2002
SERVICE PERFORMANCE
Year End Report

May 2003
Corporate Planning

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2002 SERVICE PERFORMANCE - PRIORITIES

Toronto is Canada's largest and one of its most dynamic municipalities, with an enviable international reputation. Every three years, as part of the business planning cycle and in our efforts to maintain and improve the quality of life and level of safety in the City, the Toronto Police Service determines where our resources and activities will be focused. This is done within the context of responsibilities mandated by the *Police Services Act* and its accompanying regulations, and within the framework provided by the Service's own Mission Statement and Values. Our Priorities represent those areas within our mandated responsibilities to which we will give special emphasis and are presented in the Service's Business Plan.

Within each general area of priority, there were specific goals we wished to achieve and many strategies were used to help us work towards achieving our goals. These goals, along with the Performance Objectives/Indicators that were set to measure our success, are presented under each Priority in the pages that follow. The strategies, which are also shown, were written by operational units and submitted through the Senior Officers appointed by the Chief to co-ordinate Service efforts to addressing the Priorities.

The following tables summarise Service performance in 2002 relative to each of the goals within our Priorities. It should be noted again that the Priorities and goals presented will continue through 2004.

PRIORITY: YOUTH VIOLENCE AND VICTIMISATION OF YOUTH

Goal	Achieved *	Partially Achieved	Not Achieved
In partnership with the school boards, work to encourage reporting by students of crimes occurring on school premises, particularly violent crimes.		v	
Increase education and outreach efforts targeting 'at-risk' youth to deter and prevent involvement in violent crimes.	v		
Increase enforcement activities and education initiatives to encourage the reporting of sexual exploitation of children and child abuse.		v	
Increase enforcement activities and prevention initiatives that focus on decreasing the victimisation of youth by robberies (in particular, those involving swarming) and sexual assaults.		v	
Focus on disbanding and disrupting the activities of youth street gangs.		v	
Increase efforts to educate Service members about issues relating to youth street gangs, including the link between street gangs and organised crime.			v

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* 'Achieved' means **all** performance objectives for the goal were achieved; 'Partially Achieved' means some performance objectives for the goal were achieved; 'Not Achieved' means **none** of the performance objectives for the goal were achieved.

PRIORITY: ORGANISED CRIME

Goal	Achieved	Partially Achieved	Not Achieved
Continue to educate members of the Service, the community, political representatives, and legislators on the actual impact and consequences of organised crime.		v	
Continue to develop and improve the processes by which the Service responds to all organised crime.		v	
Through increased training, improve the Service's ability to respond to organised crime.		v	
Continue partnerships with other law enforcement agencies (international, national, and regional) to work co-operatively to disrupt and dismantle organised crime groups.	v		
Improve the Service's ability to identify and disrupt international and domestic terrorist groups active within the City.		v	

PRIORITY: TRAFFIC SAFETY

Goal	Achieved	Partially Achieved	Not Achieved
Increase enforcement of aggressive driving offences.		v	
Increase focus on pedestrian safety, especially seniors.		v	
Increase education and safety efforts that target high risk drivers.		v	
Use a crime analysis or intelligence-driven approach to identifying traffic safety issues to be addressed.	v		
Form or strengthen partnerships with community and government agencies to improve traffic safety.		v	

PRIORITY: DRUG ENFORCEMENT AND EDUCATION

Goal	Achieved	Partially Achieved	Not Achieved
Improve quality of life in neighbourhoods through increased enforcement of street-level drug activities.		v	
Broaden Service response to drug enforcement by increasing referrals to diversion programs.		v	
Strengthen partnerships with local, regional, and national law enforcement agencies to deal with high-level drug enforcement.		v	
Increase and strengthen partnerships with local agencies to provide a multi-faceted response to drug issues.	v		
Educate community and Service members on the connection between high level drug activities, organised crime, and problems in neighbourhoods.	v		

PRIORITY: HUMAN RESOURCE DEVELOPMENT

Goal	Achieved	Partially Achieved	Not Achieved
Increase training dealing with ethics and professional behaviour.		٧	
Continue efforts to have the membership of the Toronto Police Service reflect the community we serve.		٧	
Given Service demographics and expected retirement levels, develop succession planning processes for units requiring specialised skills.		٧	

PRIORITY: SERVICE INFRASTRUCTURE

Goal	Achieved	Partially Achieved	Not Achieved
In partnership with other City emergency services and agencies, improve and expand disaster management response.	٧		
Standardise and improve information systems and production of information within the Service.			٧
Improve information available to allow accurate, reliable measurement of response times to emergency calls.		٧	
Improve the Service's response to crimes that involve computers.	٧		
Develop and implement a formal special event planning process.	٧		

PRIORITY: COMMUNITY SAFETY AND SATISFACTION

Goal	Achieved	Partially Achieved	Not Achieved
Increase public awareness of crime prevention through environmental design (CPTED) principles.		٧	
Increase the visibility of officers in neighbourhoods through directed and proactive patrols.		٧	
Ensure officers continue to display a high level of professionalism during any type of contact with members of the public.		٧	
Strengthen the confidence of the public and Service members in the impartiality and the integrity of the Service's administration of Part V of the *Police Services Act* – the complaints system.	٧		
Increase public awareness of the Crime Stoppers program to encourage information to police to help solve violent crimes.		٧	
Focus resources on addressing residential break & enters, particularly in relation to apartments.		٧	
Increase feeling of safety and security within the community by addressing violent crime.		٧	
Ensure victims receive assistance and referrals as needed.	٧		

PRIORITY: YOUTH VIOLENCE AND VICTIMISATION OF YOUTH

GOAL: IN PARTNERSHIP WITH THE SCHOOL BOARDS, WORK TO ENCOURAGE REPORTING BY STUDENTS OF CRIMES OCCURRING ON SCHOOL PREMISES.

Strategies:

- In partnership with the Toronto District, Catholic District, and French School Boards, establish a high school safety and violence reduction outreach initiative that could be implemented in all high schools.
- In partnership with the Toronto District and Catholic District School Boards, deliver consistent student safety education programs at the elementary school level by: (i) developing a core of 5 mandatory programs that Community School Liaison Officers will deliver at specific grade levels in all elementary schools, and (ii)

developing a mandatory Community School Liaison Officer course at the CO Bick College that will focus on youth classroom teaching techniques and mandatory program training.

- Promote awareness and understanding within the Toronto Police Service and the Toronto District, Catholic District, and French School Boards of the circumstances when police will be notified, as outlined in the revised Police/School Board Protocol.

PERFORMANCE OBJECTIVES/INDICATORS:

♦ **INCREASED PERCEPTION OF SAFETY IN SCHOOLS**

High School Students:

felt very or reasonably safe in/around school any time of day in 2001 – 85%
felt very or reasonably safe in/around school any time of day in 2002 – 83%

somewhat or very concerned about feeling safe/secure at school in 2001 – 52%
somewhat or very concerned about feeling safe/secure at school in 2002 – 48%

felt school and school grounds are very or somewhat violent in 2001 – 33%
felt school and school grounds are very or somewhat violent in 2002 – 37%

School Administrators (all grade levels):

felt very or reasonably safe in/around school any time of day in 2001 – 95%
felt very or reasonably safe in/around school any time of day in 2002 – 92%

somewhat or very concerned about feeling safe/secure at school in 2001 – 46%
somewhat or very concerned about feeling safe/secure at school in 2002 – 48%

felt school and school grounds are very or somewhat violent in 2001 – 24%
felt school and school grounds are very or somewhat violent in 2002 – 26%

(Results of the student and school administrator surveys are outlined in greater detail in the General Indicators section of this report.)

♦ **INCREASED STUDENT COMFORT WITH REPORTING TO POLICE**

proportion of students very or somewhat comfortable talking to police in 2001 – 67%
proportion of students very or somewhat comfortable talking to police in 2002 – 59%

> proportion of students comfortable talking to police decreased 8%

♦ **INCREASE IN PROPORTION OF STUDENTS WHO SAID THEY REPORTED VICTIMISATION TO POLICE / DECREASE IN PROPORTION WHO SAID THEY DID NOT REPORT**

proportion of students who said they had been a victim of a crime on school premises in 2001 – 11%

proportion of students who said they had been a victim of a crime on school premises in 2002 – 12%

> proportion of students who said they had been a victim of a crime on school premises increased 1%

proportion of students who said they reported victimisation to police in 2001 – 12%
proportion of students who said they reported victimisation to police in 2002 – 12%

> proportion of students who said they reported victimisation to police did not change

proportion of students who said they did not report victimisation to anyone (police, school administrators or teachers, parents or any other adult) in 2001 – 32%

proportion of students who said they did not report victimisation to anyone (police, school administrators or teachers, parents or any other adult)in 2002 – 39%

> proportion of students who said they did not report victimisation to anyone increased 7%

♦ **INCREASE IN NUMBER OF SCHOOLS WITH STUDENT CRIME STOPPERS PROGRAMS**

number of schools with Student Crime Stoppers programs as of December 31st, 2001 – 197
number of schools with Student Crime Stoppers programs as of December 31st, 2002 – 255

> number of schools with Student Crime Stoppers programs increased 29.4%

PRIORITY: YOUTH VIOLENCE AND VICTIMISATION OF YOUTH

GOAL: INCREASE EDUCATION AND OUTREACH EFFORTS TARGETING 'AT-RISK' YOUTH TO DETER AND PREVENT INVOLVEMENT IN VIOLENT CRIMES.

Strategies:

- Develop Service-wide outreach programs targeting at-risk youth, for use by divisions as required. Listings of approved outreach program resources will be maintained and program materials will be offered to officers engaged in youth outreach.
- Establish a centralised referral and intervention system for youth between the ages of 12 and 17 who commit less-serious offences, that accesses a network of youth service agencies and programs. The system will provide officers with an alternative of sending these youth to community-based counselling, treatment, and restorative justice programs instead of having them attend court.
- Expand police referrals of children under 12 years of age who have committed offences, to the centralised referral and intervention model managed by Earlscourt Child and Family Services.
- Continue to develop the capacity of the Serious Teen Offender Program (STOP) in terms of the number of youth placed into the program and the number of cases jointly managed with probation officers.

PERFORMANCE OBJECTIVES/INDICATORS:

♦ **DECREASE IN NUMBER OF YOUTHS CHARGED WITH VIOLENT CRIMES**

number of youths (12-17 years) charged with violent crime in 2001 – 2,443
number of youths (12-17 years) charged with violent crime in 2002 – 2,227

number of youths (12-17 years) charged with violent crime decreased 8.8%

♦ **DECREASE IN NUMBER OF VIOLENT CRIMES**

number of violent crimes in 2001 – 37,287
number of violent crimes in 2002 – 35,502

number of violent crimes decreased 4.8%

♦ **STOP PROGRAM ROLLED-OUT SERVICE-WIDE**

The Service-wide STOP program roll-out was completed in March 2002.

♦ **NUMBER OF YOUTH ENROLLED IN STOP PROGRAM (AFTER ROLL-OUT)**

number of youth enrolled in STOP program, as of December 31st, 2002 – 64

♦ **INCREASE IN NUMBER OF VIOLENCE PREVENTION INITIATIVES/PRESENTATIONS CARRIED OUT**

number of violence prevention initiatives carried out in 2001 – 131
number of violence prevention initiatives carried out in 2002 – 155

number of violence prevention initiatives carried out increased 18.3%

number of violence prevention presentations carried out in 2001 – 3,098
number of violence prevention presentations carried out in 2002 – 4,441

number of violence prevention presentations carried out increased 43.4%

♦ **INCREASE IN NUMBER OF CHILDREN UNDER 12 YEARS REFERRED FOR ASSISTANCE**

number of children under 12 years referred for assistance in 2001 – 31
number of children under 12 years referred for assistance in 2002 – 35

number of children under 12 years referred for assistance increased 12.9%

PRIORITY: YOUTH VIOLENCE AND VICTIMISATION OF YOUTH

GOAL: INCREASE ENFORCEMENT ACTIVITIES AND EDUCATION INITIATIVES TO ENCOURAGE THE REPORTING OF SEXUAL EXPLOITATION OF CHILDREN AND CHILD ABUSE.

Strategies:

- Enhance existing investigative, enforcement, and educational initiatives of the Sex Crimes Unit relating to: child and juvenile prostitution; child pornography and the sexual exploitation of children on the Internet; and, threat assessments of offenders convicted of child sexual abuse who are being released into the community. Enhancements will be through expanded use of investigative technology and promotion of issue awareness among police officers and other professionals.

- Establish a component in the elementary school student core curriculum that teaches children about sexual touching. The Good Touch-Bad Touch lessons will be taught by Community School Liaison Officers.

- Establish a support program for child victims of sex abuse through focused investigation of child pornography.

- Create a poster campaign and related pamphlets highlighting the need for all persons to be aware of their responsibility to report child abuse. Primary targets of such a campaign will be doctors, teachers, parents, and youth.

- Promote awareness and understanding within the Toronto Police Service, school boards, the child care community, and children's aid societies of the circumstances and nature of joint investigations into allegations of child abuse, as outlined in the revised Child Abuse Protocol.

PERFORMANCE OBJECTIVES/INDICATORS:

- ### CREATION OF A DEDICATED INVESTIGATIVE CHILD ABUSE UNIT

  The Child Exploitation section of the Sex Crimes unit was established in 2002.

- ### INCREASE IN NUMBER OF PERSONS CHARGED WITH CHILD EXPLOITATION OFFENCES

  number of persons charged with 'sexual exploitation' in 2001 – 58
  number of persons charged with 'sexual exploitation' in 2002 – 52

  number of persons charged with 'sexual exploitation' decreased 10.3%

  number of persons charged with 'sexual interference' in 2001 – 176
  number of persons charged with 'sexual interference' in 2002 – 173

  number of persons charged with 'sexual interference' decreased 1.7%

number of persons charged with 'child pornography–making, distribution, possession' in 2001 – 4

number of persons charged with 'child pornography–making, distribution, possession' in 2002 – 9

number of persons charged with 'child pornography–making, distribution, possession' increased 125.0%

number of persons charged with 'invitation to sexual touching' in 2001 – 71
number of persons charged with 'invitation to sexual touching' in 2002 – 68

number of persons charged with 'invitation to sexual touching' decreased 4.2%

♦ **INCREASE IN NUMBER OF REPORTED CHILD ABUSE AND CHILD SEXUAL EXPLOITATION OFFENCES**

number of reported child abuse offences in 2001 – 3,745
number of reported child abuse offences in 2002 – 3,881

number of reported child abuse occurrences increased 3.6%

number of reported child sexual exploitation offences in 2001 – 312
number of reported child sexual exploitation offences in 2002 – 235

number of reported child sexual exploitation offences decreased 24.7%

(C.C. offences counted were: sexual interference; invitation to sexual touching; sexual exploitation; incest; child pornography – making, distribution, possession; mailing obscene matter; parent/guardian procuring sexual activity (pimping); householder permitting sexual activity; and, corrupting children)

♦ **NUMBER AND TYPE OF EDUCATION INITIATIVES CARRIED OUT**

According to information provided by Community Policing Support and the Sex Crimes Unit, 9 education initiatives, involving 129 presentations/training sessions, were carried out during 2002.

Type of education initiatives carried out:

Community Policing Support:
- Facilitation of the Sexual Assault/Child Abuse Course joint interviewing workshop – involved approximately 50 school children and 30 adult participants on each of 7 occasions.
- Child Abuse Co-ordinator delivered training on 3 occasions to police and child welfare staff with representation from the Children's Aid Society. Training was delivered at the Gatehouse Child Advocacy Centre and involved use of the facility, relevant procedures, statutes, and case law.
- 6 presentations were jointly delivered with the Toronto Child Abuse Centre's Making a Difference child abuse awareness program. Each session involved approximately 30 day care staff/supervisors.
- Presentation made for University of Toronto medical students with representatives from child welfare, the judiciary, and the Hospital for Sick Children.
- Objective to create and distribute a poster and related pamphlet that highlight the need for all persons to be aware of their responsibility to report child abuse, thereby increasing the reporting of child sexual exploitation and child abuse. Publicity partners include the Toronto Child Abuse Centre, the Toronto Transit Commission, VIACOM, TPS Corporate Communications, and the National Cinema Network. Community partners include the Children's Aid Society, Toronto Child Abuse Centre, Jewish Family Services, and the City of Toronto. Funding and publication are still in the developmental stages.

Sex Crimes Unit:
- 50 presentations were made directly to youth groups and/or youth advocacy groups dealing with street safety, Internet safety, and sexual assault procedures.
- 34 presentations were made to various groups within the community dealing with methods of preventing youth victimisation both on the street and over the Internet – these included television and radio programs.
- 22 presentations were made internally to update members on changing legislation and procedures dealing with youth violence and victimisation.
- 6 presentations were made to government in order to educate lawmakers as well as lobby for needed changes in legislation pertaining to youth.

PRIORITY: YOUTH VIOLENCE AND VICTIMISATION OF YOUTH

GOAL: INCREASE ENFORCEMENT ACTIVITIES AND PREVENTION INITIATIVES THAT FOCUS ON DECREASING THE VICTIMISATION OF YOUTH BY ROBBERIES (IN PARTICULAR, THOSE INVOLVING SWARMING) AND SEXUAL ASSAULTS.

Strategies:

- Implement Service-wide youth crime management enforcement initiatives that target youth victimisation from sexual assaults and robberies.
- In partnership with the Toronto District, Catholic District, and French School Boards, implement high school programs focusing on victim awareness and the importance of reporting robberies and sexual assaults to school administrators and the police.

- Produce and distribute a video targeting parents, school staff, and the general adult population, that raises awareness about the seriousness of youth violence. The video will outline the important role adults can play in uncovering bullying behaviour and victimisation among their children, intervening appropriately, and finally encouraging the reporting of youth violence to police.

PERFORMANCE OBJECTIVES/INDICATORS:

♦ **DECREASE IN NUMBER OF YOUTH VICTIMISED BY ROBBERY, INCLUDING THOSE INVOLVING SWARMING**

for children/youth under 12 years of age:

number of youth victimised by robbery in 2001 – 83
number of youth victimised by robbery in 2002 – 61

number of youth under 12 victimised by robbery decreased 26.5%

for children/youth 12-17 years of age:

number of youth victimised by robbery in 2001 – 1,297
number of youth victimised by robbery in 2002 – 1,218

number of youth 12-17 victimised by robbery decreased 6.1%

for children/youth under 12 years of age:

number of youth victimised by robbery involving swarming in 2001 – 22
number of youth victimised by robbery involving swarming in 2002 – 21

number of youth under 12 victimised by robbery involving swarming decreased 4.5%

for children/youth 12-17 years of age:

number of youth victimised by robbery involving swarming in 2001 – 629
number of youth victimised by robbery involving swarming in 2002 – 501

number of youth 12-17 victimised by robbery involving swarming decreased 20.3%

♦ **DECREASE IN NUMBER OF YOUTH VICTIMISED BY SEXUAL ASSAULT**

for children/youth under 12 years of age:

number of youth victimised by sexual assault in 2001 – 395
number of youth victimised by sexual assault in 2002 – 415

number of youth under 12 victimised by sexual assault increased 5.1%

for children/youth 12-17 years of age:

number of youth victimised by sexual assault in 2001 – 687
number of youth victimised by sexual assault in 2002 – 647

number of youth 12-17 victimised by sexual assault decreased 5.8%

PRIORITY: YOUTH VIOLENCE AND VICTIMISATION OF YOUTH

GOAL: FOCUS ON DISBANDING AND DISRUPTING THE ACTIVITIES OF YOUTH STREET GANGS.

Strategies:

- Create a central anti-gang unit operating from Special Investigation Services, whose mandate will include: ensuring that the anti-gang effort is strategically driven, supporting units currently dealing with street gangs at the divisional level, and providing for a central, common database.
- Improve youth street gang information gathering, and access to this information for front-line officers, through: the establishment of a revised mandate for divisional street crime officers that includes gathering information relating to local youth street gangs and the dissemination of appropriate information to officers with their division, other division's street crime officers,

and the Anti-gang squad; ensuring divisional street crime officers meet on a regular basis to share information and establish enforcement priorities relating to youth street gangs; and, greater availability of investigative and surveillance equipment for officers engaged in youth street gang enforcement.

- In partnership with appropriate government and community agencies, establish street gang intervention and exiting programs for referral by officers for members of street gangs and youth at high risk to become involved in street gangs.

PERFORMANCE OBJECTIVES/INDICATORS:

♦ **CREATION OF A DEDICATED YOUTH STREET GANG UNIT**

The Gang Task Force was established as a sub-unit of Detective Services during 2002, and is responsible for centralised enforcement, support and assistance to other Service units, dissemination of information, and training.

♦ **DECREASE IN NUMBER OF YOUTH STREET GANGS, MEMBERS, AND ASSOCIATES**

Data on the number of youth street gangs, members, and associates are currently unavailable as information from across the Service is compiled into a street gangs database.

♦ **NUMBER OF VICTIMISATIONS WHERE SUSPECT BELIEVED TO BE AFFILIATED WITH A GANG**

number of occurrences in 2001 where 'gang' was recorded under the 'motive' in the Suspect Information section of the Modus Operandi forms – 421

number of occurrences in 2002 where 'gang' was recorded under the 'motive' in the Suspect Information section of the Modus Operandi forms – 118

PRIORITY: YOUTH VIOLENCE AND VICTIMISATION OF YOUTH

GOAL: INCREASE EFFORTS TO EDUCATE SERVICE MEMBERS ABOUT ISSUES RELATING TO YOUTH STREET GANGS, INCLUDING THE LINK BETWEEN STREET GANGS AND ORGANISED CRIME.

Strategies:

- Use existing internal communication sources, such as Intranet sites, electronic mail, crime conferences, and newsletters, to educate members about issues relating to youth street gangs.
- Ensure divisional street crime officers meeting on a regular basis receive presentations about issues relating to youth street gangs.

- Develop a presentation for divisional training sergeants to deliver, that educates front-line officers on current street gang trends, including the link with organised crime.

PERFORMANCE OBJECTIVES/INDICATORS:

♦ **NUMBER OF TRAINING SESSIONS OFFERED**

number of training sessions on youth street gangs offered in 2001 – 142
number of training sessions on youth street gangs offered in 2002 – 45

number of training sessions on youth street gangs decreased by 68.3%

♦ **NUMBER OF SERVICE MEMBERS TRAINED**

number of Service members receiving training on youth street gangs in 2001 – 3,457
number of Service members receiving training on youth street gangs in 2002 – 1,031

(In 2002, the Gang Task Force also assisted Training & Education in the preparation of a TPS training video entitled 'Gang Update'. The video was broadcast to all TPS members through a LiveLink training session.)

number of Service members receiving training on youth street gangs decreased 70.2%

PRIORITY: ORGANISED CRIME

GOAL: CONTINUE TO EDUCATE MEMBERS OF THE SERVICE, THE COMMUNITY, POLITICAL REPRESENTATIVES, AND LEGISLATORS ON THE ACTUAL IMPACT AND CONSEQUENCES OF ORGANISED CRIME.

Strategies:

- Detective Support management will meet with municipal, provincial, and federal legislators on the impact of organised crime to seek changes in the law as needed to assist with enforcement.
- Detective Support will use education of the private sector community and the provincial elected officials to encourage funding in the form of donations of equipment and funds for equipment and training to conduct major criminal investigations into organised crime groups.

PERFORMANCE OBJECTIVES/INDICATORS:

♦ **NUMBER OF COMMUNICATIONS MADE TO EACH OF SERVICE MEMBERS, POLITICAL REPRESENTATIVES, LEGISLATORS, AND COMMUNITY MEMBERS**

According to information supplied by Detective Services, the following <u>number of communications/presentations</u> were made in 2002:

to Service members:	50
to political representatives:	2
to legislators:	0
to community members:	0
to other groups:	4

According to information supplied by Detective Services, the following <u>number of people</u> received the above communications in 2002:

to Service members:	1,250
to political representatives:	16
to legislators:	0
to community members:	0
to other groups:	100

♦ **INCREASED PUBLIC AWARENESS OF ORGANISED CRIME**

proportion who felt very or somewhat aware of impacts of organised crime on society in 2001 – 67%

proportion who felt very or somewhat aware of impacts of organised crime on society in 2002 – 72%

proportion who felt very or somewhat aware of impacts of organised crime on society increased 5%

proportion who felt organised crime has had any impact on them personally in 2001 – 27%
proportion who felt organised crime has had any impact on them personally in 2002 – 15%
(the most frequent responses in both years were impacts on safety and financial impacts)

proportion who felt organised crime has had any impact on them personally decreased 12%

(Results of the community survey are outlined in greater detail in the General Indicators section of this report.)

PRIORITY: ORGANISED CRIME

GOAL: CONTINUE TO DEVELOP AND IMPROVE THE PROCESSES BY WHICH THE SERVICE RESPONDS TO ALL ORGANISED CRIME.

Strategies:

- Establish a full-time analyst in Intelligence to focus on analysis of drug-related issues.
- Increase collaboration between investigative units, and between investigative units and divisions.

- Continue partnering with external agencies to deal with specific issues/situations.
- Improve access to Intelligence data for Service members.

PERFORMANCE OBJECTIVES/INDICATORS:

♦ **OACP ORGANISED CRIME RISK/THREAT ASSESSMENT PROCESS USED TO DETERMINE ENFORCEMENT PRIORITIES**

The OACP organised crime risk/threat assessment process was used to determine enforcement priorities in 2002. Detective Services was unable to provide information on the number and type of priorities determined.

♦ **NUMBER OF ENFORCEMENT INITIATIVES TARGETING NON-TRADITIONAL ORGANISED CRIME GROUPS**

number of enforcement initiatives targeting non-traditional organised crime groups in 2001 – n/a

number of enforcement initiatives targeting non-traditional organised crime groups in 2002 – 17

(non-traditional organised crime groups include, for example, organised vehicle theft rings engaged in international exportation of stolen vehicles, and localised street gangs)

♦ **NUMBER OF ENFORCEMENT INITIATIVES TARGETING TRADITIONAL ORGANISED CRIME GROUPS**

number of enforcement initiatives targeting traditional organised crime groups in 2001 – n/a
number of enforcement initiatives targeting traditional organised crime groups in 2002 – 12

(traditional organised crime groups include, for example, outlaw motorcycle gangs)

♦ **NUMBER OF ENFORCEMENT INITIATIVES DEALING WITH CONNECTED ORGANISED CRIME GROUPS AND NUMBER OF GROUPS INVOLVED**

Detective Services was unable to provide data on the number of enforcement initiatives dealing with inter-connected organised crime groups or the number of groups involved.

♦ **INCREASED CO-ORDINATION/COLLABORATION BETWEEN COMMODITY-ORIENTED INVESTIGATIVE UNITS (E.G. FRAUD, DRUG SQUAD) AND PERSON/GROUP-ORIENTED INVESTIGATIVE UNITS (E.G. INTELLIGENCE)**

Intelligence provided a full-time Intelligence Analyst to concentrate strictly on drug analysis, since much of the crime in Toronto revolves around illicit drug use.

Homicide, conducting a major investigation to solve some outstanding homicides, partnered with other units in the City as the investigation began to involve organised crime issues that needed further investigation. Considerable information was provided to and analysed by Intelligence.

The Toronto Drug Squad continued to partner with local police divisions in solving issues of organised crime narcotics causing problems in local communities.

Special Investigation Services partnered with such units as COR and local divisions, in an initiative targeting gun trafficking; Intelligence provided analysis. Special Investigation Services also partnered with Intelligence, 53, 32, and 23 Divisions to stop the theft of high value cars occurring after suspects broke into homes at night, stole keys, and drove away in the cars. And, Special Investigation Services teamed up with CND Immigration authorities, with assistance from Intelligence, to target persons who had accumulated extensive criminal records in Canada and were subject to deportation. Over 150 arrests occurred. Prior to the arrests, there were weekly shootings and murders in one particular community. There has not been a shooting in over a year since the enforcement action started.

The Fraud Squad partnered with Intelligence and local divisions to target persons who were committing frauds against seniors and financial institutions. Fraud also partnered with TPS Intelligence, the OPP, and the Halton, Peel, Hamilton and Niagara police services on three projects centred around persons with false point of sale terminals. These people would get jobs in gas stations where there was heavy use of debit cards, and, using non-connected machines, they would record data then create new cards and defraud banks.

PRIORITY: ORGANISED CRIME

GOAL: THROUGH INCREASED TRAINING, IMPROVE THE SERVICE'S ABILITY TO RESPOND TO ORGANISED CRIME.

Strategies:

- Detective Support will seek funding from the provincial government to improve the training its members receive, especially in the area of computer crime matters, to better respond to organised crime investigations.

- Members will be sent for all available courses at Training & Education, the Canadian Police College, the Ontario Police College, and any other specialised training they require to improve their ability to investigate organised crime.

PERFORMANCE OBJECTIVES/INDICATORS:

♦ **DEVELOP A BROADER BASE OF EXPERTISE IN RELATION TO ORGANISED CRIME BY INCREASING THE NUMBER OF OFFICERS TRAINED AND THE TYPES OF TRAINING RECEIVED**

number of officers trained on issues relating to organised crime in 2001 – 3,036
number of officers trained on issues relating to organised crime in 2002 – 4,208

number of officers trained increased 38.6%

examples of types of training received:

- information on organised crime during recruit training
- information on organised crime during advanced patrol training
- awareness of nature and scope of outlaw motorcycle gangs
- information on the psychological factors motivating youths to join together in gangs
- appropriate communication strategies for dealing with youth in crisis

♦ **INCREASED COMMUNICATION TO FRONT-LINE OFFICERS REGARDING THEIR ROLE IN ADDRESSING ORGANISED CRIME**

According to information submitted by Detective Services and Training & Education:

number of presentations made to front-line officers regarding their role in addressing organised crime in 2001 – 111
  number of officers receiving training in 2001 – 2,597

number of presentations made to front-line officers regarding their role in addressing organised crime in 2002 – 39
  number of officers receiving training in 2002 – 979

> number of presentations to front-line officers regarding their role in addressing organised crime decreased 64.9%

> number of front-line officers receiving this training decreased 62.3%

PRIORITY: ORGANISED CRIME

GOAL: CONTINUE PARTNERSHIPS WITH OTHER LAW ENFORCEMENT AGENCIES (INTERNATIONAL, NATIONAL, AND REGIONAL) TO WORK CO-OPERATIVELY TO DISRUPT AND DISMANTLE ORGANISED CRIME GROUPS.

Strategies:

- Continued participation in the CFSEU (Combined Forces Special Enforcement Unit).
- Through increase in assigned personnel, establish investigative ability in Intelligence Support to conduct 'intelligence investigations' into organised crime to develop enforcement projects for the appropriate enforcement unit(s) within the TPS.

PERFORMANCE OBJECTIVES/INDICATORS:

♦ **INCREASE IN THE NUMBER OF JOINT (ENFORCEMENT) PROJECTS TARGETING ORGANISED CRIME**

According to information submitted by Detective Services:

number of joint (enforcement) projects targeting organised crime in 2001 – 43
number of joint (enforcement) projects targeting organised crime in 2002 – 63

number of joint (enforcement) projects targeting organised crime increased 46.5%

♦ **INCREASE IN NUMBER AND VALUE OF SEIZURES OF ASSETS/PROPERTIES FROM ORGANISED CRIME GROUPS**
for joint (enforcement) projects ONLY

According to information submitted by Detective Services:

number of seizures of assets/properties from organised crime groups in 2001 – 4
total $ value – $13,000

number of seizures of assets/properties from organised crime groups in 2002 – 48
total $ value – $58,492,986

number of seizures of assets/properties from organised crime groups increased 1,100%
total value of seizures from organised crime groups increased $58,479,986

PRIORITY: ORGANISED CRIME

GOAL: IMPROVE THE SERVICE'S ABILITY TO IDENTIFY AND DISRUPT INTERNATIONAL AND DOMESTIC TERRORIST GROUPS ACTIVE WITHIN THE CITY.

Strategies:

- Through information sharing with RCMP INSET (Integrated National Security Enforcement Team) and CSIS.
- Secondment of a member or members of Intelligence Support to INSET.
- Exchange officer program between the New York Police Department's Intelligence Division and TPS Intelligence Support.

- Members of Intelligence Support, Operations Section will be assigned to investigate any information received relating to terrorism and to co-ordinate with the appropriate Federal agency (INSET or CSIS).

PERFORMANCE OBJECTIVES/INDICATORS:

♦ **CREATION OF A UNIT TO WORK WITH THE NATION-WIDE JOINT INTELLIGENCE GROUP TO FOCUS ON TERRORISTS**

This unit was not created.

♦ **IDENTIFICATION OF ACTIVE TERRORIST GROUPS WITHIN THE CITY OR THOSE WITH LINKS TO ACTIVE TERRORIST GROUPS**

Detective Services advised that data on the number of active terrorist groups within Toronto or those with links to terrorist groups was unavailable at the time of writing.

♦ **IDENTIFICATION OF POTENTIAL TERRORIST TARGETS AND POSSIBLE WAYS OF DIMINISHING THE THREAT**

Detective Services advised that information on the identification of potential terrorist targets or the number potential terrorist targets was unavailable at the time of writing.

Possible ways of diminishing terrorist threat have been identified.

PRIORITY: TRAFFIC SAFETY

GOAL: INCREASE ENFORCEMENT OF AGGRESSIVE DRIVING OFFENCES.

Strategies:

- Continue to develop and implement traffic safety programs and campaigns that address specific traffic-related issues such as aggressive driving, pedestrian collisions, gridlock, etc.
- Monthly traffic safety campaigns, such as Operation Ped-Safe, and Operation Target Street, will be coupled the Provincial and National safety programs. Each campaign will receive heightened media awareness intended to provide the educational component that supports focused enforcement activity.
- Increase enforcement of targeted offences, including but not limited to impaired, dangerous, and careless driving, disobeying traffic signals and signs, following too close, unsafe lane changes, failure to lead, and speeding.
- Continued education regarding the impacts of speeding as well as the enforcement of traffic laws through the use of the Maximum 50 program, which targets speeding motorists on major arterial roads.
- Target heavy trucks that are unfit for the road. The No Brake, No Break project will require members to establish an inspection site for trucks that appear to be unfit.
- Increase the staffing complement of divisional Traffic Response officers, including adding constables for a one-year training period as part of a staff development program.
- Target high collision intersections to decrease the number of collisions.

- Primary Response officers are encouraged to take an active role, in addition to Traffic Response officers, in addressing speeding through aggressive and consistent enforcement, including use of radar speed detection systems.
- Develop a systematic, organised, and enhanced enforcement campaign, including public relations and education, regarding the zero tolerance policy to be adopted for aggressive drivers.
- Target school zones for aggressive driving enforcement.
- Use the Stop Aggressive Driving (SAD) project, Project Maximum (speed), and Project Bus Lane to address aggressive driving.
- Increase number of officers available for enforcement by ensuring that all new recruits receive their 70 hours of practical radar training as soon as possible, by increasing the number of front-line officers certified in the use of stationary radar, and by increasing the number of certified laser radar trained officers.
- Ensure that on all shifts radar devices are detailed to qualified members.
- Ensure community traffic problems are the subject of at least one divisional major crime management strategy per 5-week shift cycle.
- Maximise enforcement visibility by using a variety of enforcement vehicles, such as bicycles, motorcycles, and marked vehicles.

PERFORMANCE OBJECTIVES/INDICATORS:

- ♦ **INCREASE NUMBER OF RELEVANT CHARGES (E.G. FOLLOW TOO CLOSE, UNSAFE LANE CHANGE, FAIL TO SIGNAL LANE CHANGE, CARELESS DRIVING)**

number of persons charged in 2001 – 18,729
number of persons charged in 2002 – 17,704

  number of persons charge decreased 5.5%

♦ **DECREASE IN NUMBER OF TRAFFIC-RELATED FATALITIES**

number of traffic-related fatalities in 2001 – 57
number of traffic-related fatalities in 2002 – 97

number of traffic-related fatalities increased 70.2%

♦ **DECREASE IN NUMBER OF TRAFFIC-RELATED INJURIES**

number of traffic-related injuries in 2001 – 24,103
number of traffic-related injuries in 2002 – 24,636

number of traffic-related injuries increased 2.2%

♦ **DECREASE IN NUMBER OF TRAFFIC COLLISIONS**

number of traffic collisions in 2001 – 73,174
number of traffic collisions in 2002 – 71,760

number of traffic collisions decreased 1.9%

PRIORITY: TRAFFIC SAFETY

GOAL: INCREASE FOCUS ON PEDESTRIAN SAFETY, ESPECIALLY SENIORS.

Strategies:

- Using detailed collision analysis data, identify high risk areas and high risk factors that lead to deaths and injuries among senior pedestrians.
- Incorporate the above information in the development of educational traffic safety programs that address high risk senior issues.
- Continue to provide support to the Daredevil senior pedestrian educational program by providing topical and pertinent information regarding current trends in senior pedestrian collisions.
- Reduce the use of bicycles on sidewalks through cyclist education and enforcement.
- Educate pedestrians on safety, including the use of crosswalks and automatic traffic signals.
- Conduct lectures at senior homes and senior community centres.
- Contact the City of Toronto Planning Department to obtain locations of all pedestrian crossovers to target enforcement of violations and reduce pedestrian injury.
- On weekends, use Auxiliaries to hand out educational pamphlets in high volume pedestrian areas.
- Identify geographic locations where seniors are at risk and target those areas for enforcement/ education activities.
- Deliver safety-related information to seniors to assist them in becoming less vulnerable while crossing roadways.

- Perform CPTED audits of targeted intersections to ensure the safest possible design is being used.
- Monitor traffic signals in areas used by seniors to determine if there is enough time for them to cross the roadway safely.
- The Community Services officer, senior volunteers, and Auxiliaries will give lectures to seniors groups on traffic safety.
- Use education, awareness, and enforcement tactics to target both motorists who endanger the safety of pedestrians, as well as pedestrians who fail to obey pedestrian-related laws for using the highway.
- Target for education the three groups of pedestrians that are predominantly involved in accidents with vehicles: children, persons under the influence of alcohol, and the elderly.
- Officers will focus on crossovers and crosswalks located near homes for the elderly and in areas with a high density of seniors.
- Continue to deliver traffic safety programs to kindergarten and elementary classes.
- The School Crossing Guard Liaison officer will work closely with school crossing guards to identify intersections of low stopping compliance rates for increased enforcement.
- Encourage all front-line officers to identify environments that are most vulnerable to traffic collisions involving pedestrians.

PERFORMANCE OBJECTIVES/INDICATORS:

♦ **DECREASE IN NUMBER OF PEDESTRIAN TRAFFIC-RELATED INJURIES**

number of pedestrians injured in traffic collisions in 2001 – 2,167
number of pedestrians injured in traffic collisions in 2002 – 2,068

number of pedestrians injured in traffic collisions decreased 4.6%

♦ **DECREASE IN NUMBER OF SENIOR PEDESTRIAN INJURIES**

number of senior (65 yrs and older) pedestrians injured in traffic collisions in 2001 – 258
number of senior (65 yrs and older) pedestrians injured in traffic collisions in 2002 – 294

number of senior (65 yrs and older) pedestrians injured in traffic collisions increased 14.0%

♦ **DECREASE IN NUMBER OF PEDESTRIAN TRAFFIC-RELATED FATALITIES**

number of pedestrians killed in traffic collisions in 2001 – 32
number of pedestrians killed in traffic collisions in 2002 – 50

number of pedestrians killed in traffic collisions increased 56.3%

♦ **DECREASE IN NUMBER OF SENIOR PEDESTRIAN FATALITIES**

number of senior (65 yrs and older) pedestrians killed in traffic collisions in 2001 – 12
number of senior (65 yrs and older) pedestrians killed in traffic collisions in 2002 – 28

number of senior (65 yrs and older) pedestrians killed in traffic collisions increased 133.3%

PRIORITY: TRAFFIC SAFETY

GOAL: INCREASE EDUCATION AND SAFETY EFFORTS THAT TARGET HIGH RISK DRIVERS.

Strategies:

- Use detailed collision analysis to identify high collision areas with a view to focused enforcement activity.
- Provide internal and external communication to heighten awareness among police officers and the public of aggressive driving offences that ultimately produce high risk drivers. Use this information to increase enforcement activity that targets high risk drivers.
- Educate members of the public in relation to car-seat safety through the implementation of the Child Seat Safety program.
- Develop a systematic, organised, and enhanced enforcement campaign, including public relations and education, regarding the zero tolerance policy to be adopted for aggressive drivers.
- Educate members of the public through enforcement about to the importance of wearing seat restraints.

- Use trained Auxiliaries to observe intersections and identify red light runners. A traffic violation report will be filled out for each and submitted to the Traffic sergeant, who will send a letter to the registered offending car owner.
- Use the Stop Aggressive Driving (SAD) project, Project Maximum (speed), and Project Bus Lane to address aggressive driving. Sergeant will also give traffic-related interviews on CHIN radio.
- Raise awareness internally and externally about high risk drivers, including new drivers, truck drivers, older road users, impaired drivers, bicyclists, and motorcyclists.
- Organise Aggressive Driving displays at malls.
- Ensure elderly drivers who exhibit poor or risky driving ability are reported to the Ministry of Transportation.
- Increase enforcement efforts around secondary schools to deter unsafe teenage driving behaviour.

PERFORMANCE OBJECTIVES/INDICATORS:

- ♦ **INCREASE IN NUMBER OF TIMES EXISTING PROGRAMS ARE DELIVERED TO HIGH RISK DRIVERS**

  Traffic Services was unable to provide data on the number of times programs were delivered to high risk drivers. Traffic Services provided the following:

  In order to effectively deliver traffic education programs to a group of drivers deemed to be high-risk drivers, certain risk factors must be identified and then analysed to produce a specific group of drivers who present risks on a regular rather then random basis. The Toronto Police Service does not have the IT capability to download sufficient data required to produce reports that would readily identify risk factors. Much of that information is stored at the Provincial level, in databases that record information such as collision data, licence renewals, or insurance information.

♦ **INCREASE IN NUMBER OF PROGRAMS FOR HIGH RISK DRIVERS**

number of programs for high risk drivers in 2001 – 12
number of programs for high risk drivers in 2002 – 13

number of programs for high risk drivers increased 8.3%

♦ **DECREASE IN NUMBER OF COLLISIONS INVOLVING HIGH RISK DRIVERS**

Traffic Services was unable to provide data on the number of collisions involving high risk drivers.

PRIORITY: TRAFFIC SAFETY

GOAL: USE A CRIME ANALYSIS OR INTELLIGENCE-DRIVEN APPROACH TO IDENTIFYING TRAFFIC SAFETY ISSUES TO BE ADDRESSED.

Strategies:

- Using intelligence-led collision and enforcement analysis, develop new or strengthen existing traffic safety programs. Provide analytical support to divisions to assist with identifying local traffic issues.
- Enforcement emphasis on specific areas targeted by crime management initiatives.
- Identify potential high risk areas for enforcement based on continuous complaints received.
- Use analysis of traffic and collision patterns, as well as a review of citizen traffic complaints, to identify the most common and highest threats to road safety in the division.
- Use Toronto Transportation data to identify high accident locations for increased enforcement.
- Use Toronto Transportation data to identify residential streets with speeding problems for the use of the Radar Message board and for increased enforcement.

- Traffic patterns, accident rates, and violation rates will be continuously reviewed for problem identification and resolution.
- Maintain and analyse divisional statistics, in addition to City and Service database information, on collision locations to target activities and enforcement.
- Integrate traffic safety throughout all divisional crime management operations and projects.
- Use behaviour management strategies that target specific driving problems.
- Document relationships between traffic enforcement, crime patterns, and public safety.
- Promote preventative measures that can be taken to increase traffic safety, including environmental improvements such as signage, street lighting, pavement markings, and improved timing of signalised traffic lights near schools and retirement homes.

PERFORMANCE OBJECTIVES/INDICATORS:

- ♦ **NUMBER AND TYPE OF TRAFFIC SAFETY ISSUES/PROBLEMS IDENTIFIED**

    number of traffic safety issues/problems identified as of December 31st, 2002 – 7

    types of traffic safety issues/problems identified:
    - reducing pedestrian collisions
    - reducing pedestrian collisions involving senior citizens
    - preventing gridlocked intersections during a.m. & p.m. peak hours, downtown core
    - preventing drinking drivers
    - aggressive driving enforcement
    - TTC safety issues, passengers exiting from the rear streetcar doors into live traffic
    - reducing cyclist collisions

- ♦ **NUMBER OF PROGRAMS/PROJECTS IMPLEMENTED TO ADDRESS IDENTIFIED ISSUES/ PROBLEMS**

    number of programs/projects implemented as of December 31st, 2002 – 12

PRIORITY: TRAFFIC SAFETY

GOAL: FORM OR STRENGTHEN PARTNERSHIPS WITH COMMUNITY AND GOVERNMENT AGENCIES TO IMPROVE TRAFFIC SAFETY.

Strategies:

- Strengthen the interaction with the Safe Driving Coalition to enhance the educational component of joint traffic safety campaigns.
- Strengthen the partnerships formed with the GTA Police Services through effective representation on the GTA Traffic Manager's Committee.
- Continue to develop and present school traffic safety programs in partnership with school administrations, social agencies, and private businesses.
- Involve members from the City of Toronto Health Services Department in the Child Seat Safety program.
- Involve heavy truck inspectors from Traffic Services, the Peel Regional Police Service, the Ontario Provincial Police, the Ministry of Transportation, Environment Canada, and City of Toronto Licensing and Standards in the No Brake, No Break project.
- Attend meetings with the divisional Community Police Liaison Committee to discuss traffic safety issues.
- Maintain an excellent relationship with Toronto Transportation and continue to share information regarding traffic flow/safety issues.
- Stimulate business contacts and links to promote traffic safety issues/awareness in business newsletters and circulars.
- Liaise with local media to discuss and disseminate information on traffic issues.
- Form a partnership with the Road Safety Marketing Office of the Ministry of Transportation to obtain information on the following topics for public dissemination: aggressive driving, bicycle safety/helmet promotion, impaired driving, school age programs, school bus safety, seat belt/child passenger safety, older drivers and pedestrians, and truck safety.

- Form partnerships with the Ontario Community Council on Impaired Driving and the Safe & Sober Driving Coalition to raise public awareness about the consequences of impaired driving.
- Maintain and strengthen municipal, provincial, and federal political contacts to gain assistance in disseminating traffic safety issues.
- Organise and conduct monthly multi-agency Big Wheel Safety Blitz projects, involving other divisions, Ministry of Transportation, Ministry of the Environment, Ministry of Finance, Parking Enforcement Unit, Toronto Taxi Industry Enforcement Office, CN Railway Police, and Toronto Transit Commission Special Constables. The projects will target all HTA and by-law offences.
- Develop partnerships with senior advocate groups to increase the safety of seniors.
- Pursue collaborative opportunities with external agencies, such as the Sunnybrook and Women's College Health Sciences Centre, to increase marketing of safety issues by highlighting pain, suffering, loss, and the cost to the health care system.
- Establish contacts with Transport Canada's Road Safety Directorate, the Traffic Injury Research Foundation, the Ontario Public Health Association, and the Ontario Medical Association's Committee on Injury Prevention and Control, to ensure that up-to-date information on traffic safety issues is obtained and used.
- Maintain communications with local community associations concerned with traffic issues.
- Continue ongoing liaison with the City of Toronto Works and Engineering Office to develop and apply engineering solutions to chronic traffic problem situations and locations.

PERFORMANCE OBJECTIVES/INDICATORS:

♦   **INCREASE IN NUMBER OF PARTNERSHIPS THAT DEAL WITH TRAFFIC SAFETY ISSUES**

number of partnerships dealing with traffic safety issues in 2001 – 39
number of partnerships dealing with traffic safety issues in 2002 – 42

number of partnerships dealing with traffic safety issues increased 7.7%

♦   **NUMBER OF TRAFFIC SAFETY PROGRAMS /INITIATIVES CARRIED OUT WITH PARTNERS**

number of traffic safety programs/initiatives carried out with partners in 2001 – 13
number of traffic safety programs/initiatives carried out with partners in 2002 – 12

number of traffic safety programs/initiatives carried out with partners decreased 7.7%

PRIORITY: DRUG ENFORCEMENT AND EDUCATION

GOAL: IMPROVE QUALITY OF LIFE IN NEIGHBOURHOODS THROUGH INCREASED ENFORCEMENT OF STREET-LEVEL DRUG ACTIVITIES.

Strategies:

- The Unit Commander of Toronto Drug Squad (TDS) will ensure that there is an increase to street level drug enforcement. This will include improvements to the TDS's ability to respond to community problems/concerns.

- The TDS Unit Commander will increase the flexibility of street teams to respond not solely to geographic assignments.

PERFORMANCE OBJECTIVES/INDICATORS:

♦ **INCREASE IN TRAINING FOR OFFICERS INVOLVED IN DRUG ENFORCEMENT**

number of training sessions for officers involved in drug enforcement in 2001 – 14
number of officers trained in 2001 – 485

number of training sessions for officers involved in drug enforcement in 2002 – 246
number of officers trained in 2002 – 3,024

number of training sessions increased 1,657.1%

number of officers trained increased 523.5%

♦ **INCREASE IN NUMBER OF DRUG-RELATED ARRESTS AT THE STREET LEVEL**

number of persons charged/arrested by divisional officers for drug offences in 2001 – 3,355
number of persons charged/arrested by divisional officers for drug offences in 2002 – 2,885

number of persons charged/arrested by divisional officers for drug offences decreased 14.0%

total number of persons charged/arrested for drug offences in 2001 – 3,743
total number of persons charged/arrested for drug offences in 2002 – 3,181

total number of persons charged/arrested for drug offences decreased 15.0%

♦ **INCREASE IN PUBLIC PERCEPTION OF SAFETY IN NEIGHBOURHOOD**

felt very or reasonably safe in neighbourhood in 2001 – 90%
felt very or reasonably safe in neighbourhood in 2002 – 88%

ever walked alone in neighbourhood after dark in 2001 – 71%
ever walked alone in neighbourhood after dark in 2002 – 51%

somewhat or very concerned about crime in neighbourhood in 2001 – 61%
somewhat or very concerned about crime in neighbourhood in 2002 – 67%

somewhat or very concerned about feeling safe/secure in neighbourhood in 2001 – 54%
somewhat or very concerned about feeling safe/secure in neighbourhood in 2002 – 59%

somewhat or very concerned about drugs in neighbourhood in 2001 – 57%
somewhat or very concerned about drugs in neighbourhood in 2002 – 45%

(Results of the community survey are outlined in greater detail in the General Indicators section of this report.)

♦ **DECREASE IN NUMBER OF CRIMES ASSOCIATED WITH DRUGS WHICH AFFECT QUALITY OF LIFE IN NEIGHBOURHOODS – BREAK & ENTERS, THEFT FROM AUTO, ROBBERIES**

number of break & enters reported in 2001 – 16,132
number of break & enters reported in 2002 – 15,782

number of break & enters reported decreased 2.2%

number of thefts from vehicles reported in 2001 – 21,612
number of thefts from vehicles reported in 2002 – 21,015

number of thefts from vehicles reported decreased 2.8%

number of robberies reported in 2001 – 4,994
number of robberies reported in 2002 – 4,668

number of robberies reported decreased 6.5%

♦ **IMPROVE CO-ORDINATION AND COMMUNICATION BETWEEN CENTRALISED UNITS INVOLVED IN DRUG ENFORCEMENT AND DIVISIONS**

Co-ordination and communication between centralised drug units and divisions were improved by:

- Increased attendance at divisional Crime Management meetings.
- Operational plans and maintenance strategies were created in concert with divisions.
- Presentation and attendance at divisions for lectures/education sessions and de-briefing on uniform parade.

P<small>RIORITY</small>: D<small>RUG</small> E<small>NFORCEMENT AND</small> E<small>DUCATION</small>

G<small>OAL</small>: B<small>ROADEN</small> S<small>ERVICE</small> RESPONSE TO DRUG ENFORCEMENT BY INCREASING REFERRALS TO DIVERSION PROGRAMS.

Strategies:

- The TDS continues to support the Drug Treatment Court via the Central Drug Information Unit (CDIU) participation through consultation, process, and feedback.

P<small>ERFORMANCE</small> O<small>BJECTIVES</small>/I<small>NDICATORS</small>:

♦ **NUMBER OF PEOPLE ARRESTED FOR DRUGS RECOMMENDED FOR THE DRUG TREATMENT COURT**

number of people arrested for drugs recommended for Drug Treatment Court as of December 31st, 2002 – 238

PRIORITY: DRUG ENFORCEMENT AND EDUCATION

GOAL: STRENGTHEN PARTNERSHIPS WITH LOCAL, REGIONAL, AND NATIONAL LAW ENFORCEMENT AGENCIES TO DEAL WITH HIGH-LEVEL DRUG ENFORCEMENT.

Strategies:

- The Unit Commander of the TDS will ensure that both field units and CDIU continue to foster relationships with other law enforcement agencies.
- Increase the number of joint enforcement projects.

- Increase the number of joint enforcement projects which target organised crime groups involved in drug importation, cultivation and or manufacturing.

PERFORMANCE OBJECTIVES/INDICATORS:

♦ **CREATION OF A GTA MAJOR DRUG SQUAD**

A GTA major drug squad was not created.

♦ **NUMBER OF LAW ENFORCEMENT AGENCY PARTNERSHIPS DEALING WITH DRUG ENFORCEMENT**

number of law enforcement agency partnerships dealing with drug enforcement as of December 31st, 2002 – 6 (regional drug meetings)

♦ **INCREASE IN NUMBER OF JOINT ENFORCEMENT PROJECTS**

number of joint enforcement projects targeting drugs in 2001 – *information not available from Detective Services*

number of joint enforcement projects targeting drugs in 2002 – 7

♦ **NUMBER OF JOINT ENFORCEMENT PROJECTS WHICH TARGET ORGANISED CRIME GROUPS INVOLVED IN DRUG IMPORTATION, CULTIVATION, AND/OR MANUFACTURING**

number of joint enforcement projects targeting organised crime groups involved with drugs as of December 31st, 2002 – 7

PRIORITY: DRUG ENFORCEMENT AND EDUCATION

GOAL: INCREASE AND STRENGTHEN PARTNERSHIPS WITH LOCAL AGENCIES TO PROVIDE A MULTI-FACETED RESPONSE TO DRUG ISSUES.

Strategies:

- Increase the number of partnerships with health, education (including schools), and/or treatment agencies.

- Increase the number of joint initiatives developed.
- Increase the number of joint initiatives implemented.

PERFORMANCE OBJECTIVES/INDICATORS:

♦ **NUMBER OF PARTNERSHIPS WITH HEALTH, EDUCATION (INCLUDING SCHOOLS), AND/OR TREATMENT AGENCIES**

number of partnerships with health, education, and/or treatment agencies as of December 31st, 2001 – 379

number of partnerships with health, education, and/or treatment agencies as of December 31st, 2002 – 540

number of partnerships with health, education, and/or treatment agencies increased 42.5%

♦ **NUMBER OF JOINT INITIATIVES DEVELOPED**

number of joint initiatives developed as of December 31st, 2001 – 106
number of joint initiatives developed as of December 31st, 2002 – 302

number of joint initiatives developed increased 184.9%

♦ **NUMBER OF JOINT INITIATIVES IMPLEMENTED**

number of joint initiatives implemented as of December 31st, 2001 – 97
number of joint initiatives implemented as of December 31st, 2002 – 286

number of joint initiatives implemented increased 194.8%

PRIORITY: DRUG ENFORCEMENT AND EDUCATION

GOAL: EDUCATE COMMUNITY AND SERVICE MEMBERS ON THE CONNECTION BETWEEN HIGH-LEVEL DRUG ACTIVITIES, ORGANISED CRIME, AND PROBLEMS IN NEIGHBOURHOODS.

Strategies:

- Increase the number of educational awareness initiatives conducted.

- Increase public awareness of organised crime.

PERFORMANCE OBJECTIVES/INDICATORS:

♦ **NUMBER OF EDUCATION/AWARENESS INITIATIVES CARRIED OUT**

number of education/awareness initiatives carried out for <u>Service members</u> as of December 31st, 2002 – 104

number of education/awareness initiatives carried out for <u>community members</u> as of December 31st, 2002 – 60

♦ **INCREASED PUBLIC AWARENESS OF ORGANISED CRIME**

proportion who felt very or somewhat aware of impacts of organised crime on society in 2001 – 67%

proportion who felt very or somewhat aware of impacts of organised crime on society in 2002 – 72%

proportion who felt very or somewhat aware of impacts of organised crime on society increased 5%

proportion who felt organised crime has had any impact on them personally in 2001 – 27%
proportion who felt organised crime has had any impact on them personally in 2002 – 15%
(the most frequent responses in both years were impacts on safety and financial impacts)

proportion who felt organised crime has had any impact on them personally decreased 12.%

(Results of the community survey are outlined in greater detail in the General Indicators section of this report.)

PRIORITY: HUMAN RESOURCE DEVELOPMENT

GOAL: INCREASE TRAINING DEALING WITH ETHICS AND PROFESSIONAL BEHAVIOUR.

Strategies:

- Continue to provide ethics and diversity training to members not covered by the Advanced Patrol Training program.
- Continue to provide high quality supervisory and mid-management leadership training, focusing on ethical leadership and accountability.

- Provide specific ethics and professional training in all applicable courses.
- Offer enhanced Instructional Techniques training to members, stressing professionalism in policing.

PERFORMANCE OBJECTIVES/INDICATORS:

♦ **CHANGES MADE TO RELEVANT OFFICER TRAINING**

Professional Standards reported that 4 courses/training processes relating to ethics and professional behaviour were changed during 2002:

- Management Level 1 Supervisory Course
- Provincial Statutes Course
- Unit Complaint Co-ordinator Training Seminars
- Post-Alymer Recruit Training

For each of the courses above, an enhanced component dealing with professionalism, ethical behaviour, and especially complaint avoidance, was included. Focus on the core values of the organisation was emphasized as a guide to increasing ethical decision making.

Training & Education further reported that an ethics component was included in most of the courses being offered at the College. Training & Education continued to provide ethics and diversity training to members not covered by the Advanced Patrol Program, and continued to provide high quality supervisory and mid-management leadership training focusing on ethical leadership and accountability. The unit also offered an enhanced Instructional Techniques training to members, stressing professionalism in policing. Ethics now forms a part of the training component in the Plainclothes Course and the MCU/Drug Squad Supervisors Course.

Three specific ethics modules addressing the needs of learners were created. Module 1 was designed for all officers and identifies ethical values and a number of ethical decision-making models that can be applied to ethical dilemmas. Module 2 targets officers who work in squads or units where ethical risks may be greater, such as the Drug

Squads, Plainclothes, or Major Crime units. Module 3 addresses the concerns found in ethical leadership. This module is used when training supervisors.

Also in 2002, a pilot course entitled BRASS, specifically aimed at Drug Squad officers, was presented, but due to external issues was only available twice during the year. A replacement program is being developed with the assistance of the RCMP.

♦ **DECREASE IN NUMBER OF PUBLIC COMPLAINTS DEALING WITH OFFICER CONDUCT**

number of public complaints dealing with officer conduct in 2001 – 742
number of public complaints dealing with officer conduct in 2002 – 704

number of public complaints dealing with officer conduct decreased 5.1%

♦ **INCREASE IN PUBLIC PERCEPTION OF PROFESSIONALISM, COURTESY, AND CONDUCT DURING CONTACT WITH POLICE**

rated the professionalism of the officer(s) as excellent or good in 2001 – 82%
rated the professionalism of the officer(s) as excellent or good in 2002 – 68%

rated the professionalism of the officer(s) as excellent or good decreased 14%

rated the courtesy of the officer(s) as excellent or good in 2001 – 81%
rated the courtesy of the officer(s) as excellent or good in 2002 – 63%

rated the courtesy of the officer(s) as excellent or good decreased 18%

rated the conduct of the officer(s) as excellent or good in 2001 – 82%
rated the conduct of the officer(s) as excellent or good in 2002 – 67%

rated the conduct of the officer(s) as excellent or good decreased 15%

(Results of the community survey are outlined in greater detail in the General Indicators section of this report.)

PRIORITY: HUMAN RESOURCE DEVELOPMENT

GOAL: CONTINUE EFFORTS TO HAVE THE MEMBERSHIP OF THE TORONTO POLICE SERVICE REFLECT THE COMMUNITY WE SERVE.

Strategies:

- Presentations will be delivered at various community locations such as: the North York Civic Centre, Japanese Canadian Association, Ahmadiyya Muslim Centre, Scarborough Civic Centre, Toronto Native Centre, Jamaican Canadian Association, YWCA, and TPS Civilian Police College. Efforts will be made to develop new partnerships with other communities, including a number of Somali organisations.

- The Recruiting Unit will attend career fairs to provide information about the Toronto Police Service and the Ontario Association of Chiefs of Police (OACP) Constable Selection System. Applications distributed at these events will be tracked and follow-up measures will be taken throughout the process in order to determine results. This will allow the Employment Unit to evaluate the validity and success rate of each event attended.

- The Recruiting Unit will attend career fairs and presentations at educational facilities such as high schools, colleges, and universities. Members will provide information and specific mentoring with respect to the OACP Constable Selection System. To address the long-term goals, the Employment Unit will focus on high schools, with the assistance and participation of divisional Community Response and Street Crime units.   The mandates of these units include liaison with community youth through the Toronto Board of Education.

- Recruiting Unit members will liaise with members of the faith community through various events such as: the Ahmadiyya Muslim Association Job Fair, Sikh Khalsa Day Parade, Bethel Apostle Church, and Eid National Muslim Prayer Day. Focus will be directed toward the youth membership of these congregations.

- Members of the Recruiting Unit will partner with the Civilian Recruiting Coalition Committee and the Community Policing Liaison Committees to develop methods of attracting visible minorities to the TPS.

- The Recruiting Unit, in partnership with the Community Crime Awareness Association, launched a mentoring and recruiting initiative within the Asian community in February 2003. This initiative was spearheaded by key stakeholders in the community and will continue throughout 2003. This initiative will also be expanded to include other community groups.

- Members of the Recruiting Unit will be assigned to work in specific communities in conjunction with officers from the Community Liaison unit. This will include attending Community Police Consultative Committee meetings and community organisations to make presentations on the Constable Selection System.

- The Recruiting Unit will work in partnership with the Association of Black Law Enforcers (ABLE) in mentoring and recruiting qualified candidates to the Service. The Unit will co-ordinate, plan, and attend events with ABLE. These events will focus on youth groups, career fairs, church groups, community organisations, and other ABLE-sponsored functions. The Unit will provide ABLE with information and materials to be distributed through the year.

- The Recruiting Unit will liaise with agencies that include: Toronto Fire Service, Toronto Ambulance Services, Canadian Armed Forces, Canada Immigration, Women In Motion, Ministry of Transportation and Communication, Human Resources Development Canada, the Ontario Association Chiefs of Police, Applicant Testing Services, Learning Enrichment Foundation, and Toronto District School Boards.

- Civilian Advisors in the Employment Unit will work closely with uniform recruiters. They will attend various events to provide information and encourage applicants to apply for civilian positions including: court officer, parking enforcement officer, communications operator, and other administrative positions, as well as the Auxiliary. Candidates who are interested in policing as a career will have an opportunity to be exposed to all aspects of the TPS environment and be given guidance where necessary.

- Information regarding the OACP Constable Selection System will continue to be updated on the TPS Internet and Intranet websites.

Recruiting members will respond to all enquiries received via the Internet and Intranet with respect to the Constable Selection System.

- The TPS Recruiting Newsletter outlining activities and recruiting initiatives will continue to be included on both TPS websites. It will also be distributed to divisions and Command Officers, youth development and community centres, and coalition members within the Arab, French, Tamil, Sikh, Asian, South Asian, Japanese, and Muslim communities.

- In an effort to meet the needs of the TPS, the Recruiting Unit will advertise in various mediums, focusing on specific communities in order to reflect the diversity of the City.

- In an effort to present role models representative of specific communities, serving police officers will be selected and featured in specific radio and television spots, as well as in community publications and newspapers.

- The Recruiting Unit will update and revise outreach PowerPoint presentations and information packages. Literature will include current photographs and activities of police officers representing the prescribed groups.

- Information pamphlets and posters will be distributed in several languages to police divisions, community centres, fitness and health centres, food courts located in malls, and ethnic businesses. Additionally, the Recruiting Unit will mail out information requested by educational facilities outside of the GTA.

- Candidates from the prescribed groups who are unsuccessful in the Police Constable Selection System will be identified and contact will be made in order to keep these candidates interested and motivated prior to the expiration of the waiting period of specific tests. These candidates will also be notified and encouraged to use the various specific mentoring sessions.

- On a daily basis, members of the Recruiting Unit will provide information to interested candidates who attend in person. This also includes internal civilian members who are seeking information about becoming a police officer. Recruiting officers will always be on hand to answer questions, and refer interested candidates to general and specific mentoring sessions.

- The 2-hour bi-monthly mentoring presentations, conducted at TPS Headquarters, outline the OACP Constable Selection System. Members of the TPS Civilian Recruiting Coalition Committee are invited to participate with the Recruiting Unit to encourage candidates to consider policing as a lifetime career.

- Sessions are conducted to assist candidates in understanding the expectations and preparation required to complete the General Aptitude Test Battery (GATB) and Written Communication Test (WCT). A 2-hour session will be conducted on a monthly basis by members of the TPS Recruiting Unit. The Local Focus (LFI) and Essential Competency Interviews (ECI) are also components of the Constable Selection System. A 2-hour session will also be conducted to help candidates in this area.

- The TPS testing facility is no longer operational and therefore unable to accommodate practice sessions for the Physical Readiness Evaluation for Police (PREP). However, plans are under way to make these sessions available to potential applicants at both the C.O. Bick College and community colleges within the GTA.

- Female members of the TPS Recruiting Unit will conduct sessions specific to female candidates. Expectations and preparation for the Constable Selection System will continue to be the focus.

- Members of the Recruiting Unit will provide mentoring sessions for specific communities including Black, Aboriginal, South-Asian, Asian, and other identified groups in preparing for the Constable Selection System. Recruiting Coalition members will play a critical role in being a conduit within these communities.

- The Recruiting Unit will co-ordinate with the Uniform Development Planning Officer to obtain statistical data that will be used to determine future recruitment initiatives.

- Members of the Recruiting Unit will upgrade their skills in the areas of effective presentation, instructional techniques, interviewing of applicants, diversity, and the theory of sales. Training will be provided by the TPS Training & Education unit, the Ontario Association Chiefs of Police, and other credible professionals.

- The Recruiting Unit will assist divisional personnel with community events in order to promote employment within the TPS. Members will also partner with officers from Community Liaison and accompany them to support specific events within their assigned communities.

- Recruiting officers will attend and co-ordinate with divisional Street Crime and Community Response units in order to educate these officers about the Constable Selection System. These officers will disseminate this information during the course of their duties.

PERFORMANCE OBJECTIVES/INDICATORS:

♦ **INCREASE IN NUMBER OF WOMEN, RACIAL MINORITIES, AND PEOPLE WITH MORE THAN ONE LANGUAGE HIRED**

number of female officers hired in 2001 – 63
number of female officers hired in 2002 – 54

number of female officers hired decreased 14.3%

number of racial minority/Aboriginal officers hired in 2001 – 58
number of racial minority/Aboriginal officers hired in 2002 – 59

number of racial minority/Aboriginal officers hired increased 1.7%

number of officers with more than one language hired in 2001 – 106
number of officers with more than one language hired in 2002 – 117

number of officers with more than one language hired increased 10.4%

for context:

total number of officers hired in 2001 – 358
total number of officers hired in 2002 – 396

total number of officers hired increased 10.6%

PRIORITY: HUMAN RESOURCE DEVELOPMENT

GOAL: GIVEN SERVICE DEMOGRAPHICS AND EXPECTED RETIREMENT LEVELS, DEVELOP SUCCESSION PLANNING PROCESSES FOR UNITS REQUIRING SPECIALISED SKILLS.

Strategies:

- Human Resources will monitor separations by rank and implement recruitment and promotional processes to ensure that the overall strength of the Service and supervisory ranks are maintained.
- Human Resources and Training & Education will co-ordinate efforts to implement position profiles consistent with Ontario Regulation 3/99

(Adequacy and Effectiveness of Police Services) and the Toronto Police Service Skills Development and Learning Plan. This will enable the Toronto Police Service to ensure that qualified personnel fill these positions.

PERFORMANCE OBJECTIVES/INDICATORS:

♦ **UNITS REQUIRING SPECIALISED SKILLS IDENTIFIED**

The first units identified for the development of succession plans were: Forensic Identification Services, Intelligence Services, and the Emergency Task Force.

The units selected each have positions that require a considerable development of skill sets to consistently perform specific duties. The positions identified, in some cases, are internationally recognised and the skills of specific individual(s) are sought after across North America.

♦ **PROPORTION OF THESE UNITS FOR WHICH SUCCESSION PLANNING PROCESSES IMPLEMENTED**

No succession plans were developed in 2002.   However, meetings have been arranged with Unit Commanders of each of the selected units to outline the process that will be used to develop the succession plans.

Each of the units identified will be consulted to establish individual uniform position profiles of highly skilled and/or technical positions. The position profiles will be presented in a standard format that will outline mandatory skills (Adequacy Standards, etc.) required prior to attaining the position. The profiles will also note skills and abilities that may be preferred but not mandatory.

Once position profiles are established, a Unit Apprentice Program will be outlined to include training positions and criteria for developing the skill sets required to achieve expertise. The

Unit Apprentice Program and position profiles will be posted on each unit's internal computer drive.

A review will also be made to determine the feasibility of placing position profiles and Apprentice Plans on the TPS Intranet. Posting would be maintained on the internal Unit website, ideally with a link developed from the Service's organisational chart. It would be incumbent on the Unit Commander of each Unit to include details regarding a succession plan within their own Unit's policy and procedure manual.

It is also anticipated that effective succession plans may require recommendations to amend Service rules and procedures, performance appraisals, and current promotional processes.

PRIORITY: SERVICE INFRASTRUCTURE

GOAL: IN PARTNERSHIP WITH OTHER CITY EMERGENCY SERVICES AND AGENCIES, IMPROVE AND EXPAND DISASTER MANAGEMENT RESPONSE.

Strategies:

- Follow the basic emergency management strategy (methodology) identified by the federal government (DND–OCIPEP) and Emergency Management Ontario, including Mitigation, Preparation, Response, and Recovery. This focuses on joint service operations between TPS, Toronto Fire Service (TFS), Emergency Medical Services (EMS), and the Office of Emergency Management for Toronto.
- A sergeant has been transferred to the Section to support the joint Chemical Biological Nuclear (CBRN) team.
- Emergency Management (EM) will plan and execute CBRN preparedness exercises in conjunction with the OPP, TFS, EMS, and the Office of Emergency Management. EM will also participate in other emergency exercises involving the TTC and with the Community Awareness Emergency Response (CAER) at Valspar Chemicals.
- The Section will participate in joint meetings, planning, and seminars with the Office of Emergency Management, Emergency Management Ontario, the TTC, the OPP, and numerous other security and safety agencies at all levels of the government, including the RCMP and Department of National Defence.
- EM will co-ordinate planning, management, and operational events with other TPS units, including ETF, unit planners, Traffic Services, Corporate Planning, and other specialised units. These relationships will improve effectiveness in preparation for response to emergency events.
- Joint Emergency Preparedness Planning grants were prepared and submitted by EM in conjunction with other units. These were for projects involving emergency preparedness, including upgrades/improvements to the Police Command Centre (PCC), Auto Dialler (CPSU), and emergency response equipment for PSU.
- The EM Section will participate in, prepare, and conduct various levels of training and education both alone and in conjunction with other agencies, including the Office of Emergency Management. Training programs include HAZMAT, CBRN awareness, basic rescuer,

intermediate and advanced courses, Incident Management, Basic Emergency Planning, and support to recruit training.
- The Section attends numerous, conferences, seminars, and working groups involving CBRN, HAZMAT, and anti-Terrorism, including the Greater Toronto Airport Conference, Toronto HAZMAT conference, Ottawa Security Clusters Conference.
- Develop and disseminate operational procedures, including Operational Continuity, Nuclear Planning, City Evacuation and Terrorism Threat Analysis, Bill 148 (Emergency Management Act) briefings and compliance.
- Maintain and update emergency contact/tracking databases (i.e. Softrisk).
- Plan and develop more complex exercises based on joint service response and operations, including CBRN and evacuation.
- Enhance strategic and operational emergency planning with respect to operational roles and responsibilities, including mobile site command posts, PCC, and Emergency Operations Centre.
- Enhance multi-tiered training and education for all TPS members, involving management (Command, Control, Communications, and Co-ordination), response, HAZMAT, and CBRN subject matter.
- Proceed with planned projects (assuming funding), including a new mobile command post, and renovations to the PCC and EM Section.
- Proceed with material acquisitions, including equipment to support preparation and response to CBRN events.
- Continue and improve private and public sector liaisons for emergency management.
- Improve and update training for EM Staff in emergency operations, including CBRN and HAZMAT.

PERFORMANCE OBJECTIVES/INDICATORS:

♦ **REGULAR ON-GOING LIAISON WITH OTHER CITY EMERGENCY RESPONSE AGENCIES**

Municipal emergency response agencies liaised with:
- City of Toronto – Office of Emergency Management (Works & Emergency Services)
- Toronto Fire Service
- Emergency Medical Services
- Joint Standing Committee on Enhanced Emergency Operations
- Toronto Transit Commission Security
- Police/Fire and EMS from other municipalities including Durham, Halton, Peel, York regions.

Provincial emergency response agencies liaised with:
- Emergency Management Ontario
- Ontario Provincial Police
- Ministry of Public Safety and Security

Federal emergency response agencies liaised with:
- Royal Canadian Mounted Police
- Department of National Defence (DND), including Canadian Armed Forces and Office of Critical Infrastructure and Emergency Preparedness (OCIPEP)

Note: This list does not include the numerous private agencies liaised with in conjunction with emergency management, e.g. CAER (Community Awareness and Emergency Response)

♦ **MOCK/PRACTICAL DISASTER EXERCISES HELD**

# of mock/practical disaster exercises held during 2002: 11

- Exercise VALSPAR (HAZMAT) September 2002
- Exercise TOP UP February 2002
- Exercise LINK UP (CBRN) November 2002
- TTC Simulation November 2002
- Works & Emergency Services - IMS Exercises (7 conducted)

PRIORITY: SERVICE INFRASTRUCTURE

GOAL: STANDARDISE AND IMPROVE INFORMATION SYSTEMS AND PRODUCTION OF INFORMATION WITHIN THE SERVICE.

Strategies:

- Relating to RMS, Financial Control, and TRMS: establish a project team consisting of business and technical staff to document functional and process requirements; establish a steering committee of senior officers from each Command to provide overall direction and decision-making; issue an RFP to identify commercial solutions; establish an implementation team with the vendor and other contractor expert support; and, use formal project management methodologies to manage the work.
- With the implementation of eCOPS, produce dashboard webpages which would be used by Command and unit commanders to gauge crime activities in their areas of interest.

- Establish a working group of CIU, planners, analysts, Corporate Communications, and senior officers to identify parameters and definitions. Parameters and definitions will then be presented to Command for approval.
- Identify a tool for producing 'canned', pre-defined reports which will work with eCOPS.
- CAS server deployed, containing all arrest, 208, and occurrence data since 1996. This is used in preparing all divisional and Service statistics. It will be expanded in 2003 to include eCOPS.

PERFORMANCE OBJECTIVES/INDICATORS:

♦ **STANDARD DEFINITIONS AND PARAMETERS PRODUCED AND USED SERVICE-WIDE FOR THE PRODUCTION OF CRIME AND RELATED STATISTICS AND ANALYSIS**

no change during 2002

♦ **INTEGRATED, ADAPTABLE STATISTICAL DATABASE ESTABLISHED**

no change during 2002

♦ **IMPLEMENT RECORDS MANAGEMENT AND FINANCIAL CONTROL/REPORTING SYSTEMS**

The records management system was not implemented during 2002. However, system development was essentially completed and user acceptance testing began in December 2002. Two releases were issued in 2002 on the module that provides officers with powerful search capability across multiple systems (CPIC, RICI, CIPS etc) using a single query. The remaining modules will be implemented in 2003.

The financial control/reporting system (SAP) was implemented successfully in October 2001.

♦ **IMPLEMENT THE PROFESSIONAL STANDARDS INFORMATION SYSTEM**

The Professional Standards information system (PSIS) was not implemented during 2002. However, a software program sufficient to operate the PSIS was identified, and the vendor/owner worked diligently with the Service to modify the program from a US-based product to a Canadian version. In addition, the program was modified to run in a DBII environment and match the standard currently used by the Toronto Police Service.

Several other modifications were undertaken to meet the legislative requirements for the Province of Ontario and a long-term contract was drafted, with the signatory provisions expected for early 2003.

PRIORITY: SERVICE INFRASTRUCTURE

GOAL: IMPROVE INFORMATION AVAILABLE TO ALLOW ACCURATE, RELIABLE MEASUREMENT OF RESPONSE TIMES TO EMERGENCY CALLS.

Strategies:

- Issue a Routine Order directing officers to use the 'at-scene' button.
- MDT message issued quarterly to all units to remind them to use their 'at-scene' button. (Regular MDT messages sent out to officers two to three times on each of their day shifts. A more regular message to all officers on all shifts will be available when the current ICAD is upgraded in 2003.)
- Provide unit commanders with compliance rates and seek their co-operation in achieving higher compliance rates.
- Provide training on 'at-scene' button use to recruit classes during communications training.

PERFORMANCE OBJECTIVES/INDICATORS:

♦ **INCREASE IN MDT 'AT-SCENE' COMPLIANCE RATE FOR PRIORITY 1 CALLS[1]**

number of Priority 1 calls in 2001 – 71,937
number of Priority 1 calls with valid 'at scene' value (MDT) in 2001 – 36,021 (50.1%)

number of Priority 1 calls in 2002 – 74,396
number of Priority 1 calls with valid 'at scene' value (MDT) in 2002 – 46,240 (62.2%)

MDT 'at scene' compliance rate for Priority 1 calls increased 12.1%

♦ **ROLLOUT OF AUTOMATIC VEHICLE LOCATION TECHNOLOGY AND BEGIN USE OF AVL DATA TO IMPROVE DISPATCH**

AVL radio network design, purchase, and installation, but not roll-out during 2002

♦ **DECREASED RESPONSE TIMES TO PRIORITY 1 CALLS FOLLOWING IMPLEMENTATION OF AVL TECHNOLOGY**

AVL technology was not implemented during 2002

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[1] Priority 1 calls are the highest priority emergency calls, typically involving situations requiring immediate response, including a person at risk or a crime in progress.

PRIORITY: SERVICE INFRASTRUCTURE

GOAL: IMPROVE THE SERVICE'S RESPONSE TO CRIMES THAT INVOLVE COMPUTERS.

Strategies:

- Establish a sub-unit or section to deal specifically with crimes that involve computers.
- Explore external sources of funding to assist in the establishment of the new section.

- Ensure that the new section receives adequate staffing, training, and equipment.
- Ensure other investigative units receive technology, as appropriate, to allow them to deal with issues relating to crime and computers.

PERFORMANCE OBJECTIVES/INDICATORS:

♦ **FORMATION OF A COMPUTER CRIME UNIT OR SECTION, INCLUDING ACQUISITION OF NECESSARY EQUIPMENT, STAFFING, AND TRAINING**

A computer crime unit was formed during 2002. The unit was partially staffed in 2002 and, with the assistance of a provincial grant, the Command authorised an increase in staff for the first quarter of 2003. A large quantity of equipment was acquired in 2002 and the provincial grant was received to allow the purchase of a large amount of additional specialised equipment in 2003. Members started to receive specialised training during 2002 and the grant will allow for considerable training in 2003.

♦ **MAINTENANCE OF FUNDING AT A LEVEL THAT ALLOWS THE SERVICE TO ACQUIRE TECHNOLOGY AS NEEDED TO ADDRESS EMERGING ISSUES**

Funding was not approved by Toronto City Council in the 2002 budget. However, as noted above, the Service applied and was accepted for a provincial grant that provides funds to implement this program. These funds covered part of 2002, 2003, and 2004. When the grant money is no longer available at the end of 2004, a decision on whether to continue the program, and if so, how it is to be funded, will have to be made.

Type of technology acquired:

Using surplus 2002 funds and the provincial grant, limited purchases were made in 2002. The Command approved funding for considerable purchases in 2003. Corporate sponsors also provided equipment.

Citing confidentiality, Detective Support did not provide any description of the equipment purchases for the Computer Crime Squad.

♦ **TYPES OF CRIMES ADDRESSED BY UNIT, IF ESTABLISHED**

Approximately 75% of the work undertaken in 2002 was related to child exploitation. The balance related to fraud and similar crimes.

PRIORITY: SERVICE INFRASTRUCTURE

GOAL: DEVELOP AND IMPLEMENT A FORMAL SPECIAL EVENT PLANNING PROCESS.

Strategies:

- Establish a centralised Special Events Planning Office, responsible for planning, staffing, and managing police response to major special events within the City, and for assisting divisional planners in planning smaller events within their communities.
- Develop templates for operational plans for different types of events.
- Create a manual to accompany each template.

PERFORMANCE OBJECTIVES/INDICATORS:

♦ **STANDARDISATION OF OPERATIONAL PLANS FOR SPECIAL EVENTS**

The Centralised Special Events Planning Office has developed standardised plans for VIP visits, demonstrations/protests, parades, and community festivals. The templates are located on the Special Events Office website on the TPS Intranet.

Included with the templates are manuals on the material required within the various areas of the plans, as well as an example of each completed plan.

♦ **DEVELOPMENT OF STAFFING REQUIREMENTS BY LEVEL OF INVOLVEMENT**

The Centralised Special Events Planning Office has developed a template to assist with the staffing requirements of special events within the City. The template is based on the Divisional Staffing Reports submitted to the planning offices of Central Field and Area Field in five-week cycles throughout the year. The template is updated when the most current information is received. The basic principle of the deployment is to use the Community Response and Order Management functions of 14 Division and 52 Division first. The remaining staffing requirement is then distributed according to the template.

♦ **DEVELOPMENT OF STRATEGIES FOR SERVICE DELIVERY**

Strategies developed include:

- The use of officers assigned on bicycles to assist with parade movements to reduce the overall requirement of officers at the event.
- Re-evaluation of existing events to determine if staffing numbers can be reduced.
- Movement toward the use of paid duty officers at events where profits are being made by the organisers (e.g. Taste of the Danforth is moving toward the use of some paid duty officers). With new events, a determination of whether on-duty or paid duty officers will be used is the responsibility of the Unit Commander in conjunction with the Centralised Special Events Office.
- Assignment of DECS project codes to all minor events to track the costing in hours and dollars to the Toronto Police Service for Special Event response. This will highlight the amount of time officers are removed from their communities to deal with events and are not available to deal with local community problems.
- Discussion with the event organisers on all aspects of the proposed event, including the police and private security requirements at a major event.

PRIORITY: COMMUNITY SAFETY AND SATISFACTION

GOAL: INCREASE PUBLIC AWARENESS OF CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED) PRINCIPLES.

Strategies:

- Develop a Service publication specific to CPTED principles and the benefits to the community of employing these principles.
- In co-ordination with Training & Education and the Service's CPTED Co-ordinator, CPS will explore the feasibility of developing a one-week Introduction to CPTED course for members of the Service.

- Revise the divisional Crime Prevention Officers' monthly report to include the number of CPTED audits performed and include this number in the year-end statistical report.
- In co-operation with the CPTED Co-ordinator, CPS will develop a standardised CPTED Audit Report, to be approved by Corporate Planning, for use by Service members.

PERFORMANCE OBJECTIVES/INDICATORS:

♦ **NUMBER OF CPTED AUDITS PERFORMED BY DIVISIONAL CRIME PREVENTION OFFICERS**

number of CPTED audits by divisional crime prevention officers in 2001 – 240
number of CPTED audits by divisional crime prevention officers in 2002 – 673

number of CPTED audits by divisional crime prevention officers increased 180.4%

♦ **CPTED PAMPHLET DEVELOPED FOR COMMUNITY**

CPTED pamphlet was developed: In 2002, a Service publication outlining the principles and benefits of implementing CPTED strategies was developed for distribution to the public. This publication is currently being reviewed for content and should be published early in 2003.

PRIORITY: COMMUNITY SAFETY AND SATISFACTION

GOAL: INCREASE THE VISIBILITY OF OFFICERS IN NEIGHBOURHOODS THROUGH DIRECTED AND PROACTIVE PATROLS.

Strategies:

- Encourage officers to park marked cars and walk within the community.

- Prioritise 'beats' and assign officers to where they are most needed for directed patrols and foot patrols.

PERFORMANCE OBJECTIVES/INDICATORS:

♦ **INCREASE IN THE PROPORTION OF TIME SPENT BY DIVISIONAL FRONT-LINE OFFICERS ON PROACTIVE PATROL**

proportion of divisional officer work hours spent on proactive patrol in the months of July and October 2001 – 2.3%

proportion of divisional officer work hours spent on proactive patrol in the months of July and October 2002 – 3.3% [2]

proportion of divisional officer work hours spent on proactive patrol increased 1.0%

♦ **INCREASE IN PERCEIVED VISIBILITY BY THE COMMUNITY**

proportion who had seen an increase in police officer presence during the past 12 months in 2001 – 11%

proportion who had seen an increase in police officer presence during the past 12 months in 2002 – 12%

proportion who had seen an increase in police officer presence during the past 12 months increased 1%

(Results of the community survey are outlined in greater detail in the General Indicators section of this report.)

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[2] Changes were made to the Service's DECS activity codes for 2002 to better capture information on proactive patrol activity. The difference shown between 2001 and 2002 may in some part be due to this change. Comparison of information for 2002 and 2003 will allow a better evaluation of this indicator.

♦ **NUMBER OF TARGETED/DIRECTED PATROL INITIATIVES CARRIED OUT BY DIVISIONS**

number of targeted/directed patrol initiatives by divisions in 2001 – 2,618
number of targeted/directed patrol initiatives by divisions in 2002 – 1,703

number of targeted/directed patrol initiatives by divisions decreased 35.0%

PRIORITY: COMMUNITY SAFETY AND SATISFACTION

GOAL: ENSURE OFFICERS CONTINUE TO DISPLAY A HIGH LEVEL OF PROFESSIONALISM DURING ANY TYPE OF CONTACT WITH MEMBERS OF THE PUBLIC.

Strategies:

- Continue to provide ethics and diversity training to members not covered by the Advanced Patrol Training program.
- Continue to provide high quality supervisory and mid-management leadership training, focusing on ethical leadership and accountability.

- Provide specific ethics and professional training in all applicable courses.
- Offer enhanced Instructional Techniques training to members, stressing professionalism in policing.

PERFORMANCE OBJECTIVES/INDICATORS:

♦ **INCREASE IN SATISFACTION OF THOSE WHO HAD CONTACT WITH POLICE DURING THE PAST YEAR**

Results of general community telephone surveys showed that less than half of the respondents in both years said that they'd had any type of contact with police during the previous 12 months (35% in 2001, 8% in 2002). Of those who'd had contact:

very or somewhat satisfied with the police during contact in 2001 – 80%
very or somewhat satisfied with the police during contact in 2002 – 71%

> proportion who were satisfied with the police during contact decreased 9%

(Results of the community survey are outlined in greater detail in the General Indicators section of this report.)

♦ **INCREASE IN GENERAL SATISFACTION WITH THE DELIVERY OF POLICE SERVICES TO NEIGHBOURHOODS**

very or somewhat satisfied with delivery of police services to neighbourhood in 2001 – 86%
very or somewhat satisfied with delivery of police services to neighbourhood in 2002 – 90%

> proportion who were satisfied with delivery of police services to neighbourhood increased 4%

♦ **INCREASE IN PERCEPTION OF PROFESSIONALISM DURING CONTACT WITH POLICE**

rated the professionalism of the officer(s) as excellent or good in 2001 – 82%
rated the professionalism of the officer(s) as excellent or good in 2002 – 68%

proportion who rated the professionalism of the officer(s) as excellent or good decreased 14%

PRIORITY: COMMUNITY SAFETY AND SATISFACTION

GOAL: STRENGTHEN THE CONFIDENCE OF THE PUBLIC AND SERVICE MEMBERS IN THE IMPARTIALITY AND THE INTEGRITY OF THE SERVICE'S ADMINISTRATION OF PART V OF THE *POLICE SERVICES ACT* - THE COMPLAINTS SYSTEM.

Strategies:

- The procedures dealing with the complaint system will be amended to place an onus on unit commanders to monitor complainant satisfaction, specifically in cases where complaints are either withdrawn or informally resolved, by soliciting and documenting complainant comments following a specified number of complaints received/handled. Professional Standards will receive and analyse these comment reports with a view to adjusting the complaint process, as necessary.

PERFORMANCE OBJECTIVES/INDICATORS:

♦ **INCREASED PERCEPTION OF PUBLIC CONFIDENCE IN THE IMPARTIALITY OF THE SYSTEM**

felt very or somewhat confident that the Toronto Police Service could impartially investigate public complaints against officers in 2001 – 66%

felt very or somewhat confident that the Toronto Police Service could impartially investigate public complaints against officers in 2002 – 67%

proportion who were confident the Service could impartially investigate public complaints against officers increased 1%

(Results of the community survey are outlined in greater detail in the General Indicators section of this report.)

♦ **INCREASE IN SATISFACTION WITH THE COMPLAINTS PROCESS FOR MEMBERS OF THE PUBLIC WHO HAD EXPERIENCE WITH THE COMPLAINTS SYSTEM**

In 2001, 12% of the 1,200 respondent community telephone survey said that they'd had experience with the complaints process; 6% said they'd had experience in 2002.

of those who'd had experience with the police complaints process:

very or somewhat satisfied with the process in 2001 – 69%
very or somewhat satisfied with the process in 2002 – 74%

proportion who were satisfied with the process increased 5%

very or somewhat satisfied with the outcome in 2001 – 64%
very or somewhat satisfied with the outcome in 2002 – 70%

proportion who were satisfied with the outcome increased 6%

♦ **OFFICER PERCEPTION OF CONFIDENCE IN THE COMPLAINTS SYSTEM**[3]

uniform Service members:

agree or somewhat agree they have confidence in the complaints system – 60%

civilian Service members:

agree or somewhat agree they have confidence in the complaints system – 82%

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[3] The TPS personnel survey was carried out in the first quarter of 2003.

PRIORITY: COMMUNITY SAFETY AND SATISFACTION

GOAL: INCREASE PUBLIC AWARENESS OF THE CRIME STOPPERS PROGRAM TO ENCOURAGE INFORMATION TO POLICE TO HELP SOLVE VIOLENT CRIMES.

Strategies:

- Focus on solving violent crimes by maximising the use of media in the production of 'Crime of the Week', public service announcements, and 'Wanted by Crime Stoppers' newspaper publications.

- Expand the Student Crime Stoppers program by implementing in all high schools; the program will be offered to those schools in Toronto that do not yet have it.

PERFORMANCE OBJECTIVES/INDICATORS:

♦ INCREASE IN NUMBER OF TIPS TO CRIME STOPPERS

number of tips to Crime Stoppers in 2001 – 2,979
number of tips to Crime Stoppers in 2002 – 3,387

number of tips to Crime Stoppers increased 13.7%

♦ INCREASE IN NUMBER OF TIPS TO CRIME STOPPERS THAT RESULT IN ARRESTS/CHARGES

number of tips to Crime Stoppers that resulted in arrests/charges in 2001 – 1,162
number of tips to Crime Stoppers that resulted in arrests/charges in 2002 – 721

number of tips to Crime Stoppers that resulted in arrests/charges decreased 38.0%

♦ INCREASE IN CLEARANCE (BY CHARGES LAID) RATE FOR VIOLENT CRIMES

clearance rate (by charges laid) for violent crimes in 2001 – 63.8%
clearance rate (by charges laid) for violent crimes in 2002 – 65.0%

clearance rate (by charges laid) for violent crimes increased 1.2%

PRIORITY: COMMUNITY SAFETY AND SATISFACTION

GOAL: FOCUS RESOURCES ON ADDRESSING RESIDENTIAL BREAK & ENTERS, PARTICULARLY IN RELATION TO APARTMENTS.

Strategies:

- Hold frequent meetings with Community Police Liaison Committee members to educate them about security matters specific to apartments.
- Use the Auto Dialler and community newspapers to disseminate information.

- Make greater use of Neighbourhood Watch.
- Target problem areas for directed patrols.
- Establish a liaison with pawn shops in the community.

PERFORMANCE OBJECTIVES/INDICATORS:

♦ **DECREASE IN NUMBER OF RESIDENTIAL BREAK & ENTERS**

number of residential break & enters in 2001 – 10,058
number of residential break & enters in 2002 – 10,047

number of residential break & enters decreased 0.1%

♦ **DECREASE IN NUMBER OF BREAK & ENTERS INTO APARTMENTS**

number of break & enters into apartments in 2001 – 3,469
number of break & enters into apartments in 2002 – 3,079

number of break & enters into apartments decreased by 11.2%

♦ **INCREASE IN CLEARANCE (BY CHARGES LAID) RATE FOR RESIDENTIAL BREAK & ENTERS**

clearance rate (by charges laid) for residential break & enters in 2001 – 19.2%
clearance rate (by charges laid) for residential break & enters in 2002 – 14.8%

clearance rate (by charges laid) for residential break & enters decreased 4.4%

PRIORITY: COMMUNITY SAFETY AND SATISFACTION

GOAL: INCREASE FEELING OF SAFETY AND SECURITY WITHIN THE COMMUNITY BY ADDRESSING VIOLENT CRIME.

Strategies:

- Hold frequent meetings with Community Police Liaison Committee members to educate them about safety and security issues.
- Use the Auto Dialler and community newspapers to disseminate information.

- Make greater use of Neighbourhood Watch.
- Target problem areas for directed patrols.
- Target potential victims for crime prevention seminars (e.g. youth, the elderly, women, etc.).

PERFORMANCE OBJECTIVES/INDICATORS:

♦ **DECREASE IN NUMBER AND RATE OF VIOLENT CRIMES**

number of violent crimes in 2001 – 37,287
number of violent crimes in 2002 – 35,502

number of violent crimes decreased 4.8%

rate of violent crimes in 2001 – 14.4 per 1,000 population
rate of violent crimes in 2002 – 13.6 per 1,000 population

rate of violent crimes decreased 5.7%

♦ **DECREASE IN NUMBER AND RATE OF PROPERTY CRIMES**

number of property crimes in 2001 – 99,156
number of property crimes in 2002 – 100,299

number of property crimes increased 1.2%

rate of property crimes in 2001 – 38.2 per 1,000 population
rate of property crimes in 2002 – 38.3 per 1,000 population

rate of property crimes did not change

♦ **INCREASE IN GENERAL PERCEPTION OF SAFETY IN NEIGHBOURHOODS**

felt very or reasonably safe in neighbourhood in 2001 – 90%
felt very or reasonably safe in neighbourhood in 2002 – 88%

ever walked alone in neighbourhood after dark in 2001 – 71%
ever walked alone in neighbourhood after dark in 2002 – 51%

somewhat or very concerned about crime in neighbourhood in 2001 – 61%
somewhat or very concerned about crime in neighbourhood in 2002 – 67%

somewhat or very concerned about feeling safe/secure in neighbourhood in 2001– 54%
somewhat or very concerned about feeling safe/secure in neighbourhood in 2002– 59%

(Results of the community survey are outlined in greater detail in the General Indicators section of this report.)

♦ **INCREASE IN NUMBER OF ARRESTS FOR VIOLENT CRIMES**

number of arrests for violent crimes in 2001 – 16,252
number of arrests for violent crimes in 2002 – 15,667

number of arrests for violent crimes decreased 3.6%

PRIORITY: COMMUNITY SAFETY AND SATISFACTION

GOAL: ENSURE VICTIMS RECEIVE ASSISTANCE AND REFERRALS AS NEEDED.

Strategies:

- Recruit and train a total of 60 additional Victim Services volunteers, with a greater emphasis on the volunteers reflecting the multicultural/ multilingual diversity of the City of Toronto. In addition, the volunteers are to reflect the disabled and new refugee communities.

- Increase awareness of TPS officers and communications operators of the Victim Services program, and the services provided, through a video/personnel presentation by Victim Services staff and volunteers.

PERFORMANCE OBJECTIVES/INDICATORS:

♦ **INCREASE IN NUMBER OF REQUESTS TO THE VICTIM SERVICES PROGRAM FOR SUPPORT, INFORMATION, AND INTERVENTION**

number of requests to the Victim Services Program in 2001 – 5,958
number of requests to the Victim Services Program in 2002 – 7,523

number of requests to the Victim Services Program increased 26.3%

2002 SERVICE PERFORMANCE - GENERAL INDICATORS

As stated previously, the Service Priorities represent those areas within our mandated responsibilities to which we give specific emphasis during the year. Therefore, in addition to measuring our performance as it specifically relates to the Service Priorities, it is important that we also measure our performance in carrying out the day-to-day business of policing. This section presents information on performance indicators not directly associated with the 2002 Service Priorities.

Three types of performance measures are used in this document:

- condition/demand indicators (indicators of the environment within which our services are provided);
- units of service (measurable components that help to show how much service is being provided); and,
- effectiveness/efficiency measures (indicators of how well the organisation is doing in various areas).

Brought together, these indicators give a picture of the performance of the Police Service as a whole during the past year and compared to the previous year. Longer-term trends and changes are provided in the 2003 Environmental Scan Update. The indicators listed below use information from chapters of the Scan and from the Service's Annual Statistical Report.

CONDITION/DEMAND INDICATORS

NUMBER OF CALLS FOR SERVICE:

The total number of calls for service received by central communications increased slightly (2.7%) between 2001 and 2002, from 1,869,462 to 1,920,198 calls. The number of emergency calls increased, while the number of non-emergency calls decreased between 2001 and 2002 (emergency: 983,343 to 1,036,355; non-emergency: 886,119 to 883,843). The number of emergency calls received increased by 5.4%, while the number of non-emergency calls received decreased by 0.3%. The proportion of emergency calls in the total number of calls increased between 2001 and 2002, from 52.6% to 54.0%.

It should be noted that the number of priority 1 calls – the highest priority emergency calls, typically involving situations requiring immediate response, including a person at risk or a crime in progress – also increased between 2001 and 2002. There were 74,396 priority 1 calls received in 2002, a 3.4% increase from the 71,937 priority 1 calls received in 2001.

Calls for Service
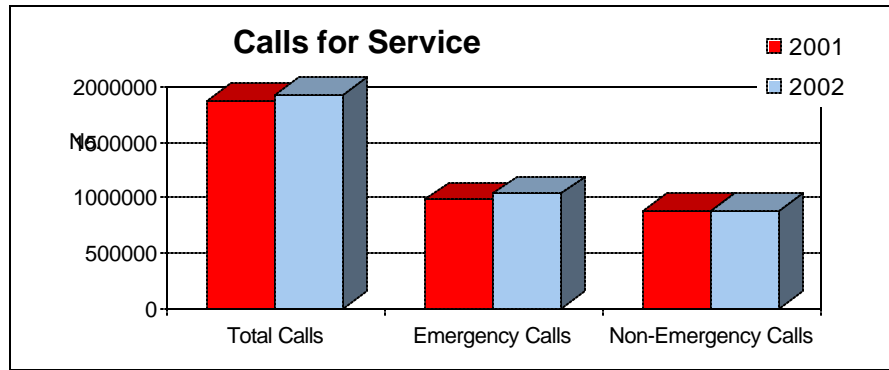
ALARM STATISTICS - ALARM PROGRAM:

The number of false alarms received by the Service increased by 8.0% between 2001 and 2002 (26,883 and 29,042, respectively). The number of valid alarms received by the Service also increased (5.9%) between 2001 and 2002, from 1,000 to 1,059. The proportions of valid and false alarms in 2002 are shown in the figure at right.


Alarm Calls 2002

Valid Alarms 3.5%

False Alarms 96.5%
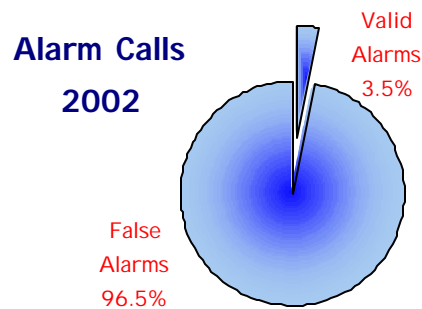
REPORTED CRIMINAL VICTIMISATIONS (FOR CERTAIN TYPES OF CRIMES):

The total number of reported victims of selected crimes of violence (homicide, assault, sexual assault, and robbery) decreased 4.7% between 2001 and 2002, from 36,145 to 34,431.[4] The number of male victims decreased by 6.4% and the number of female victims decreased by 2.8% during the same period (males from 19,395 to 18,161; females from 16,728 to 16,259).

Similarly, when changes in population were controlled for by examining the rate of reported victimisation, it was found that victimisation decreased slightly from 13.9 per 1,000 population in 2001 to 13.2 per 1,000 population in 2002. The victimisation rate for men decreased from 16.2 to 15.1, while the victimisation rate for women decreased slightly from 12.7 to 12.2.

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[4] Some victimisation and crime figures from 2001 were revised in January 2003.

Rate of Victimisation per 1,000
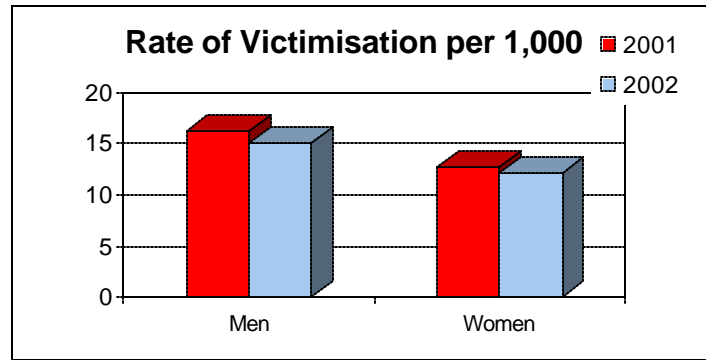
The number of family violence occurrences reported involving Criminal Code offences decreased 4.3%, from 7,448 in 2001 to 7,131 in 2002. The proportion of these occurrences where police laid charges, however, increased, from 82.3% in 2001 to 86.1% in 2002.

Spousal violence occurrences constituted 64.6% of family violence occurrences in 2001 and 65.3% in 2002. The number of spousal violence occurrences reported involving Criminal Code offences decreased 3.1% between the two years, from 4,808 to 4,659. The proportion of these occurrences where police laid charges also increased, from 86.7% in 2001 to 89.9% in 2002.

UNITS OF SERVICE

NUMBER OF UNIFORM AND CIVILIAN SERVICE MEMBERS:[5]

The number of uniform members in the Service increased slightly (1.3%) between 2001 and 2002, from 5,264 to 5,334 officers. In 2002, 80% of officers were assigned to the Field Command and specific Operational Support units, down from 81% in 2001.[6]

The number of civilian Service members also increased (3.9%) during the same period, from 1,674 in 2001 to 1,739 in 2002.

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[5] "Uniform" includes Cadets-in-Training/Recruits. "Civilian" does not include Cadets-in-Training/Recruits, Parking Enforcement Officers, temporary or part-time personnel.

[6] The Operational Support units included here are: the Mounted unit, the Marine unit, Traffic Services, the Public Safety unit, and the Emergency Task Force.

Service Personnel

No.
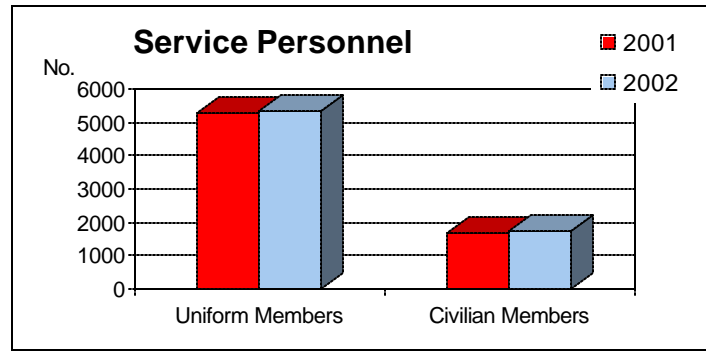
The number of constables (including detective constables) in each division as of December 31st in both 2001 and 2002 is shown below.[7] The central divisions generally showed a decrease in constable strength, while the surrounding divisions generally showed an increase: 22, 23, 31, 32, 41, 42, 54, and 55 Divisions showed an increase in constable strength.

Constables by Division

	11 Div.	12 Div.	13 Div.	14 Div.	22 Div.	23 Div.	31 Div.	32 Div.
2001	121	149	147	278	166	149	204	185
2002	120	141	140	247	169	162	241	202

	33 Div.	41 Div.	42 Div.	51 Div.	52 Div.	53 Div.	54 Div.	55 Div.
2001	141	247	234	161	290	111	134	166
2002	137	258	260	142	284	99	138	177

Constables by Division

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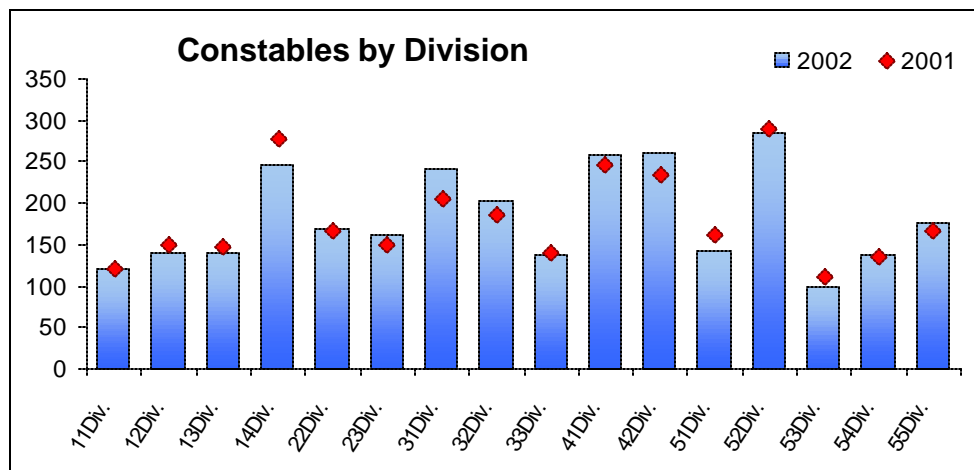
[7] 21 Division and 22 Division were amalgamated in September 2001.

NUMBER OF UNIFORMED OFFICERS ON THE STREET:

As of December 31st, 2001, there were 3,377 officers, including supervisory staff (i.e., constables, sergeants, and staff sergeants), assigned to front-line uniform functions within Policing Operations and specific Operational Support units. As of December 31st, 2002, there were 3,188 officers assigned to these front-line functions, a 5.6% decrease. The number of front-line uniform constables (i.e. not including constables assigned to investigative functions within divisions, etc.) also decreased (6.7%), from 2,886 in 2001 to 2,692 in 2002.

RATIO OF SUPERVISORS TO POLICE OFFICERS:

The number of constables per sergeant in front-line (Policing Operations) uniform functions decreased slightly, from 7.7:1 in 2001 to 7.0:1 in 2002.

NUMBER OF POLICE OFFICERS PER POPULATION:

The number of members of the population per officer decreased slightly between 2001 and 2002. While there was 1 officer for about every 493 people in 2001 (based on 5,264 uniform members and 2,594,205 population), there was 1 officer for about every 491 people in 2002 (based on 5,334 uniform members and 2,618,605 population).[8]

When only front-line uniform constables (i.e. those in Policing Operations and uniform enforcement functions within Operational Support Command) were considered, the ratios were 1 constable for every 899 people in 2001 (based on 2,886 constables) and 1 constable for every 973 people in 2002 (based on 2,692 constables).

It is important to remember that the Toronto Police Service also provides service to a large number of transients, tourists, and commuters who are not captured in the population projections. If these numbers were captured, there would be more members of the population per officer than the ratios above indicate.

OFFICER AVAILABILITY:

Due to a number of factors, for example, training, sick leave, vacation, court, etc., police officers are not available to perform patrol or other operational duties for all of their scheduled work hours during a year. On average, Toronto Police Service officers (constables, sergeants, and staff sergeants) were available for operational duties for roughly 75% of their scheduled time during 2001 and 2002. The exact proportions, and proportions of each of the detractors are shown below.

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[8] The population numbers may be different from those shown in previous years due to revised population/census estimates from the City of Toronto's Urban Development Services.
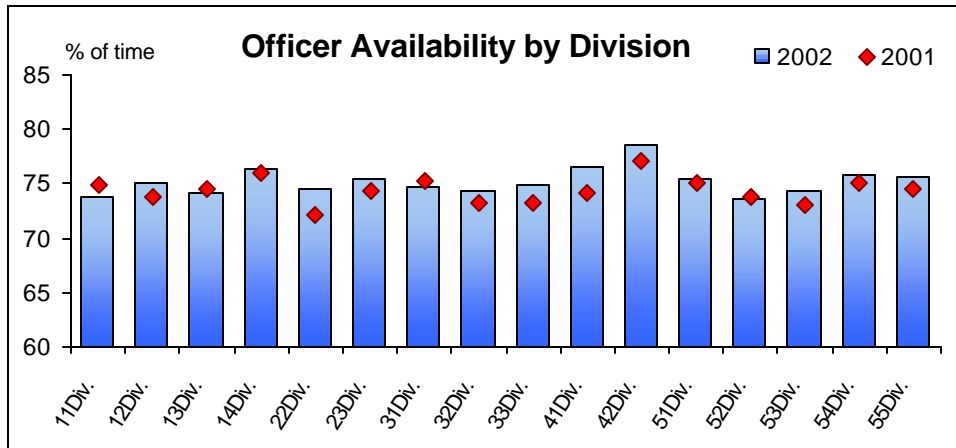
Officer Availability-2001

Time off   3.1%
ADO/TOD   2.7%
Sick   4.2%
Injured on Duty   0.9%
Vacation   9.3%
Training   4.8%
Court   0.8%
Available Hours   74.3%

Officer Availability-2002

Time off   3.2%
ADO/TOD   2.8%
Sick   3.5%
Injured on Duty   0.8%
Vacation   9.2%
Training   4.9%
Court   0.8%
Available Hours   74.8%
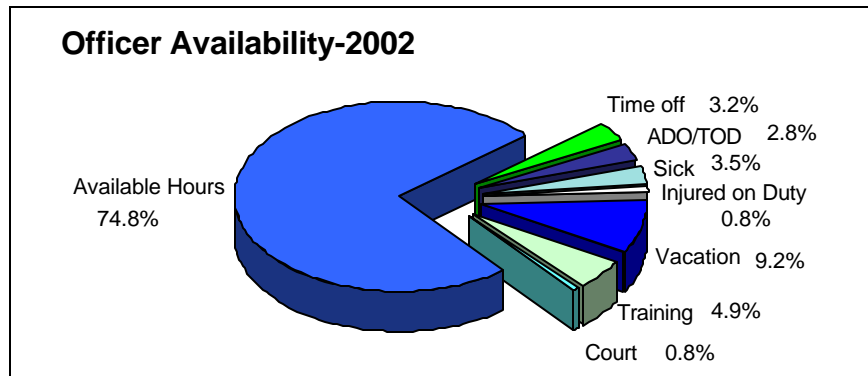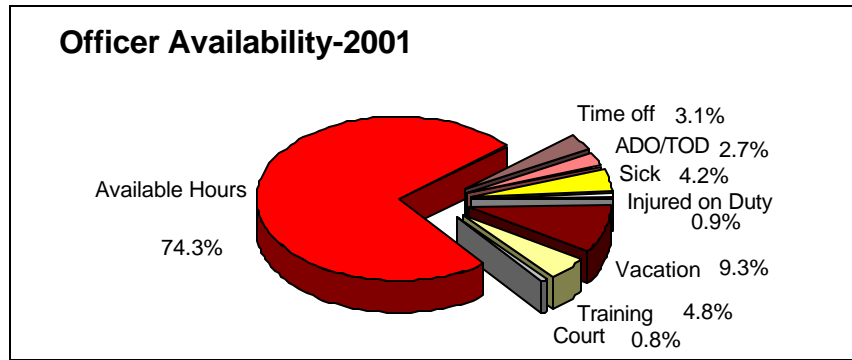
The change in officer availability between 2001 and 2002 for each division is shown below. The proportion of total hours officers were available for operational duties increased in all but 4 divisions (11, 13, 31, and 52 Divisions).

Officer Availability by Division (Proportion of Available Hours)

	11 Div.	12 Div.	13 Div.	14 Div.	22 Div.	23 Div.	31 Div.	32 Div.
2001	74.9	73.8	74.6	76.0	72.1	74.4	75.2	73.3
2002	73.7	75.1	74.2	76.4	74.6	75.5	74.7	74.4

	33 Div.	41 Div.	42 Div.	51 Div.	52 Div.	53 Div.	54 Div.	55 Div.
2001	73.3	74.1	77.1	75.1	73.7	73.1	75.0	74.6
2002	74.9	76.6	78.5	75.5	73.6	74.3	75.9	75.7

Officer Availability by Division

% of time   ■ 2002 ◆ 2001

Despite the general, if slight, increase in officer availability in the divisions, according to the community in surveys conducted in November 2001 and December 2002, more people in 2002 said police officer presence in their neighbourhood had decreased during the past 12 months (6% in 2001, 16% in 2002). The largest proportion of respondents in both years, however, felt that police officer presence in their neighbourhood had remained about the same (77% in 2001, 61% in 2002). About 1 in 10 respondents in both years felt that police officer presence had increased during the year (11% in 2001, 12% in 2002).

RATIO OF CONSTABLES TO CRIMINAL CODE OFFENCES:

Service-wide, the average number of reported Criminal Code offences (including CC Traffic offences) per police constable (including detective constables) decreased between 2001 and 2002: from 54.5 criminal offences per constable in 2001 to 53.1 offences per constable in 2002.

The number of reported Criminal Code offences per constable (including detective constables) within each division during 2001 and 2002 are shown below. Half of the Service's divisions, 6 of those in the Central Field or downtown area, showed an increase in Criminal Code offences per constable between the two years.

Criminal Code Offences per Constable

	11 Div.	12 Div.	13 Div.	14 Div.	22 Div.	23 Div.	31 Div.	32 Div.
2001	57.5	57.5	52.0	55.7	84.1	87.4	71.3	73.4
2002	63.7	60.2	52.8	62.4	85.8	77.4	61.3	70.2

	33 Div.	41 Div.	42 Div.	51 Div.	52 Div.	53 Div.	54 Div.	55 Div.
2001	63.1	78.4	87.9	59.5	91.1	64.6	64.2	68.2
2002	63.9	77.9	77.7	62.9	89.8	73.0	60.5	58.9

**Criminal Code Offences per Constable**   ■ 2002   ◆ 2001
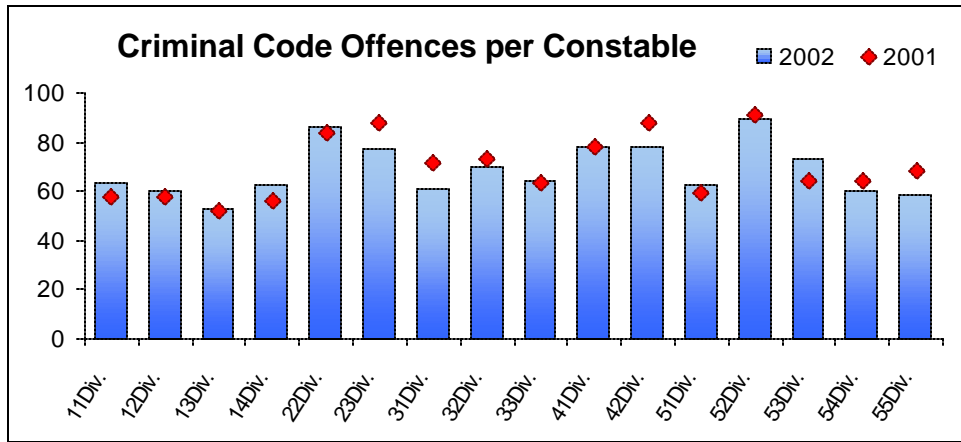
The chart below shows the number of Criminal Code offences per constable (total constable strength) in each division compared to the average number of Criminal Code offences per constable for the Service (Field only) in 2002.

Criminal Code Offences per Constable-2002   — Division   ····· Service
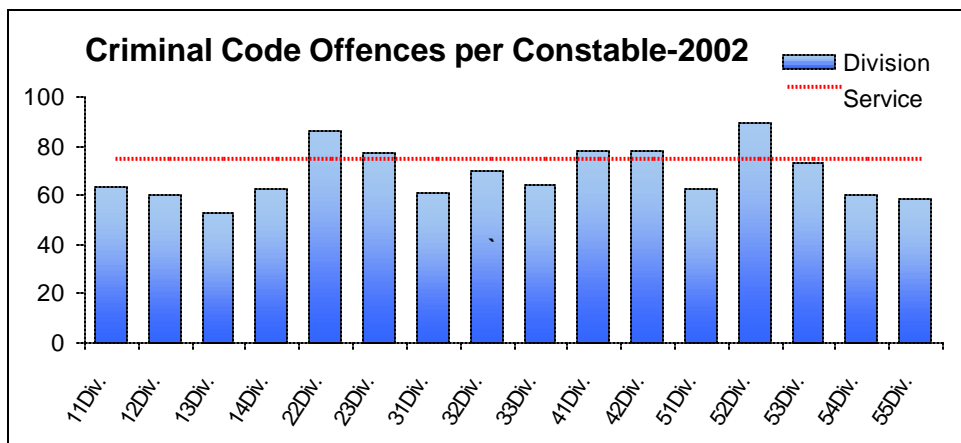
COMMUNITY PARTICIPATION, INCLUDING NEIGHBOURHOOD WATCH:

In 2002, about 1.7 million people participated in/attended over 4,700 community information and crime prevention initiatives, presentations, etc., up from the roughly 1.2 million people who attended over 4,700 information/prevention initiatives, etc. in 2001.

The number of communities participating in Neighbourhood Watch also increased (1.8%) between 2001 and 2002, from 758 to 772; the number of homes participating increased 2.3%, from 399,067 to 408,406.

Homes involved in Neighbourhood Watch
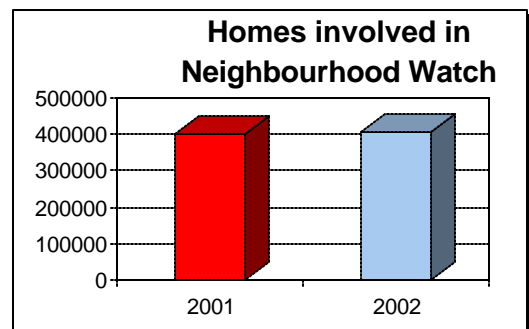
On the other hand, the number of volunteer hours provided to the Service decreased 12.2% between 2001 and 2002, from 51,255 to 45,000 hours. This decrease occurred despite the fact that during the same period, the number of Auxiliary members and other volunteers increased by 17.4%, from 535 in 2001 to 628 in 2002.

EFFICIENCY/EFFECTIVENESS MEASURES

HANDLING OF CALLS FOR SERVICE:

In 2002, 45.8% (880,271) of calls for service were dispatched for response; 54.2% (1,039,927) of calls resulted in callers being advised, transferred, or no action was taken. In 2001, the proportion of calls dispatched for response was 46.2% (864,095), and 53.8% (1,005,367) of calls resulted in callers being advised, transferred, or no action was taken.

These statistics do not include information on calls made directly to the divisions or to the Collision Reporting Centres.

The number of dispatched calls per division in both 2001 and 2002 are shown below. All divisions were dispatched to fewer calls in 2002 than in 2001.
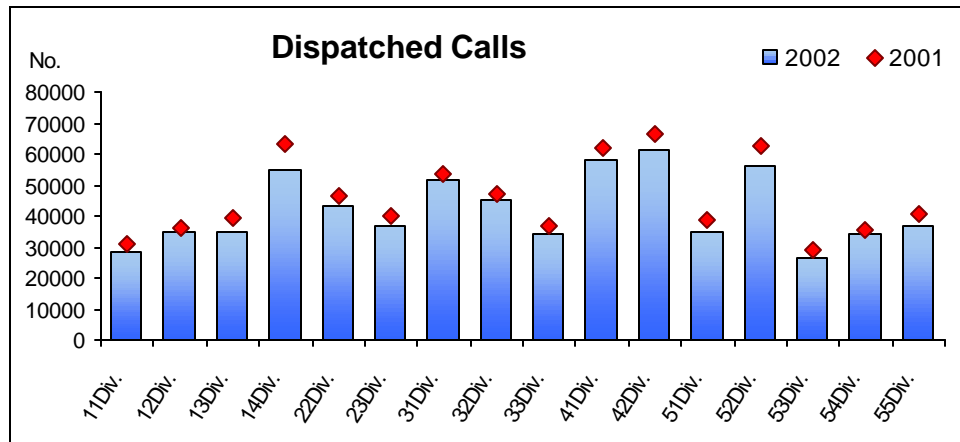
As shown below, the number of dispatched calls per police constable (total divisional constable strength) increased in only 3 of the 16 divisions between 2001 and 2002: 12, 51, and 53 Divisions.

Dispatched Calls per Constable

	11 Div.	12 Div.	13 Div.	14 Div.	22 Div.	23 Div.	31 Div.	32 Div.
2001	255.5	244.4	269.3	227.9	279.8	270.6	263.2	254.5
2002	234.5	247.6	250.4	221.3	254.9	226.4	213.9	223.4

	33 Div.	41 Div.	42 Div.	51 Div.	52 Div.	53 Div.	54 Div.	55 Div.
2001	261.4	249.8	282.9	238.6	216.9	260.7	265.2	245.1
2002	248.6	225.2	234.9	247.6	197.1	264.3	247.9	206.2
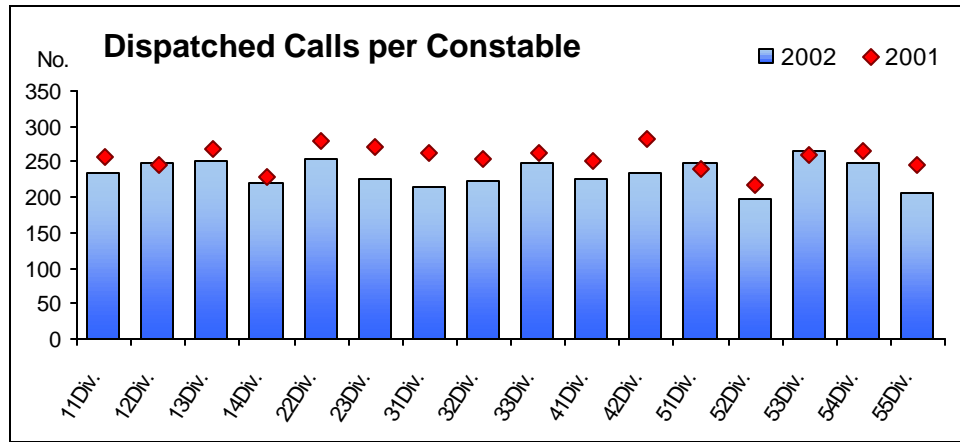
The chart below shows the number of dispatched calls per constable in each division compared to the number of dispatched calls per constable for the Service (Field only) in 2002.
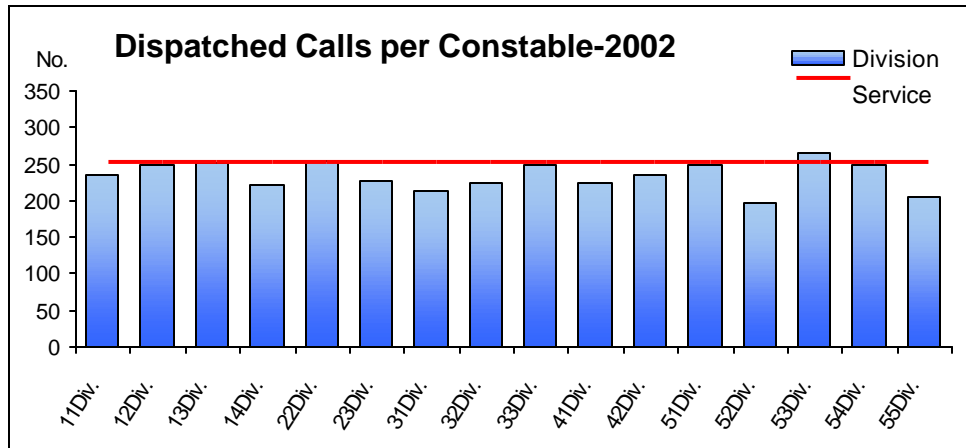
RESPONSE TIMES FOR PRIORITY 1 CALLS:

As noted previously, the number of priority 1 calls -- the highest priority emergency calls, typically involving situations requiring immediate response, including a person at risk or a crime in progress -- increased slightly. There were 74,396 priority 1 calls received in 2002, a 3.4% increase from the 71,937 priority 1 calls received in 2001.

Information on response times is based on the priority 1 calls for which there is a valid officer arrival time as recorded by the MDT 'at scene' button. Less than two-thirds of priority 1 calls had valid MDT arrival times recorded, though the proportion has increased over the past five years. Valid MDT-entered arrival times were available for 50.1% of priority 1 calls in 2001 and 62.2% in 2002.

Given the relatively small proportion of valid cases, it is uncertain as to whether the response times available are indicative of general police performance. The average response time to the priority 1 calls with valid MDT arrival times was roughly the same in both years: 10.5 minutes in 2001, 10.7 minutes in 2002. The median response time in both years was 8 minutes.

Average divisional response times to priority 1 calls in 2001 and 2002 are shown below. Three divisions (41, 42, and 51 Divisions) showed a decrease in average response time between 2001 and 2002, with the largest decrease shown by 42 Division. Availability of valid MDT arrival time data varied greatly by division, running from 29% to 67% of priority 1 calls in 2001 and from 46% to 74% in 2001.

Response Times – Priority 1 Calls (ave. minutes)

	11 Div.	12 Div.	13 Div.	14 Div.	22 Div.	23 Div.	31 Div.	32 Div.
2001	8.4	8.2	9.5	8.7	10.5	11.7	11.3	12.3
2002	9.4	8.3	9.7	9.7	12.4	11.8	11.3	12.8

|	33 Div.	41 Div.	42 Div.	51 Div.	52 Div.	53 Div.	54 Div.	55 Div.
2001	11.2	11.3	12.6	8.5	10.0	9.6	10.0	8.5
2002	11.4	11.1	12.1	8.4	10.1	10.4	10.0	9.0
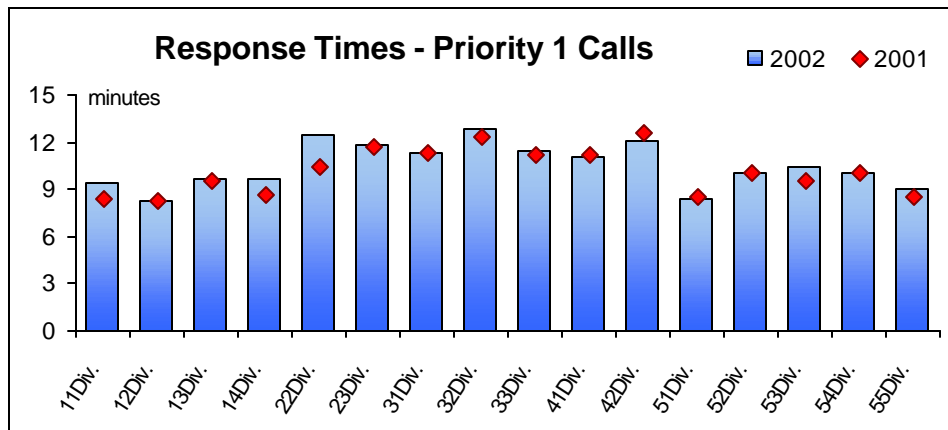
CRIME RATES:

Between 2001 and 2002, the total number of reported non-traffic Criminal Code offences decreased very slightly by 0.5% (from 200,825 to 199,878). The number of violent crimes decreased by 4.8% (from 37,287 to 35,502) and the number of property crimes increased by 1.2% (from 99,156 to 100,299).

With regard to crime rates, the rate for violent crimes (crimes against the person) decreased from 14.4 per 1,000 population in 2001 to 13.6 per 1,000 population in 2002. The property crime rate remained about the same: 38.2 per 1,000 population in 2001 and 38.3 per 1,000 population in 2002. And, the overall non-traffic crime rate decreased from 77.4 offences per 1,000 population in 2001 to 76.3 offences per 1,000 population in 2002.
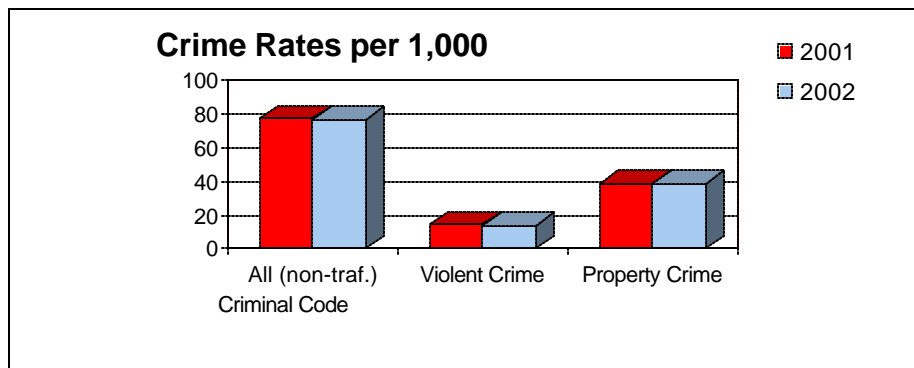
Six divisions (11, 22, 31, 32, 41, and 53 Divisions) showed increases in crime rates between 2001 and 2002. Of the divisions that showed a decrease in crime rate, 52 Division showed the greatest decrease. Of the divisions that showed an increase, 11 Division showed the greatest increase. In both years, 14, 51, and 52 Divisions had the highest crime rates.

By division, the rate of Criminal Code offences per 1,000 population in 2001 and 2002 were:

Total (non-traffic) Crime Rate per 1,000

	11 Div.	12 Div.	13 Div.	14 Div.	22 Div.	23 Div.	31 Div.	32 Div.
2001	66.0	86.8	52.3	98.8	69.2	78.1	71.7	65.1
2002	71.9	85.3	50.0	98.0	71.6	74.4	72.0	67.4

	33 Div.	41 Div.	42 Div.	51 Div.	52 Div.	53 Div.	54 Div.	55 Div.
2001	45.4	79.9	54.0	139.4	344.2	49.7	61.6	91.7
2002	44.1	82.5	52.4	128.7	329.3	49.8	59.6	84.2

Total (non-traffic) Crime Rate per 1,000

■ 2002
◆ 2001

[Bar chart showing Total (non-traffic) Crime Rate per 1,000 by Division for 2002 (blue bars) and 2001 (red diamonds). Y-axis from 0 to 400. Divisions: 11Div., 12Div., 13Div., 14Div., 22Div., 23Div., 31Div., 32Div., 33Div., 41Div., 42Div., 51Div., 52Div., 53Div., 54Div., 55Div. 52Div. shows the highest value around 330-350.]
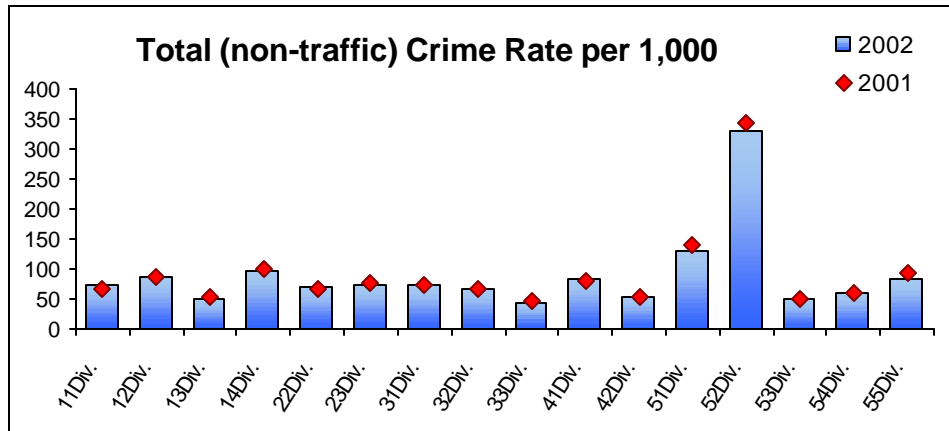
The chart below shows how the crime rate in each division compared to Toronto's overall crime rate in 2002.

Total (non-traffic) Crime Rate per 1,000 2002

□ division
— Toronto

[Bar chart showing Total (non-traffic) Crime Rate per 1,000 for 2002 by Division (blue bars) with a red horizontal line indicating Toronto's overall rate around 100. Y-axis from 0 to 400. Divisions: 11Div., 12Div., 13Div., 14Div., 22Div., 23Div., 31Div., 32Div., 33Div., 41Div., 42Div., 51Div., 52Div., 53Div., 54Div., 55Div. 52Div. shows the highest value around 330.]

Between 2001 and 2002, all but 3 divisions showed a decrease in the rate of violent crime, with the largest decrease seen in 52 Division. Of the divisions (13, 22, and 32 Divisions) that showed an increase in the rate of violent crime, 32 Division showed the greatest increase. In both years, the five divisions (12, 14, 51, 52, and 55 Divisions) with the highest rate of violent crime were all in the Service's Central Field area.

Violent Crime* Rate per 1,000

	11 Div.	12 Div.	13 Div.	14 Div.	22 Div.	23 Div.	31 Div.	32 Div.
2001	13.7	20.5	10.2	20.7	8.9	14.9	16.4	9.4
2002	13.2	19.0	10.3	19.2	9.2	14.1	15.6	9.8

	33 Div.	41 Div.	42 Div.	51 Div.	52 Div.	53 Div.	54 Div.	55 Div.
2001	7.5	16.9	11.4	27.9	43.0	7.0	13.7	19.4
2002	7.1	15.8	10.4	26.4	39.8	6.0	13.3	17.1
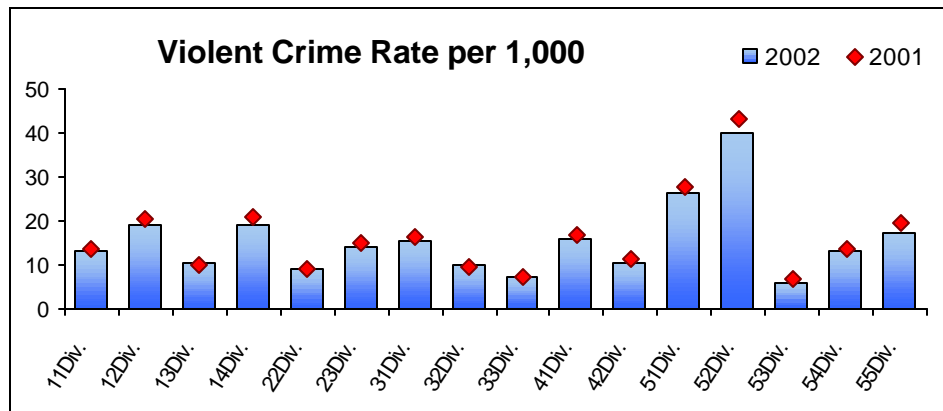
The chart below shows the violent crime rate in each division compared to Toronto's overall violent crime rate in 2002.
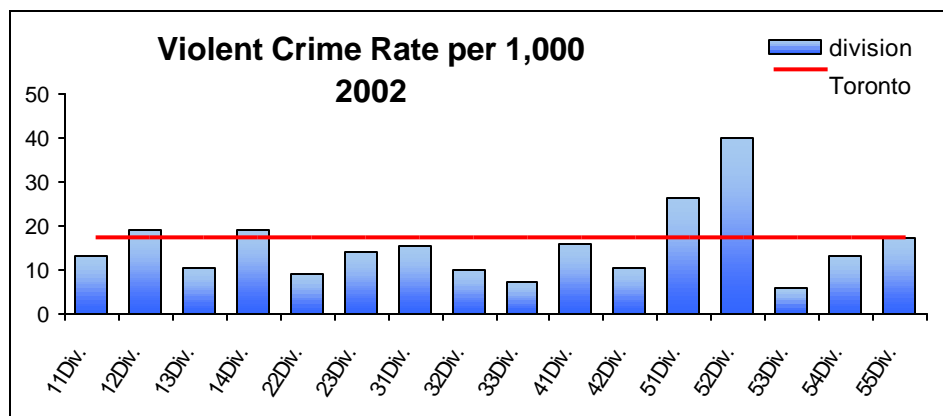
As shown below, seven divisions (13, 23, 42, 51, 52, 54, and 55 Divisions) showed a decrease in the rate of property crimes between 2001 and 2002, with 52 Division showing the

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* Violent crimes include homicides and attempts, sexual assaults, other assaults, sexual offences, abduction, and robberies.

greatest decrease. Of the divisions that showed an increase in the rate of property crimes, 11 Division showed the greatest increase.

Property Crime** Rate per 1,000

	11 Div.	12 Div.	13 Div.	14 Div.	22 Div.	23 Div.	31 Div.	32 Div.
2001	26.8	32.9	25.3	49.3	37.1	41.6	32.6	36.2
2002	31.3	33.0	23.3	50.2	38.8	38.9	33.5	37.9

	33 Div.	41 Div.	42 Div.	51 Div.	52 Div.	53 Div.	54 Div.	55 Div.
2001	24.8	36.9	26.8	55.1	186.0	29.0	26.3	44.6
2002	24.8	40.3	25.9	52.5	178.1	30.9	25.2	41.5
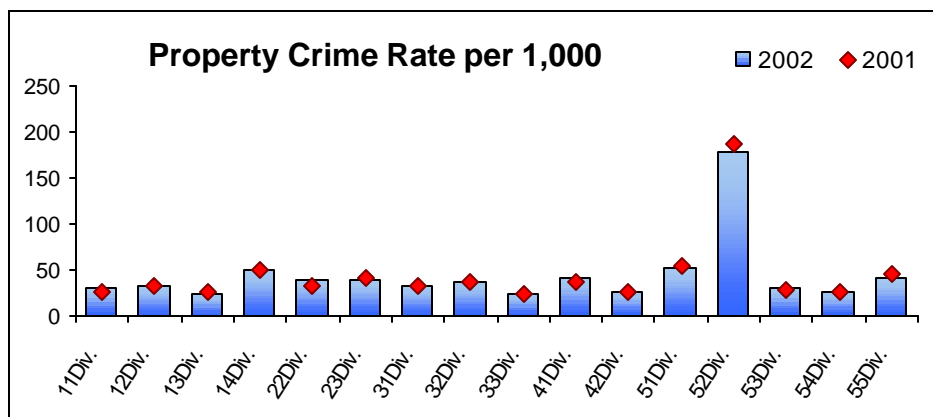
The chart below shows the property crime rate in each division compared to Toronto's overall property overall crime rate in 2002.
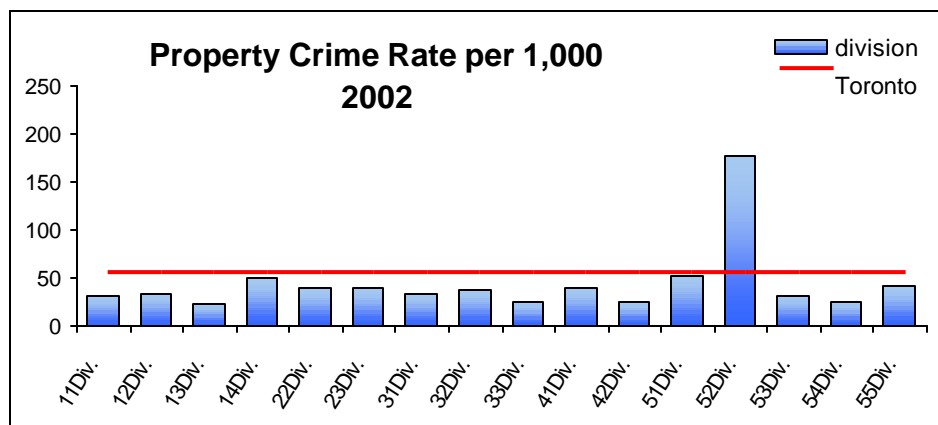
** Property crimes include break & enter, all types of thefts, possession of stolen goods, and fraud.

SPECIFIC CRIMES:

Between 2001 and 2002, most of the crimes listed below showed a decrease or remained about the same. Only purse-snatching, fraud, and weapons offences showed large increases. It should be noted that the number of drug offences is directly influenced by levels of police enforcement. This figure should not be construed as an adequate indication of the extent of the drug problem.

Total No. of Offences – Specific Crimes

	2001	2002	% Change
Homicide	60	60	--
Abduction	533	476	-10.7
Sexual Assault	2,212	2,226	0.6
Assault	28,879	27,477	-4.9
Total Robbery	4,994	4,668	-6.5
• Purse-Snatching	339	453	33.6
• Banks & Fin.Inst.	146	131	-10.3
Theft of Vehicle	14,020	12,954	-7.6
Theft from Vehicle	21,612	21,015	-2.8
Other Theft	33,903	34,074	0.5
Total Break & Enter	16,132	15,782	-2.2
• Houses/Apts.	10,058	10,047	-0.1
• Commercial Bldgs.	5,973	5,669	-5.1
Fraud	8,043	9,876	22.8
Weapons Offences	4,347	4,748	9.2
Drug Offences	9,333	9,196	-1.5

ARRESTS:

In 2002, a total of 50,564 persons were arrested/charged for Criminal Code and drug offences, which was a slight decrease (0.5%) from the 50,818 persons arrested/charged in 2001.[9] Total persons arrested/charged by division in both years is shown below.

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[9] Of the arrests in 2002, 47,383 were for Criminal Code offences and 3,181 were for drug offences. Of the arrests in 2001, 47,075 were for Criminal Code offences and 3,743 were for drug offences.

Number of Persons Arrested/Charged by Divisions

	11 Div.	12 Div.	13 Div.	14 Div.	22 Div.	23 Div.	31 Div.	32 Div.
2001	1,890	2,724	1,864	4,335	2,671	2,480	3,512	2,850
2002	1,990	2,632	1,847	4,198	2,681	2,886	3,740	2,979

	33 Div.	41 Div.	42 Div.	51 Div.	52 Div.	53 Div.	54 Div.	55 Div.
2001	1,918	4,377	4,734	3,452	5,548	1,266	1,894	2,969
2002	1,990	4,510	4,410	3,379	5,329	1,109	1,947	2,696
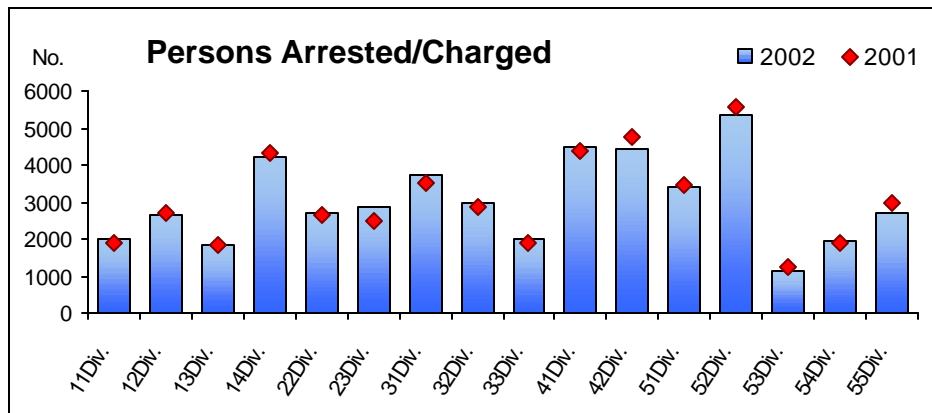
Other Service units also arrested/charged persons in 2001 and 2002. The number of persons arrested/charged made in each year by some of these units are shown below.

Number of Persons Arrested/Charged by Other Units

	ETF	Fraud	Hold-Up	Homicide	Intelligence*	Toronto Drug Squad*	Marine
2001	14	244	79	29	36	290	12
2002	23	228	58	31	35	564	16

	Mounted/ PDS	Sexual Assault Squad **	Special Investigation Services*	Public Safety Unit	Traffic Services
2001	99	48	129	250	670
2002	90	56	141	206	528

*As of January 1, 2001, Intelligence, Special Investigation Services, and the Toronto Drug Squad are all sections of Detective Services.
** The Sexual Assault Squad was renamed the Sex Crimes Unit during 2002.

CLEARANCE RATES:

The clearance rates for both total non-traffic Criminal Code offences and total property crime offences increased between 2001 and 2002, while the clearance rate for total violent crimes decreased. The clearance rates in 2001 and 2002 for a number of offences were as follows:

	2001		2002	
	# Reported	% Cleared at year end*	# Reported	% Cleared at year end*
Murder/Manslaughter /Attempt Murder	180	62.8	185	69.2
Sexual Assault	2,212	78.3	2,226	77.6
Assault	28,879	82.7	27,477	81.8
Robbery	4,994	37.1	4,668	35.9
Break & Enter	16,132	15.9	15,782	16.7
Vehicle Theft	14,020	13.3	12,954	12.9
Theft	55,515	22.6	55,089	23.4
Fraud	8,043	68.1	9,876	62.2
Weapons Offences	4,347	96.3	4,748	97.2
Total Violent Crime	**37,286**	**76.4**	**35,502**	**75.7**
Total Property Crime	**99,156**	**28.1**	**100,299**	**29.8**
Total Non-Traffic CC	**200,825**	**49.7**	**199,878**	**50.5**

Cleared cases may include offences reported prior to the year indicated
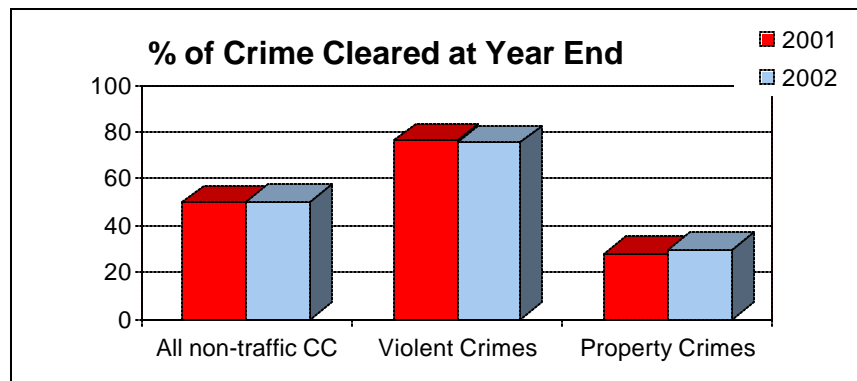
The clearance rate for violent crimes in each division is shown below. Ten divisions showed an increase in violent crime clearance rate between 2001 and 2002, with 33 Division showing the largest increase. It should be remembered that cleared cases may include offences reported prior to the year in which they are cleared.

Clearance Rates - Violent Crime

	11 Div.	12 Div.	13 Div.	14 Div.	22 Div.	23 Div.	31 Div.	32 Div.
2001	80.6	82.4	81.7	75.7	76.0	77.2	75.4	75.1
2002	84.0	79.4	81.0	70.7	76.3	82.3	77.7	83.9

	33 Div.	41 Div.	42 Div.	51 Div.	52 Div.	53 Div.	54 Div.	55 Div.
2001	81.7	76.0	76.6	69.3	68.2	80.7	82.3	75.9
2002	94.0	73.9	74.7	75.3	72.5	82.9	74.6	76.3
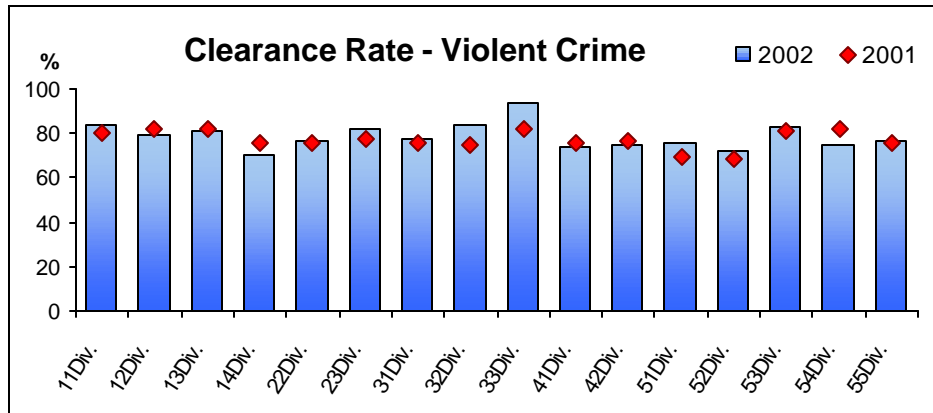
The chart below shows the clearance rate for violent crime in each division compared to Toronto's overall violent crime clearance rate in 2002.
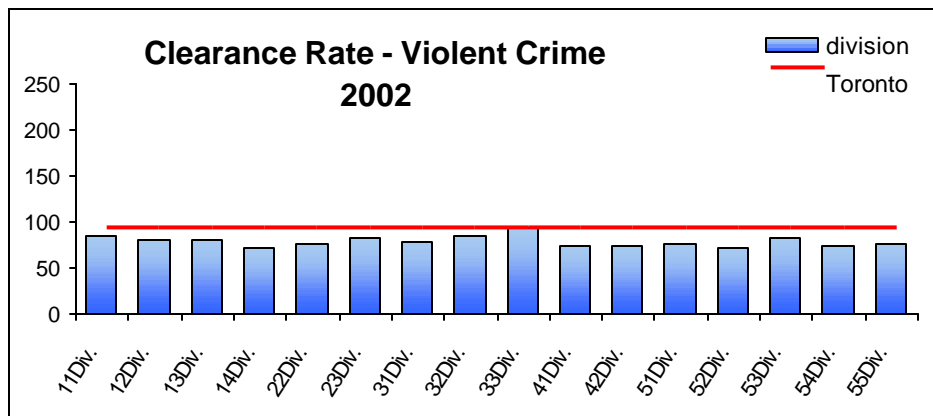
The clearance rate for property crimes in each division is shown below. Ten divisions showed an increase in property crime clearance rate between 2001 and 20021, with 23 and 54 Divisions showing the largest increases. Again, it should be remembered that cleared cases may include offences reported prior to the year in which they are cleared.

Clearance Rates - Property Crime

	11 Div.	12 Div.	13 Div.	14 Div.	22 Div.	23 Div.	31 Div.	32 Div.
2001	27.7	34.6	27.7	22.0	25.1	23.3	24.2	31.3
2002	27.2	35.5	28.2	28.5	23.3	36.9	25.1	33.2

	33 Div.	41 Div.	42 Div.	51 Div.	52 Div.	53 Div.	54 Div.	55 Div.
2001	30.0	33.1	23.0	21.3	32.9	38.1	25.6	30.4
2002	30.7	22.8	26.6	23.8	31.1	31.5	37.4	25.5
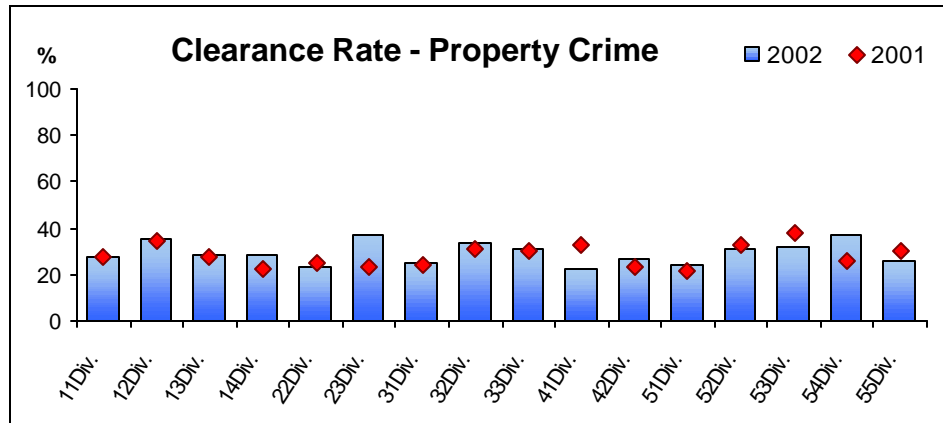
The chart below shows the clearance rate for property crime in each division compared to Toronto's overall property crime clearance rate in 2002.
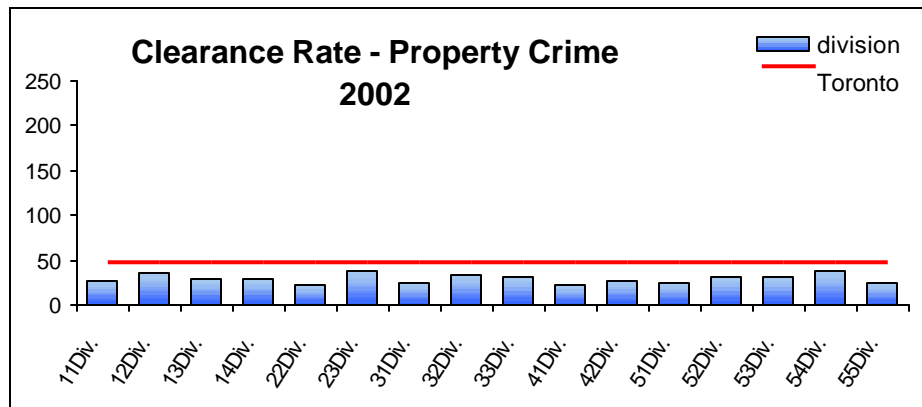
COST OF POLICING PER CAPITA & SERVICE BUDGET:

Based on estimated Toronto population in each year and on actual Service expenditures (gross $) given in the Service's annual statistical reports, the cost of policing per capita increased between 2001 and 2002. The cost per capita was $233 in 2001 (based on $603,387,884 and

2,594,205 population), and $243 in 2002 (based on an estimated $635,530,908 and 2,618,605 population).

In 2001, the Service's net operating budget was $573.8 million, a 3% increase over 2000. The 2001 approved budget did not include a potential funding requirement for $7.9 million of increased costs for benefits, however, the Service had the opportunity to request a draw from the City to accommodate any benefit expenditures up to $7.9 million. At year end 2001, before funding adjustment from the City, the Service had a $4.9 million operating deficit due to benefits overspending (rather than the $7.9 million shortfall predicted earlier). An amended request was made to the City for an in-year budget adjustment of $4.9.[10]

In 2002, the Service's net operating budget was $587.2 million, an increase of 1.5% over 2001. In addition to the approved budget, City Council also approved one-time funding for World Youth Day at a net amount of $2.8 million. While the City also set aside $14.6 million to cover any TPS salary increases, the cost of the Toronto Police Association salary settlement was $18.8 million, leaving a $4.2 million funding shortfall. The $4.2 million variance also did not include outstanding 2002 potential salary settlements for Senior Officers, Command Officers, and Excluded staff. The Service was able to reduce costs to address the shortfall in City funding for the Association salary settlement, with the result being a final total Service favourable variance of $2.8 million. This variance consisted of $0.8 million World Youth Day savings and $2.0 million in other savings. Given the City's Budget Advisory Committee's decision to return any World Youth Day savings to the City, only $2.0 million could be applied to the $4.2 million funding shortfall.[11]

COMPLAINTS ABOUT POLICE SERVICE:

The total number of public complaints against the police decreased 5.1%, from 742 complaints in 2001 to 704 in 2002. With regard to type of complaint, 54.6% in 2001 and 73.3% in 2002 involved allegations of conduct of a less serious nature; 18.9% in 2001 and 23.7% in 2002 involved allegations of conduct of a serious nature; 0.1% in 2001 and 0.6% in 2002 involved complaints about a Service policy; and, 1.6% in 2001 and 2.0% in 2002 involved complaints related to service provided. An additional 0.4% of complaints in 2002 involved no specific allegation or where categorised as 'other', compared to 24.8% in 2001.[12]

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[10] Information from Police Services Board Minute 64/02 (Meeting of February 28, 2002).

[11] Information from Police Services Board Minute P54/03 (Meeting of February 20, 2003).

[12] 'Other' includes complaints that involved more than one type, e.g. conduct and policy.

Complaints Against Police-2001

Conduct-Serious · Policy/Services · No Alleg./Other · Conduct-Less Serious

Complaints Against Police-2002

Conduct-Serious · Policy/Services · No Alleg./Other · Conduct-Less Serious
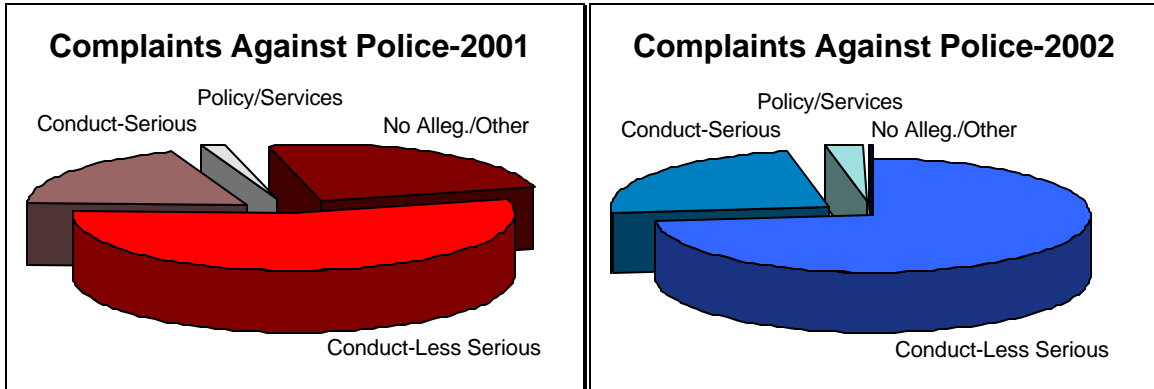
In 2002, of the complaints for which a unit was or could be identified, 87.4% involved officers from Policing Operations. In 2001, 87.2% involved Policing Operations officers.

The number of complaints involving divisional officers in each year is shown below.

Number of Public Complaints

	11 Div.	12 Div.	13 Div.	14 Div.	22 Div.	23 Div.	31 Div.	32 Div.
2001	45	21	36	60	36	36	34	30
2002	26	30	30	63	33	36	42	22

	33 Div.	41 Div.	42 Div.	51 Div.	52 Div.	53 Div.	54 Div.	55 Div.
2001	20	38	70	60	73	25	26	37
2002	23	44	54	51	90	21	21	29
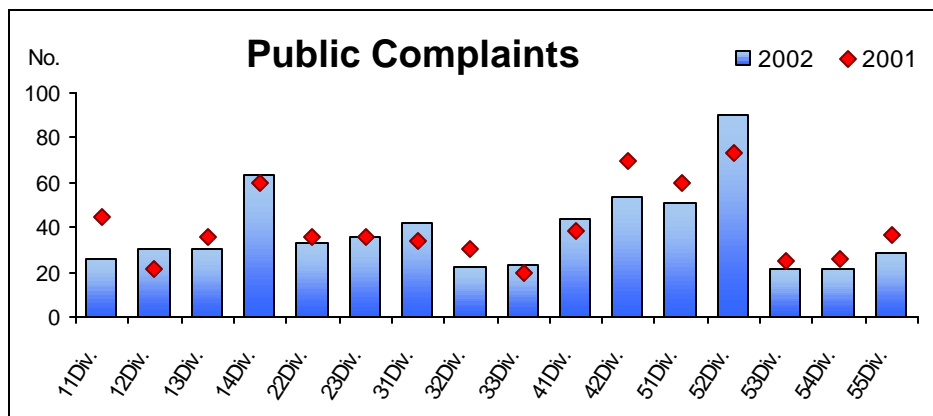
Public Complaints

As part of the general community survey conducted for the police in 2001 and 2002, respondents were asked about public complaints and the Service's complaints system. In both years, about two-thirds of respondents were somewhat or very confident that the Toronto Police Service could impartially investigate public complaints against officers (66% in 2001, 67% in

2002). Roughly one-quarter of respondents were not very or not at all confident the police could impartially investigate complaints (25% in 2001, 27% in 2002).

Few respondents had ever had any experience with the police complaints process (12% in 2001, 6% in 2002). Of those few who had, 74% in 2002 said they were very or somewhat satisfied with the process, and 70% said they were very or somewhat satisfied with the outcome. Both proportions were increases over the previous year: in 2001, 69% said they were very or somewhat satisfied with the process, and 64% said they were very or somewhat satisfied with the outcome.

COMMUNITY SURVEY - PERCEPTIONS OF SAFETY:

In November 2001 and December 2002, the Toronto Police Service commissioned polls of 1,200 Toronto residents. It was found that while 90% of respondents felt safe in their neighbourhoods in 2001, this decreased to 88% of respondents in 2002. As shown below, the proportion who answered very safe decreased between 2001 and 2002, while the proportion who answered reasonably safe increased.
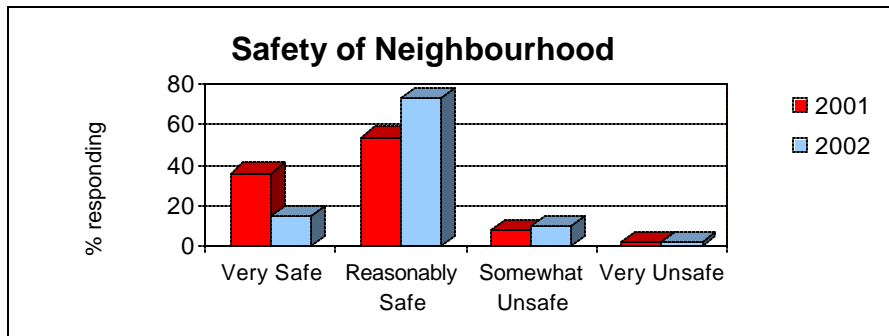
People were also asked how safe they felt the City was in general. In 2001, almost 88% felt that Toronto in general was very or reasonably safe; 87% felt this way in 2002. Only a very small proportion in both years (1% in 2001, 2% in 2002) felt the City was very unsafe.

In 2001, the largest proportion of respondents thought their neighbourhood had a low level of crime (52%). In 2002, however, the largest proportion of respondents thought their neighbourhood had an average level of crime (60%); only 28% thought their neighbourhood had a low level of crime. The proportion of those who felt their neighbourhoods had high levels of crime was 8% in both years. Over half of the respondents in both years felt that crime had remained about the same (rather than increased or decreased) in their neighbourhoods over the past year, with the proportion somewhat higher in 2002 (69%) than in 2001 (65%).

While 71% of respondents said they walked alone in their neighbourhoods after dark in 2001, this decreased to 51% in 2002. Of those who did walk alone, most in both years felt safe. For those who did not walk alone, the most common reason in both years was they felt unsafe.

When asked what, in their opinion, was the most serious problem in their neighbourhood, in both years, break & enter, drugs/prostitution, and youth/gangs were among the most common answers. In 2001, traffic/parking was also seen as a serious problem, while in 2002, assault/robbery and vandalism were more frequently mentioned. The proportion of respondents

saying there was no serious problem in their neighbourhood decreased between 2001 and 2002. The most frequent answers in each year were:

2001	2002
break & enter (9%)	break & enter (20%)
traffic/parking (9%)	assault/robbery (10%)
drugs/prostitution (8%)	vandalism (9%)
youth/gangs (7%)	drugs/prostitution (8%)
	youth/gangs (8%)
no serious problems (21%)	**no serious problems (14%)**

More respondents in 2002 than in 2001 said that they were concerned about crime in their neighbourhoods (61% in 2001, 67% in 2002). The proportion saying they were very concerned, however, decreased.
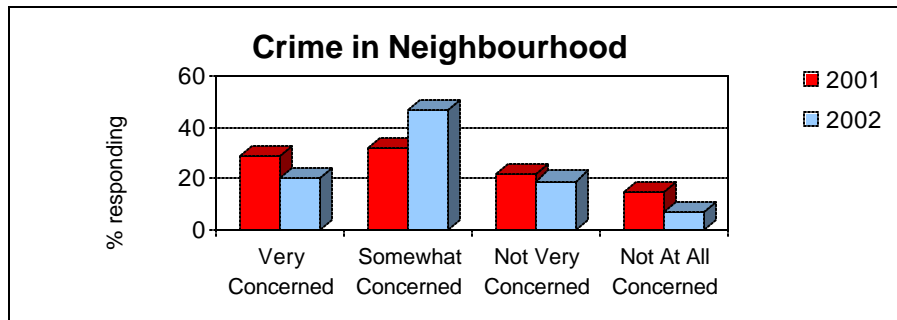
More respondents in 2002 than in 2001 also said that they were concerned about feeling safe and secure in their neighbourhoods (54% in 2001, 59% in 2002). The proportion saying they were very concerned, decreased.
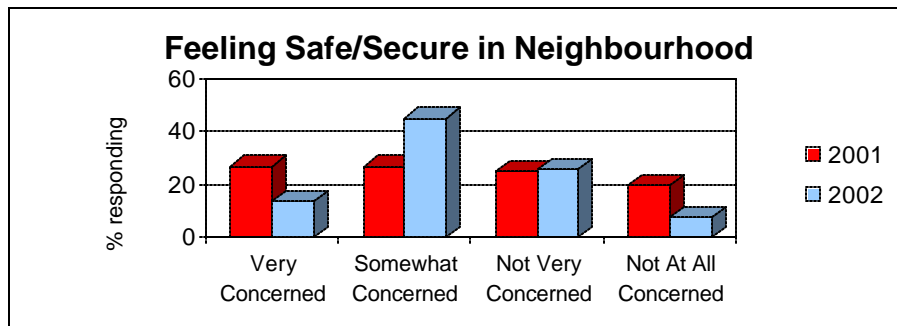
Equal proportions of respondents were concerned about youth hanging about and being disorderly in their neighbourhoods in 2001 and 2002 (49% in both 2001 and 2002), although once again the proportion saying they were very concerned, decreased.

Youth in Neighbourhood
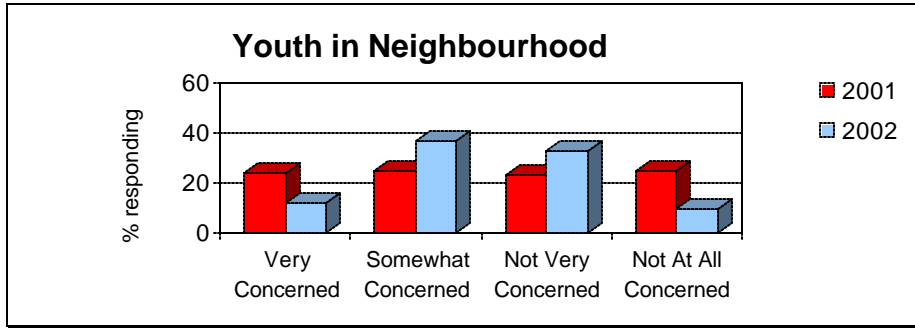
Fewer respondents were concerned about homeless people and panhandlers in their neighbourhoods in 2002 than in 2001 (43% in 2001, 27% in 2002).

Homeless People/Panhandlers
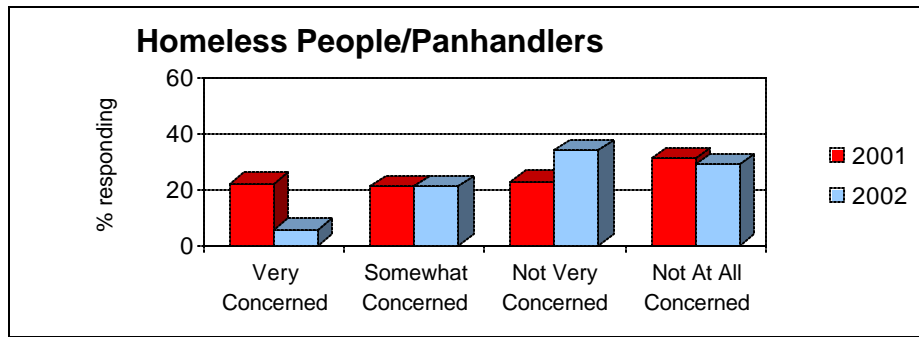
Fewer respondents were concerned about litter and garbage in their neighbourhoods in 2002 than in 2001 (59% in 2001, 31% in 2002).

Litter/Garbage in Neighbourhood
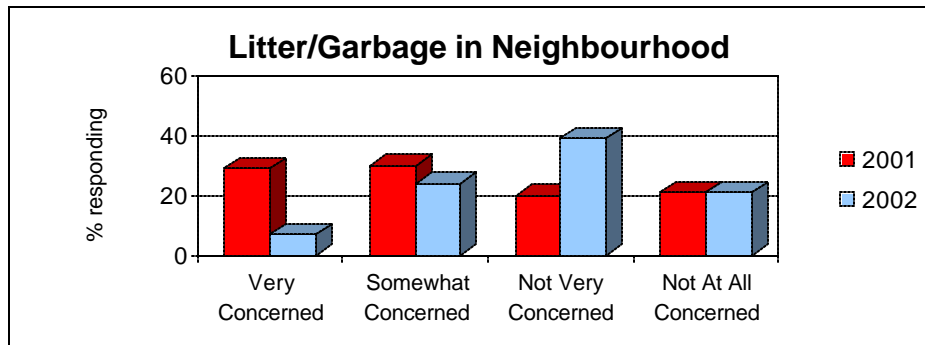
Fewer respondents were concerned about noise/loud parties in their neighbourhoods in 2002 than in 2001 (30% in 2001, 26% in 2002).

Noise/Loud Parties in Neighbourhood
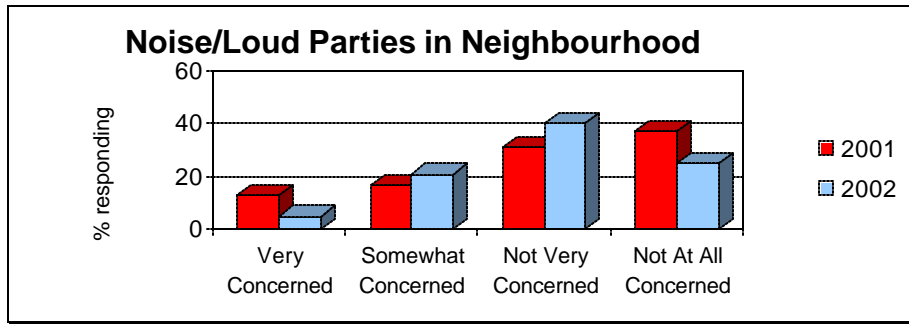
Fewer respondents were concerned about vandalism in their neighbourhoods in 2002 than in 2001 (57% in 2001, 34% in 2002).

Vandalism in Neighbourhood
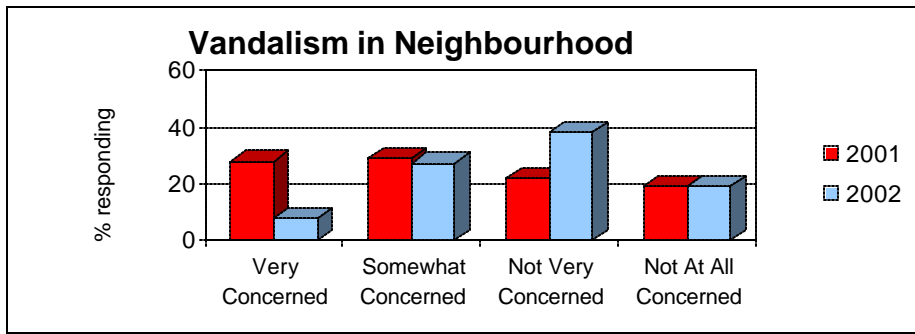
Fewer respondents were concerned about graffiti in their neighbourhoods in 2002 than in 2001 (38% in 2001, 27% in 2002).

Graffiti in Neighbourhood
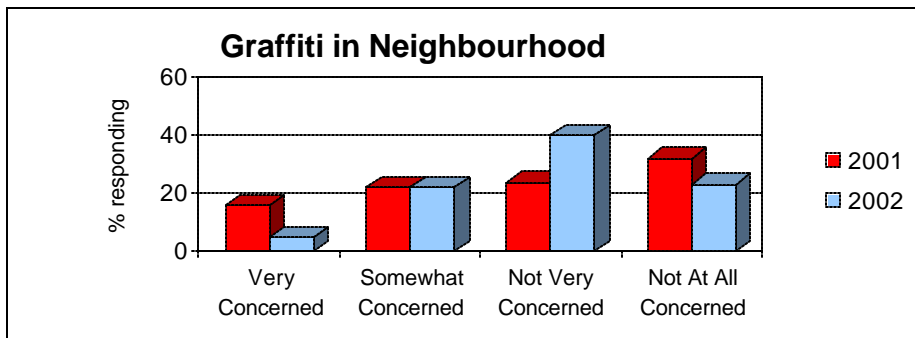
Fewer respondents were concerned about drugs in their neighbourhood in 2002 than in 2001 (57% in 2001, 45% in 2002).

Drugs in Neighbourhood
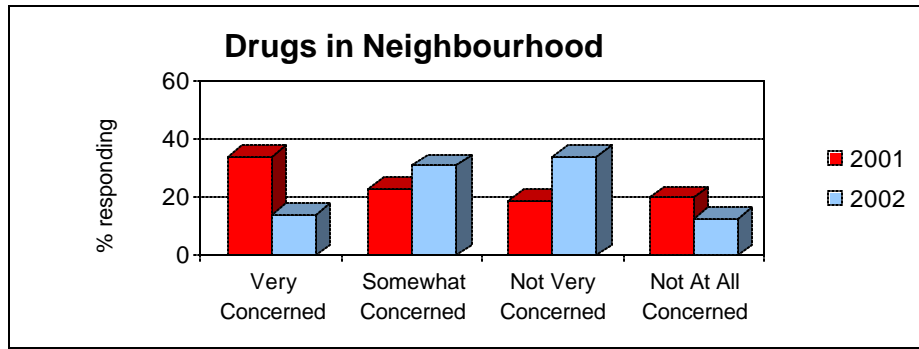
And, fewer respondents were concerned about prostitution in their neighbourhood in 2002 than in 2001 (30% in 2001, 26% in 2002).

Prostitution in Neighbourhood
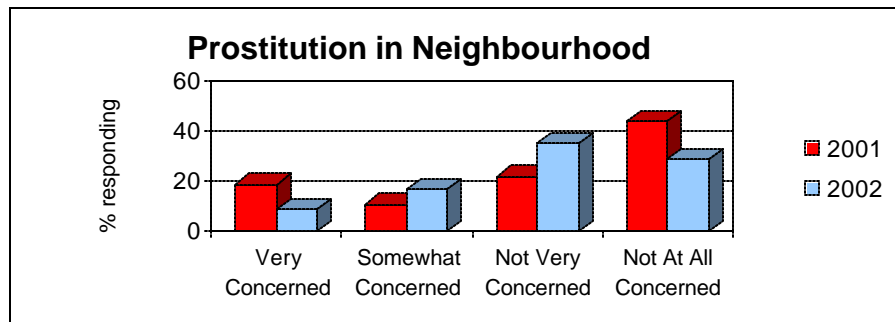
While respondents typically did not feel it likely that they would be victimised during the next year, respondents in 2002 felt they were more likely to be victimised in the coming year than those in 2001.

During the next year, how likely do you feel it is that you will:	% responding 'NOT VERY' or 'NOT AT ALL' Likely	
	2001	**2002**
Have car/motor vehicle stolen	64%	52%
Have something else stolen	63%	49%
Be robbed	71%	57%
Have home or business broken into	73%	56%
Be attacked or assaulted	79%	64%
Be harassed on the street	70%	62%
Be victimised or harassed by youth	73%	61%

While the largest proportion of people in both years said there wasn't any place in their neighbourhood they would be afraid to go during the day, fewer felt this way in 2002 than in 2001 (90% in 2001, 78% in 2002). The proportion of respondents who said there was a place in their neighbourhood they would be afraid to go at night increased from 45% in 2001 to 51% in 2002.

Just under one-third (31%) of respondents in 2002 said that worry about crime kept them from doing things they'd like to do; 77% of these said that such worry kept them from doing things sometimes or very often.

COMMUNITY SURVEY - PERCEPTIONS OF TRAFFIC:

With regard to traffic within the City, respondents other than pedestrians generally felt safer in 2002 than they had in 2001. [13]

With regard to traffic in the City, would you say you feel very safe, somewhat safe, not very safe, or not at all safe:	% responding 'VERY' or 'SOMEWHAT' Safe	
	2001	**2002**
As a driver in the City	72%	82%
As a passenger in a motor vehicle in the City	80%	81%
As a pedestrian in the City	75%	67%
As a cyclist in the City	35%	50%

Just over one in ten respondents (13%) in 2002 said there was too little traffic enforcement in the City, compared to 42% of the respondents in 2001. Three-quarters (76%) of respondents in 2002 said there was just enough traffic enforcement in the City.

Fewer respondents were concerned about speeding in their neighbourhood in 2002 than in 2001 (70% in 2001, 45% in 2002).
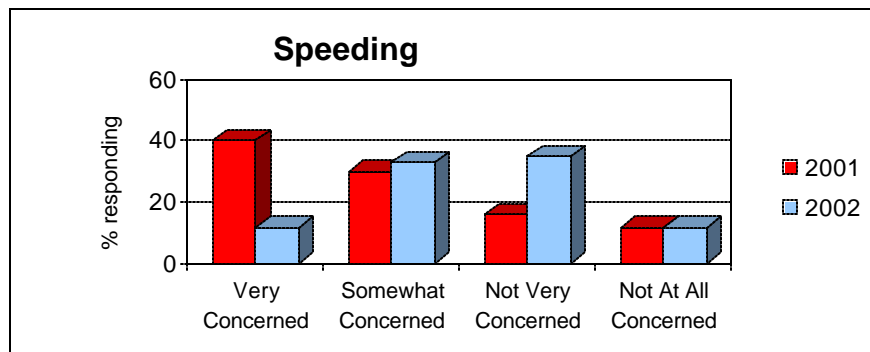
Similarly, fewer respondents were concerned about aggressive/bad driving in their neighbourhood in 2002 than in 2001 (75% in 2001, 44% in 2002).

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[13] There were relatively large proportions of "don't know/not applicable" responses for the 'cyclist' category (29% in 2001, 22% in 2002).

Aggressive/Bad Driving
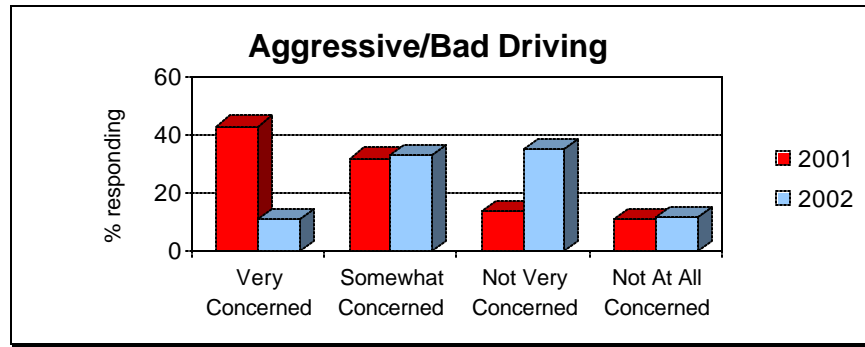
And, again, fewer respondents were concerned about parking in their neighbourhood in 2002 than in 2001 (45% in 2001, 28% in 2002).

Parking
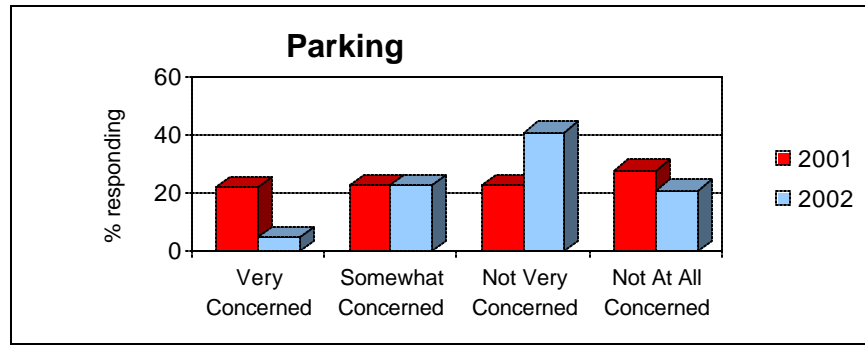


COMMUNITY SURVEY – PERCEPTIONS OF POLICING:

The community surveys of 1,200 Toronto residents in November 2001 and December 2002 also examined respondent satisfaction with police services. When asked about the delivery of police services to their neighbourhoods, more people were satisfied in 2002 than in the previous year: 90% were very or somewhat satisfied in 2002, 86% in 2001. It should be noted, however, that fewer respondents in 2002 said they were very satisfied.

Satisfaction with police service in neighbourhood
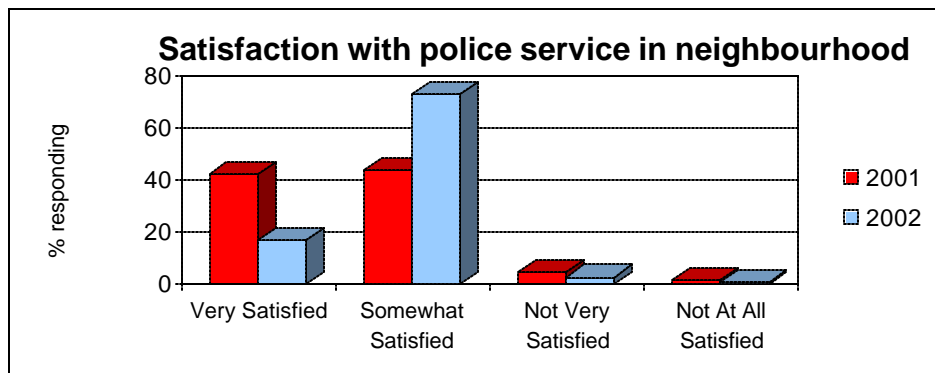
Respondents were also asked about how satisfied they were with the Toronto Police Service overall. Almost all (93%) in both years said they were satisfied, although, again, fewer in 2002 said they were very satisfied (39% in 2001, 14% in 2002).

When asked about specific aspects of policing in their neighbourhoods, the largest proportion of respondents in both years felt the police did a good, rather than average or poor, job of enforcing the law (58% in 2001, 60% in 2002), responding to calls promptly (49% in 2001, 47% in 2002), being visible in the community (46% in 2001, 44% in 2002), being approachable and easy to talk to (61% in 2001, 44% in 2002), and supplying crime prevention information (41% in 2001, 38% in 2002). While the largest proportion in 2001 (38%) felt the police did a good job of providing services to ethnic/racial groups, in 2002, the largest proportion (34%) felt the police did an average job in this area. It should be noted that the proportion of good responses typically decreased from 2001 to 2002. The Figure below shows the proportion of respondents who thought the police did a good job (rather than average or poor).
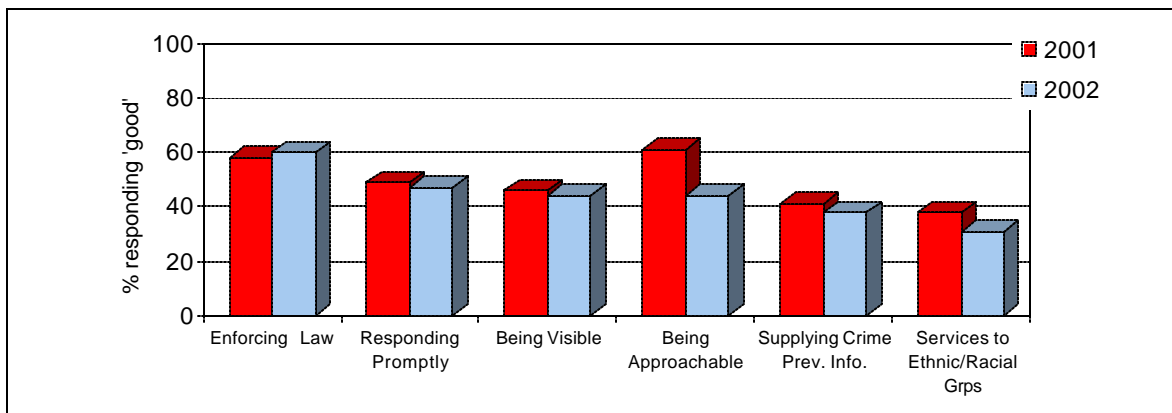
Respondents were somewhat more likely in 2002 than in 2001 to report that relations between the police and people in their neighbourhood during the past year were excellent or good: 69% in 2001, 80% in 2002.

Fewer respondents in 2002 said there were improvements that they'd like to see to police services in their neighbourhoods: 44% in 2002 compared to 57% in 2001. In both years, the most commonly desired improvements were increased visibility in cars and increased visibility on foot.

Respondents generally felt more positive about police in 2002 than in 2001. Most (89% in 2001, 93% in 2002) respondents agreed with the statement: I believe that Toronto police officers carry out their jobs to the best of their abilities. Almost 8 in 10 respondents (79%) said they believed that Toronto police were trustworthy. And, over half of the respondents in both years (58% in 2001, 54% in 2002) said that they did not believe that Toronto police officers targeted members of minority or ethnic groups for enforcement; only 23% in both years said they believed that Toronto police officers targeted minorities for enforcement.

Few respondents in both years (21% in 2001, 11% in 2002) had ever personally witnessed a situation where the police had to use any kind of physical force. Of those few who had, however, fewer in 2002 felt that the use of force was necessary in that situation (73% in 2001, 55% in 2002). And, while 26% in 2001 felt that too much force was used, this increased to 41% in 2002.

**For respondents who had contact with police during the past year:**

Far fewer respondents in 2002 (8% or 102) than in 2001 (35% or 415) said that they had had any type of contact with the police during the past year.[14] Of those who did, most in both years were satisfied with the police during that contact, though fewer were satisfied in 2002 than in 2001 (80% in 2001, 71% in 2002).

Satisfaction with Police during contact
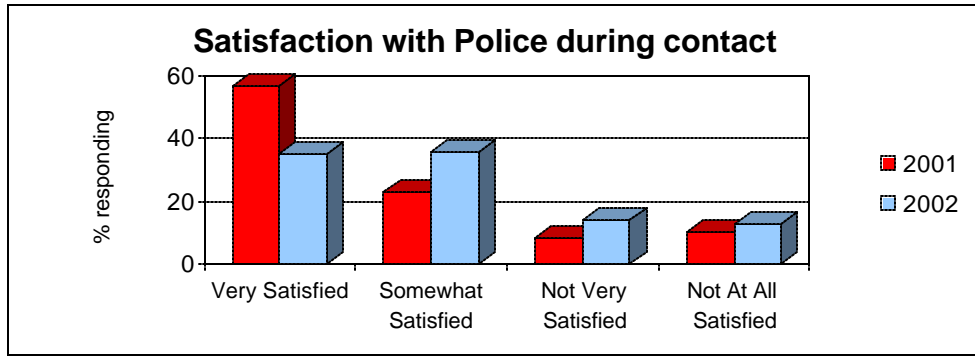
The contact changed the respondent's opinion of the police for 34% of those who had contact in 2002, compared to only 17% of those who had contact in 2001. For those whose opinion changed, 54% in 2002 had a more negative opinion as a result of the contact, while 58% in 2001 had a more positive opinion.

Contact changed opinion of police:

If contact changed opinion, how:
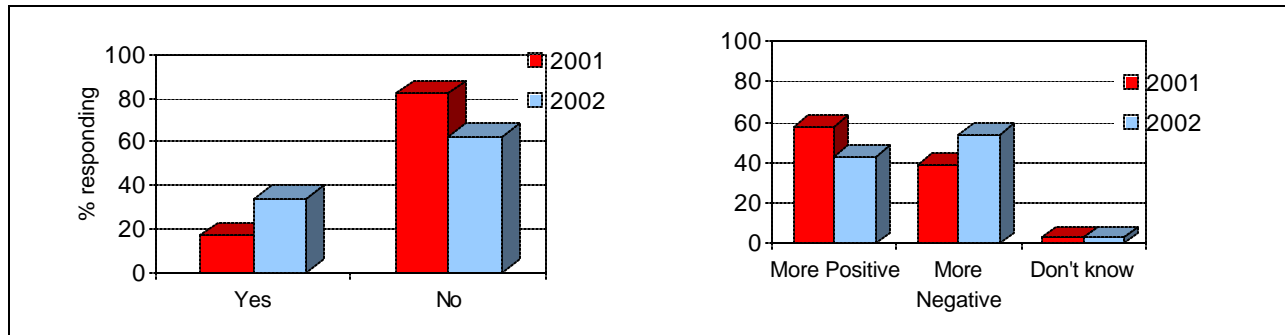
Fewer people in 2002 than in 2001 rated the officer's courtesy/politeness during the contact as good or excellent (81% in 2001, 63% in 2002). The proportion rating the officer's courtesy as excellent decreased, from 47% to 36%.

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[14] In 2001, 20 of these respondents either did not remember or refused to say what type of contact they had with police. The rest of the information for 2001 in this section, therefore, is based on 395 respondents.

**Officer courtesy during contact**

Fewer respondents in 2002 than in 2001 rated the officer's helpfulness during contact as good or excellent (76% in 2001, 60% in 2002). Again, the proportion rating the officer's helpfulness as excellent decreased, from 38% to 33%.
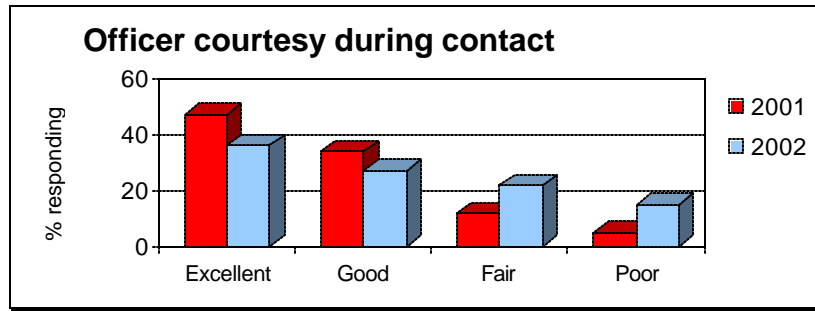
Similarly, fewer people in 2002 than in 2001 rated the officer's conduct during the contact as good or excellent (82% in 2001, 67% in 2002). And again, the proportion rating the officer's conduct as excellent decreased, from 45% to 34%.
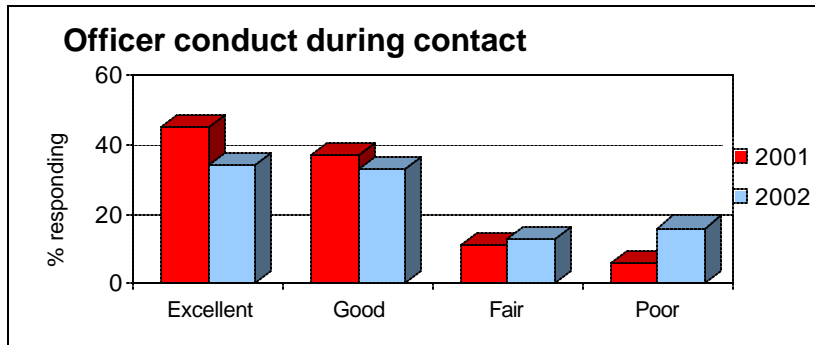
Officer conduct during contact

Officer helpfulness during contact
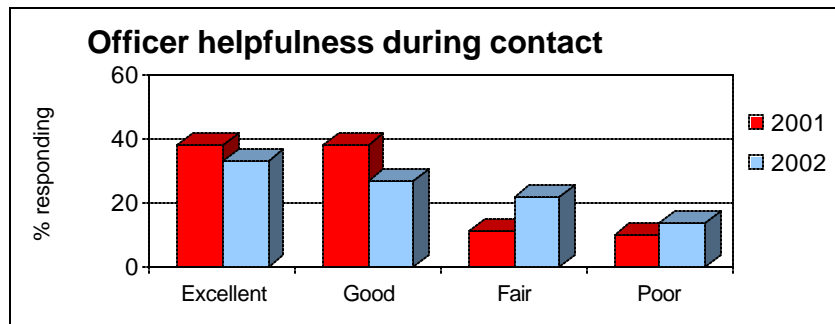
The proportion of those who rated as good or excellent the officer's ability to put them at ease during the contact decreased, from 75% in 2001 to 55% in 2002. And again, the proportion rating the officer's ability to put them at ease as excellent decreased, from 40% to 34%.

Officer ability to put at ease during contact
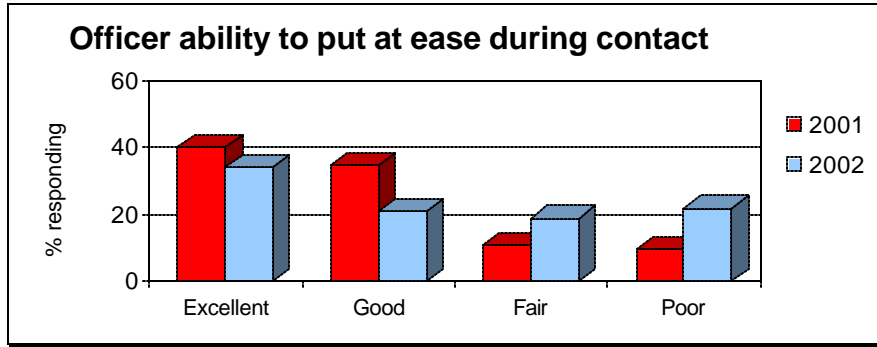
Fewer people in 2002 than in 2001 rated the officer as good or excellent at listening to them during the contact (79% in 2001, 60% in 2002). The proportion rating the officer as excellent at listening to them decreased, from 45% to 34%.

Officer listening during contact
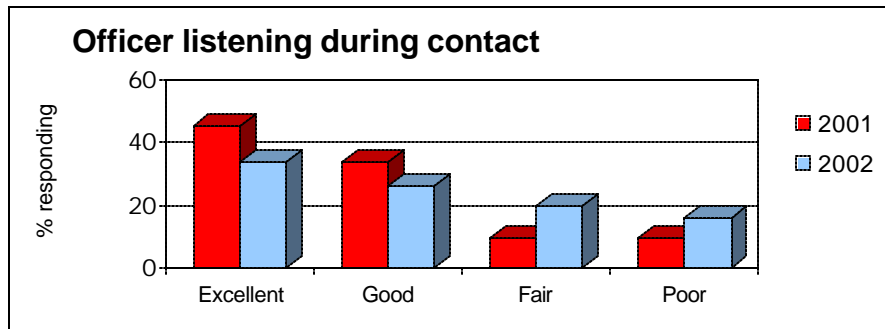
And finally, 68% of respondents in 2002 rated the officer's professionalism during the contact as good or excellent, down from 82% in 2001. Once more, the proportion rating the officer's professionalism as excellent decreased, from 49% in 2001 to 32% in 2002. The most common reasons for rating officers' professionalism as 'fair' or 'poor' in 2002 were: 'bad attitude', 'didn't treat me fairly', 'didn't seem to care', and 'inappropriate behaviour'. In 2001, the most common reasons were: 'didn't take situation seriously enough', 'didn't seem to care', 'bad attitude', and 'didn't treat me fairly'.

Officer professionalism during contact
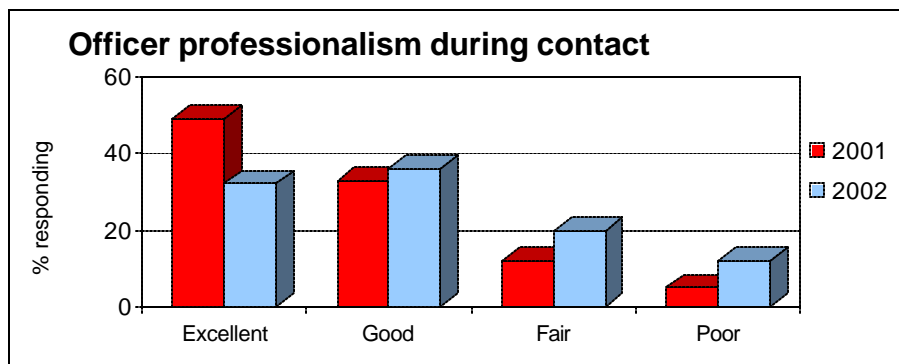
SURVEY OF HIGH SCHOOL STUDENTS – PERCEPTIONS OF POLICING:

During late 2002, the TPS Corporate Planning unit distributed surveys for students to the 140 high schools of the Toronto District and Toronto District Catholic School Boards. Of the 1,400 surveys that were sent out, 782 (56%) were completed and returned. In 2001, 1,440 surveys were sent out and 681 (47%) were returned.

When asked how many times they saw police officers at their school, one in four high school students (25%) said they saw police more than once a month; 22% said they saw police 6 to 12 times a year, and 33% said they saw police 1 to 4 times a year. The remainder (20%) said they never saw police at their school or they didn't know. These proportions are similar to those seen in 2001.

When asked why the police were usually at their school, in 2002, the most common answers were 'just visiting/patrolling', 'questioning/talking to people', and 'investigating crime'. In 2000, the most common answers were 'just visiting/patrolling', 'investigating crime', or 'breaking up fights'.

The proportion of students who wanted to see police around their school about as often as they were now deceased from 43% in 2001 to 42% in 2002. The proportion who wanted to see the police around the school less often or not at all increased from 34% in 2001 to 35% in 2002. About 24% in both years wanted to see the police around the school more often.

Fewer students in 2002 than in 2001 said they would feel very or somewhat comfortable talking to police about crime or other problems at their school (67% in 2001, 59% in 2002). The most common reasons for not feeling comfortable talking to police were 'talking to police makes me nervous', 'not my place to talk about what other people do', 'don't want to tell on people', 'just don't like police', and 'don't trust police'.

Similarly, fewer students in 2002 felt that the relationship between police and students in their school was good or excellent (36% in 2001, 33% in 2002). The largest proportion of students in both years felt the relationship between police and students was fair or poor (64% in 2001, 67% in 2002).

In general, the largest proportion of students felt the police did an average, rather than good or poor, job of enforcing the law (53%), responding promptly to calls (47%), being visible (47%), being approachable (42%), supplying crime prevention information (47%), and providing services to ethnic/racial groups (50%). These proportions are generally similar to those seen in 2001.

Overall, however, most students in both years were satisfied with the delivery of police services to their school (82% in both 2001 and 2002).
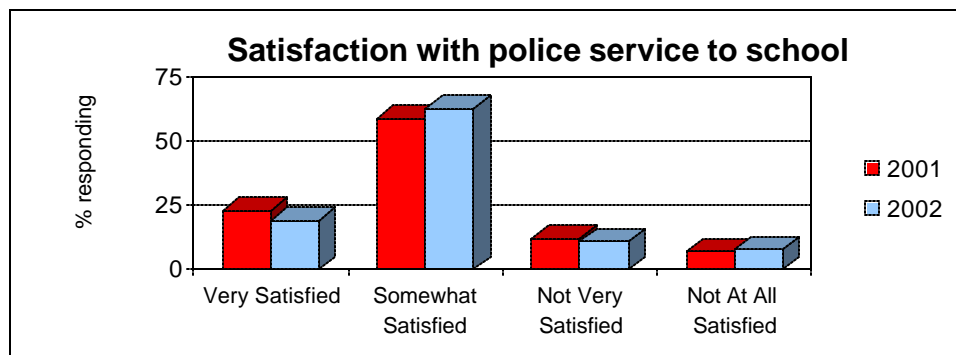
SURVEY OF HIGH SCHOOL STUDENTS – PERCEPTIONS OF SAFETY:

As in 2001, just over half of the students in 2002 felt that crime had remained about the same over the last year in the area around the school, including the school grounds (54% in both years). However, the proportion of students feeling that crime had increased rose from 26% in 2001 to 30% in 2002.

While most students in both years said they felt very or reasonably safe in and around the school at any time of the day, this proportion decreased from 85% in 2001 to 83% in 2002.

Feel Safe In/Around School During Day
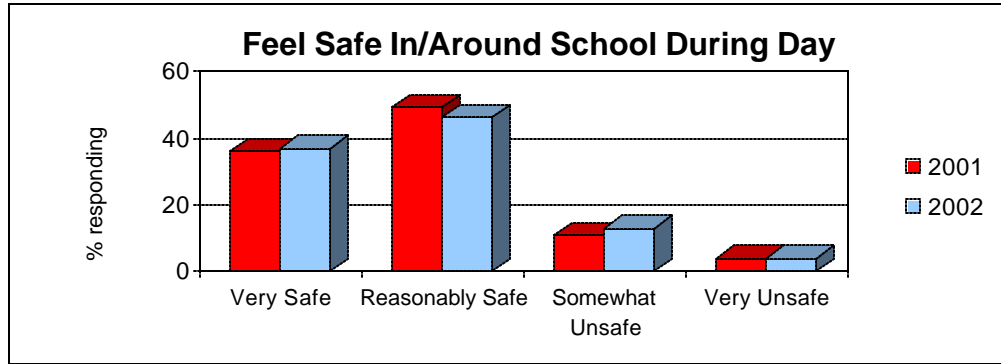
When asked about the **most** serious policing problem in and around their school, the most common answers from students were generally the same as in the previous year: drugs, assaults/ fighting, and youth/gangs; 13% said they were no serious policing problems in or around their school compared to 11% in 2001. Most students based their opinion of the most serious policing problem on what they'd personally seen, though this proportion decreased from 70% in 2001 to 66% in 2002. About 20% in both years said they based their opinions on what somebody else had told them.

Students were asked to rate how concerned they were about a number of issues in relation to their school, the school grounds, and the area around their school. In 2002, only for 8 of the 18 issues did 50% or more of students say they were concerned about them; for none of the issues did two-thirds of students say they were concerned. Crime in general, gangs, fighting, and drugs had the highest levels of concern.

If they said they were very or somewhat concerned about gangs, students were asked what they were most concerned about. Of the 430 students who said they were concerned, the most frequent concerns, as in the previous year, were personal safety (76%), confrontations/being harassed (54%), and/or having property damaged or stolen (43%).

The proportion of students in each year who were very or somewhat concerned about each of the 18 issues is shown below.
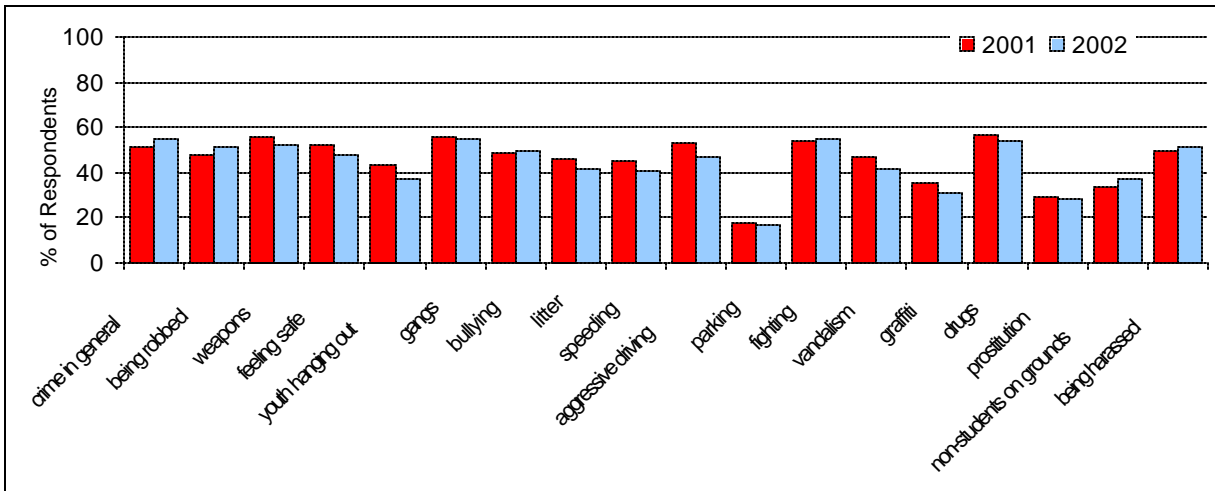
When asked about the level of violence, if any, at their school, roughly two-thirds of students in both years said that, generally, their school and school grounds weren't violent, although the proportion dropped between 2001 and 2002 (67% in 2001, 63% in 2002). Correspondingly, the proportion of students who thought their school was very or somewhat violent increased from 33% in 2001 to 37% in 2002.
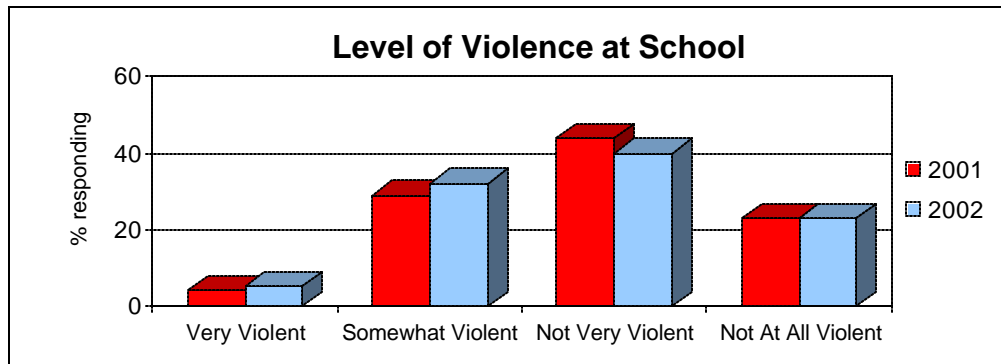
Students were also asked about victimisation. In both years, about one in 10 students reported that they had been a victim of a crime at school during the past year (11% in 2001, 12% in 2002). And in both years, thefts and threats were the most common crimes, followed by assaults. Only 12% of those who said they'd been victimised said they'd reported the crime(s) to police, while almost half (48%) said they'd reported to principals or teachers. These proportions were similar to those seen in 2001. In 2002, students were also asked why they hadn't reported their victimisation(s) to the police. The most common answers were that there was no point/the police wouldn't do anything, that they thought it was too minor to report, that they didn't want any more trouble, or that they dealt with it themselves.

In 2002, 49% of the high school students said there was a Student Crime Stoppers program at their school; of these 7% said they had used the program. Over half (56%) of those who said there was no Student Crime Stoppers at their school said they would like to have one.

SURVEY OF SCHOOL ADMINISTRATORS – PERCEPTIONS OF POLICING:

A total of 460 surveys were also sent to Toronto area school administrators in 2002 – 140 to high schools and 320 to elementary schools; 257 school administrators responded (56%). Of all respondents, two-thirds represented elementary or middle schools and almost three in four were principals.

Overall, slightly more than half of the respondents (56%) reported having contact with police on a regular basis, even when there were no immediate problems to address. This was down from the 62% who reported regular contact with police in 2001. As in 2001, high schools (64%) were more likely than elementary schools (52%) to report regular contact.

Four in ten respondents (41%) reported meeting with police at least once a month – 58% of high schools and 32% of elementary schools. In 2001, 54% of high schools and 32% of elementary schools reported meeting with police at least once a month.

Issues most frequently dealt with by police in schools in 2002 included safety (55%), bullying (52%), threats to students (49%), trespassing (46%), and crime (45%). These issues were generally the same as those seen in 2001, although bullying and trespassing were new categories added. And, while traffic/parking was an issue for many in 2001, it was less so in 2002. High school administrators most frequently identified threats to students (79%) and crime (72%), compared to elementary school administrators who most frequently identified safety (60%) and bullying (47%).

Almost two-thirds of the school administrators (64%) in 2002 said that they were frequently or occasionally consulted by police in determining which issues should be addressed, down from 67% in 2001. Almost all in both years also reported that they were involved in the final determination of whether a problem should be addressed (99% in 2001, 95% in 2002). Only about one in ten respondents (11% in 2001, 10% in 2002) said that students were involved in this determination, with high school students (16%) twice as likely to be involved as elementary students (8%).

Fewer respondents in 2002 (78%) than in 2001 (83%) felt that they were very much or somewhat a part of a problem solving team with police. Similarly, fewer administrators in 2002 (83%) than in 2001 (88%) were satisfied or very satisfied with the level of partnership experienced.

About 90% of school administrators in 2002 reported that they were satisfied or very satisfied with police response to issues and concerns raised by the school, down from 96% in 2001, and 97% said that relations between administrators and police were excellent or good, down from 98% in 2001. Fewer administrators in both years felt that relations between the students and the police were excellent or good (88% in 2001, 85% in 2002).

Most respondents said that the police do a good or average job in each of the following six categories – law enforcement, responding to calls promptly, being visible in the community, being approachable, supplying crime prevention information, and providing services to a range of ethnic and racial groups.

The Figure below shows the proportion of respondents who thought the police did a good job (rather than average or poor).
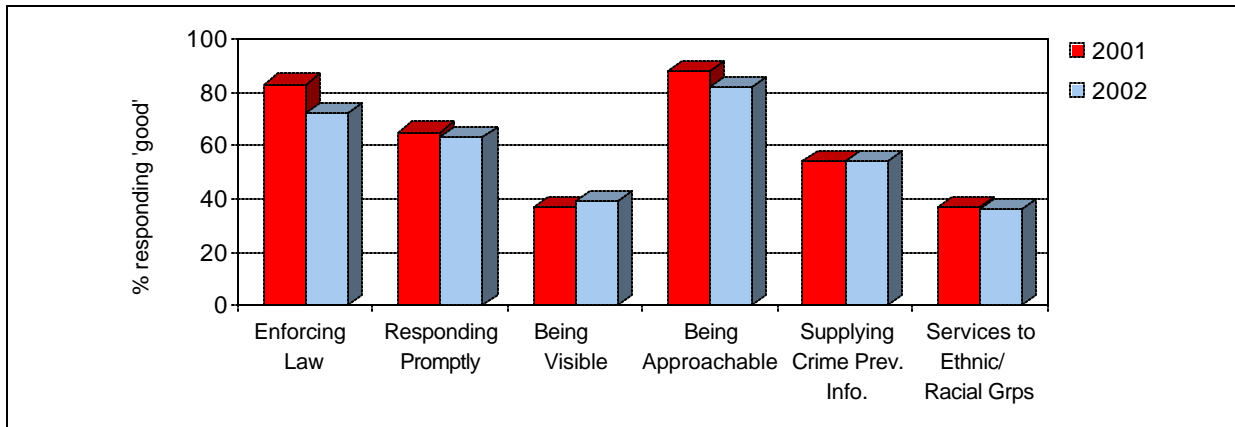
Somewhat fewer administrators in 2002 than in 2001 said that, overall, they were satisfied or very satisfied with the delivery of police services to their schools (95% in 2001, 91% in 2002). Five respondents reported being very unsatisfied in 2002 compared to only one respondent in 2001.

SURVEY OF SCHOOL ADMINISTRATORS – PERCEPTIONS OF SAFETY:

Overall in 2002, 63% of respondents believed that crime in and around their schools had remained the same over the past year, while 12% believed it had decreased; in 2001, 65% believed that crime had remained the same and 14% believed that it had decreased. Elementary school administrators were more likely to say that crime had increased (27%) than high school administrators (21%). This is in contrast to 2001 when high school administrators (27%) were much more likely to say that crime had increased than elementary school administrators (19%). Of all respondents, 93% in 2002 and 95% in 2001 said that they felt very or reasonably safe in and around the school at any time of the day.

When asked what, their opinion, was the **most** serious policing problem in their school, respondents most frequently said bullying, traffic/parking, assaults/fighting, or trespassers (a new category in 2001). Similarly, in 2001, respondents most frequently said the most serious problem was traffic/parking, bullying, assaults/fighting, or break & enter/property theft.

High school administrators most frequently identified assaults/fighting, drugs, or youth/gangs as the most serious policing problem, while elementary school administrators most frequently identified traffic/parking, bullying, or trespassers. In 2002, 9% of elementary school administrators said there were no serious policing problems, down from 14% in 2001; in 2002, 4% high school administrators said there were no serious policing problems, up from 0% in 2001. Most respondents in both years said they had based their opinion on what they had personally seen.

Overall in 2002, respondents were most concerned about bullying (79%), litter/garbage (69%), trespassing (68%), crime in general (67%), and vandalism (64%). The Figure below shows the proportion of respondents in each year who said they were very or somewhat concerned about specific issues.
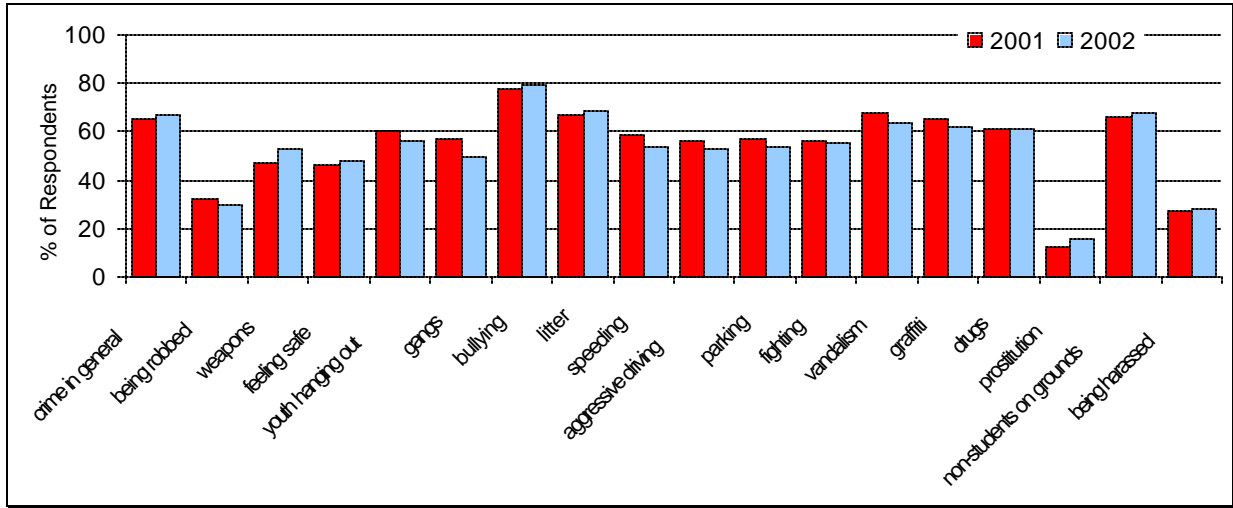
Reported concerns by elementary and high school administrators differed somewhat. In both years, high school administrators were most concerned about drugs, bullying, and trespassers, while elementary school administrators were most frequently concerned about bullying, parking, and litter.

With regard to the level of violence, about three in four respondents in both years said that their school grounds were not very or not at all violent (76% in 2001, 74% in 2002). In 2002, two school administrators reported that their schools were very violent, compared to no school administrators reporting this in 2001. In both years, high school administrators were more likely than elementary school administrators to feel their schools were very or somewhat violent.

In 2002, 26% of school administrators said there was a Student Crime Stoppers program at their school, with high school administrators (56%) more likely to say they had the program than elementary school administrators (8%). However, about one-third of both types of administrators whose school did not have such a program said that they would like to have one (33% of high school administrators, 32% of elementary school administrators).