don't want to get involved, none of their business
 - would not call for something like shoplifting
 - one or two would call police if they saw a 'one on one' fight
 - about half would call police if they saw someone getting beaten up
- don't want to get into trouble
- main reason for not wanting to call police was because they don't want to have the police come to talk to them/don't want people to see police at their home or talking to them



What can the police do to encourage more people (and students) to report crimes or call about problems in their neighbourhoods?

- would be more comfortable:
 - making anonymous 9-1-1 calls
 - going to talk to police somewhere else
 - making an appointment for later (and then having a plainclothes officer come talk to them)
 - reporting on-line or on-line chat
 - police calling to get details rather than coming in person (but don't say it's the police to whoever answers the phone)
- need to educate people more about what is a crime and what isn't – what should be reported?
- if police had better clearance rates, solved more crimes/did more, people would call
- need to build trust with police, build relationships

Do you feel pressure (or fear) from others in your community/ school/ peer group to NOT report information about something you witnessed or know about a crime?

- not really any peer pressure not to report, but people don't like the police
- don't want to get involved in something that's not their business
- aren't worried about retaliation
- need more interaction with police – people don't trust police (police are corrupt back home)

Do you know about anything the police are doing to assist your neighbourhood or your school in handling the crime and safety?

- one student said they knew TAVIS was in the neighbourhood; rest of students said police were not active in their communities
- no police activities in the schools, except for the SROs (some presentations, anti-bullying program, etc.)

How many of you have participated in police activities/programs in your neighbourhood or in your school?

- no one had participated in any activities, except one student through ESP at school
- one or two students said they knew there were occasionally barbeques at the local police station, but that was all

In your own opinion, what is not being done now by police that *could* be done to make your community or school safer?

- show up faster when something's happening
- be around more often – now only see police for high profile stuff
- all thought it would be a good idea to hold police career days in neighbourhood community centres
- build up relationship/trust – police aren't wanted, we don't like them because they treat guys unfairly (e.g. stopped and searched); girls don't have as many problems with police stopping them



Would you work with the police to help reduce crime and problems in your neighbourhood or in your school? What would it take for you to become involved?

- all would be willing to work with police – though some would not want others to know that they're working with police (some don't even like others to know they're working as YIPIs; others say their friends are interested in what they do with police as YIPIs)
- not sure what kinds of things they'd like to be or could be involved in – police should decide
- all suggest that YIPI students could be more involved in helping in communities with police, rather than only working inside
 - most would be willing to volunteer part-time during the school year if they could do this (i.e. work in the community with police)
- presentations to teens don't work if trying to build relationships – need activities, need to make things interactive and interesting
 - deal with smaller groups – have small group discussions about issues

In your opinion, what is the best way for the police to provide students/young people with information on crimes that are occurring, safety, prevention, etc.?

- advertising and commercials on the Internet and Facebook; commercials targeting teens (like the Canadian Forces ads on TV and Internet)
- Facebook
- announcements (each morning), assemblies, or flyers in schools
- put flyers and posters up in buildings (maybe not with the police logo on them, though)
- get sports players to talk to kids with the police there

Think about both your neighbourhoods and the city in general. In your opinion, what particular issues or problems should the police focus on in the next three years or so?

- build relationships and spend time with young people – start in elementary or at least middle school (this can help counter any negative image of police that kids get from their older siblings)
- stop harassing people/profiling
- child abuse
- drugs
- handguns
- domestic violence
- general neighbourhood involvement – get police more involved in neighbourhoods
- hate crimes

General Comments:

- best way to build relationships with young people, especially with guys, is through sports, all kinds
 - need to have mixed teams (police and community, not one against the other)
 - need to have a regular – and well publicized – schedule
 - have the games in neighbourhoods so people know the other people involved and don't have to travel far



- all agree interacting personally with officers is great and the best way to see that they are just regular people
- need to communicate – media desensitizes young people to violence and media portrayal of police also affect how young people see them – get more positive portrayals of police in media
- SROs should do more in the schools, not just sit in their offices
- Service needs to publicize more what its specialized units do
- should look into using the TTC for advertising, since kids generally use transit