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2004
SERVICE PERFORMANCE
Year End Report



May 2005



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2004 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.

Our current Priorities were presented in the 2002-2004 Business Plan. Within each general area of priority, there are specific goals we wish to achieve and many strategies are being 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 2004 relative to each of the goals within our Priorities. It should be noted that, as per the decision of the Police Services Board in December 2004, the Priorities and goals presented will continue through 2005.

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 | |

* '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. | | V | |
| Continue efforts to have the membership of the Toronto Police Service reflect the community we serve. | | V | |
| Given Service demographics and expected retirement levels, develop succession planning processes for units requiring specialised skills. | | V | |

PRIORITY: SERVICE INFRASTRUCTURE

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

PRIORITY: COMMUNITY SAFETY AND SATISFACTION

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



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, PARTICULARLY VIOLENT CRIMES.

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%
felt very or reasonably safe in/around school any time of day in 2003 – 84%
felt very or reasonably safe in/around school any time of day in 2004 – 84%

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%
somewhat or very concerned about feeling safe/secure at school in 2003 – 49%
somewhat or very concerned about feeling safe/secure at school in 2004 – 51%

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%
felt school and school grounds are very or somewhat violent in 2003 – 36%
felt school and school grounds are very or somewhat violent in 2004 – 41%

^{*} Information in this report from students and school administrators was collected through surveys conducted by the Service at the end of each year.



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%
felt very or reasonably safe in/around school any time of day in 2003 – 95%
felt very or reasonably safe in/around school any time of day in 2004 – 95%

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%
somewhat or very concerned about feeling safe/secure at school in 2003 – 50%
somewhat or very concerned about feeling safe/secure at school in 2004 – 46%

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%
felt school and school grounds are very or somewhat violent in 2003 – 18%
felt school and school grounds are very or somewhat violent in 2004 – 16%

◆ **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 very or somewhat comfortable talking to police in 2003 – 63%
proportion of students very or somewhat comfortable talking to police in 2004 – 61%

between 2003 and 2004, the proportion of students comfortable talking to police decreased 2%

between 2001 and 2004, the proportion of students comfortable talking to police decreased 6%

◆ **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 in 2003 – 12%

proportion of students who said they had been a victim of a crime on school premises in 2004 – 11%



between 2003 and 2004, the proportion of students who said they had been a victim of a crime on school premises decreased 1%

between 2001 and 2004, the proportion of students who said they had been a victim of a crime on school premises showed no change

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

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

proportion of these students who said they reported victimisation to police in 2003 – 12%

proportion of these students who said they reported victimisation to police in 2004 – 12%

between 2003 and 2004, the proportion of these students who said they reported victimisation to police showed no change

between 2001 and 2004, the proportion of these students who said they reported victimisation to police showed no change

proportion of these 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 these 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 these students who said they did NOT report victimisation to anyone (police, school administrators or teachers, parents or any other adult) in 2003 – 41%

proportion of these students who said they did NOT report victimisation to anyone (police, school administrators or teachers, parents or any other adult) in 2004 – 39%

between 2003 and 2004, the proportion of students who said they did NOT report victimisation to anyone decreased 2%

between 2001 and 2004, the 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 – 53*

number of schools with Student Crime Stoppers programs as of December 31st, 2002 – 58*

number of schools with Student Crime Stoppers programs as of December 31st, 2003 – 120

number of schools with Student Crime Stoppers programs as of December 31st, 2004 – 139

between 2003 and 2004, the number of schools with Student Crime Stoppers programs increased 15.8%

between 2001 and 2004, the number of schools with Student Crime Stoppers programs increased 162.3%

* These numbers differ from those presented in the 2002 Service Performance Year End Report. According to the Community Programs Unit, the numbers they supplied for 2002 were taken from an incorrect data source.



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 Earls Court 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 – 2,846*
number of youths (12-17 years) charged with violent crime in 2002 – 2,681
number of youths (12-17 years) charged with violent crime in 2003 – 2,763
number of youths (12-17 years) charged with violent crime in 2004 – 2,436

between 2003 and 2004, the number of youths (12-17 years) charged with violent crime decreased 11.8%

between 2001 and 2004, the number of youths (12-17 years) charged with violent crime decreased 14.4%

◆ **DECREASE IN NUMBER OF VIOLENT CRIMES**

number of violent crimes in 2001 – 37,049
number of violent crimes in 2002 – 35,183
number of violent crimes in 2003 – 34,669
number of violent crimes in 2004 – 33,200

* Throughout this document, arrest/charge and crime numbers may have been revised from those shown in previous Service Performance Year End Reports due to the change in Service data systems and extraction procedures.



between 2003 and 2004, the number of violent crimes decreased 4.2%

between 2001 and 2004, the number of violent crimes decreased 10.4%

◆ **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
number of youth enrolled in STOP program, as of December 31st, 2003 – 135
number of youth enrolled in STOP program, as of December 31st, 2004 – 47

◆ **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 in 2003 – 172
number of violence prevention initiatives carried out in 2004 – 203

between 2003 and 2004, the number of violence prevention initiatives carried out increased 18.0%

between 2001 and 2004, the number of violence prevention initiatives carried out increased 55.0%

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 in 2003 – 6,979
number of violence prevention presentations carried out in 2004 – 8,238

between 2003 and 2004, the number of violence prevention presentations carried out increased 18.0%

between 2001 and 2004, the number of violence prevention presentations carried out increased 165.9%



◆ **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 in 2003 – 16
number of children under 12 years referred for assistance in 2004 – 50

between 2003 and 2004, the number of children under 12 years referred for assistance increased 212.5%

between 2001 and 2004, the number of children under 12 years referred for assistance increased 61.3%



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 – 50
number of persons charged with ‘sexual exploitation’ in 2002 – 47
number of persons charged with ‘sexual exploitation’ in 2003 – 43
number of persons charged with ‘sexual exploitation’ in 2004 – 64

between 2003 and 2004, the number of persons charged with ‘sexual exploitation’ increased 48.8%

between 2001 and 2004, the number of persons charged with ‘sexual exploitation’ increased 28.0%



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’ in 2003 – 173
number of persons charged with ‘sexual interference’ in 2004 – 156

between 2003 and 2004, the number of persons charged with ‘sexual interference’ decreased 9.8%

between 2001 and 2004, the number of persons charged with ‘sexual interference’ decreased 11.4%

number of persons charged with ‘child pornography’ in 2001 – 22
number of persons charged with ‘child pornography’ in 2002 – 22
number of persons charged with ‘child pornography’ in 2003 – 44
number of persons charged with ‘child pornography’ in 2004 – 49

between 2003 and 2004, the number of persons charged with ‘child pornography’ increased 11.4%

between 2001 and 2004, the number of persons charged with ‘child pornography’ increased 122.7%

number of persons charged with ‘invitation to sexual touching’ in 2001 – 70
number of persons charged with ‘invitation to sexual touching’ in 2002 – 69
number of persons charged with ‘invitation to sexual touching’ in 2003 – 64
number of persons charged with ‘invitation to sexual touching’ in 2004 – 55

between 2003 and 2004, the number of persons charged with ‘invitation to sexual touching’ decreased 14.1%

between 2001 and 2004, the number of persons charged with ‘invitation to sexual touching’ decreased 21.4%

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

number of reported child abuse offences in 2001 – 3,232
number of reported child abuse offences in 2002 – 3,232
number of reported child abuse offences in 2003 – 2,754
number of reported child abuse offences in 2004 – 2,021

between 2003 and 2004, the number of reported child abuse occurrences decreased 26.6%



between 2001 and 2004, the number of reported child abuse occurrences decreased 37.5%

number of reported child sexual exploitation offences in 2001 – 876
number of reported child sexual exploitation offences in 2002 – 932
number of reported child sexual exploitation offences in 2003 – 1,120
number of reported child sexual exploitation offences in 2004 – 1,242

between 2003 and 2004, the number of reported child sexual exploitation offences increased 10.9%

between 2001 and 2004, the number of reported child sexual exploitation offences increased 41.8%

(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 the Community Policing Support unit and the Sex Crimes unit, 9 education initiatives, involving 129 presentations/training sessions, were carried out during 2002.

According to information provided by the Community Programs unit* and the Sex Crimes unit, 15 education initiatives, involving 175 presentations/training sessions, were carried out during 2003.

According to information provided by the Community Programs unit and the Sex Crimes unit, 19 education initiatives, involving 123 presentations/training sessions, were carried out during 2004.

Types of education initiatives carried out in 2002:

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.

* During 2003, the Community Policing Support unit was divided into 2 separate units – the Community Programs unit and the Community Liaison unit.



- 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.

Types of education initiatives carried out in 2003:

Community Programs:

- Facilitation of the Sexual Assault/Child Abuse (SACA) course joint interviewing workshop – involved approximately 50 school children, 30-45 police officers and child welfare participants, and 5 volunteers on each of 4 occasions.
- Child Abuse Co-ordinator worked with Training & Education and child welfare (CAS) representatives to revise the SACA course to include joint police-Children’s Aid Society delivery and content. Two pilots of the new course were run in October and December.
- A supplemental 1-day training seminar with approximately 130 attendees was offered as a result of the new collaboration between police and the Children’s Aid Society.
- Child Abuse Co-ordinator jointly delivered child abuse awareness training on 7 occasions with staff from the Toronto Child Abuse Centre’s ‘Making a Difference’ program. Each session was delivered to approximately 30-35 child care staff and supervisors.
- Participated in the University of Toronto Faculty of Medicine panel on infant maltreatment, along with a family court judge, doctors, a lawyer, and a Children’s Aid Society supervisor – 198 students were addressed.



- Work continued on the poster/pamphlet campaign to highlight the duty to report child abuse, thereby increasing the reporting of child sexual exploitation and child abuse. A local advertising company has secured government funding and participation.

Sex Crimes Unit:

- 65 presentations were made directly to youth groups and/or youth advocacy groups dealing with street safety, Internet safety, and sexual assault procedures.
- 40 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.
- 45 presentations were made to Service members to update them on changing legislation and procedures dealing with youth violence and victimisation.
- 10 presentations were made to government in order to educate lawmakers as well as lobby for needed changes in legislation pertaining to youth.

Types of education initiatives carried out in 2004:

Community Programs:

- Facilitation of the Sexual Assault/Child Abuse course joint interviewing workshop (3 occasions). Involved approximately 50 school children, 30-45 police and child welfare participants and 5 volunteers on each occasion.
- Three one-day seminars were held in the auditorium at 40 College Street and were offered to a joint audience of police and Children's Aid Society representatives (Feb.19 - Edmonton Zebra Child Protection Centre; Mar.26 - Shaken Baby Syndrome; Jun.16 - Indicators of Physical Abuse)
- Child Abuse Co-ordinator jointly delivered child abuse awareness training (5 occasions) with staff from the Toronto Child Abuse Centre's 'Making a Difference' program. Each session was delivered to approximately 30-35 childcare staff and supervisors.
- Participated on a University of Toronto Faculty of Medicine panel discussion on infant maltreatment, along with a Family Court judge, a Suspected Child Abuse and Neglect Clinic physician, a CAS supervisor, CAS doctor, and a legal expert from the Office of the Children's lawyer. 185 students were addressed.
- Attended the CFB Downsview Employee Assistance Program information day held on February 17. Over 150 Canadian Forces personnel received a presentation on Child Abuse Investigation and associated legislation.
- On March 17, the Gatehouse hosted a public forum at the Scarborough Civic Centre. The Child Abuse Co-ordinator addressed members of the public in attendance about the benefits of the Gatehouse to victims and investigators of child and sexual abuse.
- On November 16, the Tyndale Seminary hosted an information session on Child Abuse. The Child Abuse Co-ordinator addressed 26 seminary students on this subject as well as outlining the reporting responsibilities under the Child and Family Services Act.

In addition: The Child Abuse Co-ordinator has refocused from the previously referred to Media Campaign in favour of working with the area stakeholders to create (1) a new



Scarborough Gatehouse and (2) a Child Advocacy Centre or network of centres modelled on investigative multidisciplinary centres located across North America.

Sex Crimes Unit:

- 42 presentations given to parent/community groups with regard to Internet safety, monitoring their children's online activities and what to do should they receive SPAM advertising child pornography.
- 29 presentations were made to child/youth agencies regarding Internet safety and methods to make children aware of the dangers of being involved in online chats with strangers.
- 18 presentations were given to various levels of government on the dangers the Internet poses to children and the need for changes to current legislation in order to better protect children.
- 19 lectures and training courses were given to police agencies internally and externally to provide procedures on child pornography investigations and information on the Child Exploitation Tracking System (CETS).



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 18 years of age:

number of youth victimised by robbery (including those involving swarming) in 2001 – 1,373

number of youth victimised by robbery (including those involving swarming) in 2002 – 1,248

number of youth victimised by robbery (including those involving swarming) in 2003 – 1,391

number of youth victimised by robbery (including those involving swarming) in 2004 – 1,327

between 2003 and 2004, the number of youth under 18 victimised by robbery (including those involving swarming) decreased 4.6%

between 2001 and 2004, the number of youth under 18 victimised by robbery (including those involving swarming) decreased 3.4%



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

for children/youth under 18 years of age:

number of youth victimised by sexual assault in 2001 – 1,549

number of youth victimised by sexual assault in 2002 – 1,541

number of youth victimised by sexual assault in 2003 – 1,461

number of youth victimised by sexual assault in 2004 – 1,370

between 2003 and 2004, the number of youth under 18 victimised by sexual assault decreased 6.2%

between 2001 and 2004, the number of youth under 18 victimised by sexual assault decreased 11.6%



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 divisions' 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.

During 2003, the Gang & Gun Task Force and the Street Violence Task Force were established.

The Gun & Gang Task Force Unit continued in 2004. The Street Violence Task Force, which was a pilot project that began in September 2003, was disbanded in June 2004.

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

number of youth street gangs, members, and associates as of December 31st, 2001:
information was not tracked in 2001

number of youth street gangs, members, and associates as of December 31st, 2002:
1,200 street gang members (*source: Gang & Gun Task Force*)



number of youth street gangs, members, and associates as of December 31st, 2003:
73 street gangs
1,500 members/associates

number of youth street gangs, members, and associates as of December 31st, 2004:
95 street gangs **
2,793 members/associates

between 2003 and 2004 the number of street gangs increased 30.1%

between 2003 and 2004 the number of street gang members/associates increased 86.2%

◆ **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

number of occurrences in 2003 where ‘gang’ was recorded under the ‘motive’ in the Suspect Information section of the Modus Operandi forms – 73 (*data only available up to September 15th, 2003*)

number of occurrences in 2004 where ‘gang’ was recorded under the ‘motive’ in the Suspect Information section of the Modus Operandi forms – *Not Available – M.O. form not used since September 2003. According to the Corporate Planning-Analysis Support Unit, a more accurate method of capturing gang-related data is presently being developed.*

** Detective Services advises that the number of street gangs is fluid and reporting a precise number is done with caution.



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, e-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 offered in 2003 – 78
number of training sessions on youth street gangs offered in 2004 – 114

between 2003 and 2004, the number of training sessions on youth street gangs increased by 46.2%

between 2001 and 2004, the number of training sessions on youth street gangs decreased by 19.7%

◆ **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
number of Service members receiving training on youth street gangs in 2003 – 3,025
number of Service members receiving training on youth street gangs in 2004 – 5,673*

between 2003 and 2004, the number of Service members receiving training on youth street gangs increased 87.5%

between 2001 and 2004, the number of Service members receiving training on youth street gangs increased 64.1%

* In 2004, GangNet was introduced by Intelligence. Implementation included training on gangs and GangNet.



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.
- Increase training for Toronto Drug Squad Officers through CISO Intelligence Officer training.

PERFORMANCE OBJECTIVES/INDICATORS:

◆ NUMBER OF COMMUNICATIONS MADE TO SERVICE MEMBERS, POLITICAL REPRESENTATIVES, LEGISLATORS, AND COMMUNITY MEMBERS

According to information supplied by Detective Services, the following number of communications/presentations were made:

| | <u>in 2002</u> | <u>in 2003</u> | <u>in 2004</u> |
|-------------------------------|----------------|----------------|----------------|
| to Service members: | 50 | 282 | 185 |
| to political representatives: | 2 | 3 | 14 |
| to legislators: | 0 | 3 | 10 |
| to community members: | 0 | 14 | 18 |
| to other groups: | 4 | 141 | 119 |

According to information supplied by Detective Services, the following number of people received the above communications:

| | <u>in 2002</u> | <u>in 2003</u> | <u>in 2004</u> |
|-------------------------------|----------------|----------------|----------------|
| to Service members: | 1,250 | 7,515 | 4,508* |
| to political representatives: | 16 | 30 | 134 |
| to legislators: | 0 | 30 | 69 |
| to community members: | 0 | 1,182 | 1,006 |
| to other groups: | 100 | 3,611 | 3,704 |

* Detective Services reported that this number should be greater, however, the number of attendees at all presentations was not kept.



◆ **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 in 2003 – 59%

proportion who felt very or somewhat aware of impacts of organised crime on society in 2004 – 64%

between 2003 and 2004, the proportion who felt very or somewhat aware of impacts of organised crime on society increased 5%

between 2001 and 2004, the proportion who felt very or somewhat aware of impacts of organised crime on society decreased 3%

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%

proportion who felt organised crime has had any impact on them personally in 2003 – 30%

proportion who felt organised crime has had any impact on them personally in 2004 – 31%

(the most frequent responses in all years were impacts on safety and financial impacts)

between 2003 and 2004, the proportion who felt organised crime has had any impact on them personally increased 1%

between 2001 and 2004, the proportion who felt organised crime has had any impact on them personally increased 4%

** Information provided throughout this report on public perceptions was collected through a random survey of 1,200 adult residents of Toronto, conducted for the Service at the end of each year.



PRIORITY: ORGANISED CRIME

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

Strategies:

- 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.
- Add TDS and Service drug cases to Intelligence Support database.

PERFORMANCE OBJECTIVES/INDICATORS:

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

Number of enforcement priorities determined using OACP organised crime risk/threat assessment process during 2001 – n/a

Number of enforcement priorities determined using OACP organised crime risk/threat assessment process during 2002 – process used, but number of priorities determined was not available

Number of enforcement priorities determined using OACP organised crime risk/threat assessment process during 2003 – 50

SIS-Biker Enforcement Unit conducted 38 Special Support Group initiatives and 12 other investigative projects across Ontario for gangs assessed a high rating by Criminal Intelligence Services Ontario.

Number of enforcement priorities determined using OACP organised crime risk/threat assessment process during 2004 – 49

◆ **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



number of enforcement initiatives targeting non-traditional organised crime groups in 2003 – 7

number of enforcement initiatives targeting non-traditional organised crime groups in 2004 – 29

(non-traditional organised crime groups include, for example, organised vehicle theft rings, local street gangs, Japanese Organised crime, Caribbean Organised crime)

◆ **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

number of enforcement initiatives targeting traditional organised crime groups in 2003 – 60

number of enforcement initiatives targeting traditional organised crime groups in 2004 – 64

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

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

number of enforcement initiatives dealing with connected organised crime groups/organised crime groups working together during 2001 – n/a

number of groups involved – n/a

number of enforcement initiatives dealing with connected organised crime groups/organised crime groups working together during 2002 – n/a

number of groups involved – n/a

number of enforcement initiatives dealing with connected organised crime groups/organised crime groups working together during 2003 – 7

number of groups involved – 8

number of enforcement initiatives dealing with connected organised crime groups/organised crime groups working together during 2004 – 9

number of groups involved – 17



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

In 2002:

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.

In 2003:

In 2003, the Toronto Police Service investigated 140 marihuana grow operations, or 'grow sites', a 73 % increase over the 81 grow sites investigated in 2002 and a 324% increase in the 33 grow sites investigated in 2001.

The TDS operated joint force investigations with York Regional Police, the OPP, Peel Regional Police, US Customs, Canada Customs and Revenue, and the RCMP. The TDS also worked with virtually every division in the City and with other partner agencies, such as Ontario Hydro, Toronto District and Toronto Catholic District School Boards, the CAS, the



Alcohol and Gaming Commission of Ontario, and the Provincial Weapons Enforcement Unit, conducting multiple investigations.

In 2003, the TDS acquired a full time Drug Squad Analyst to improve the information systems, analytical capabilities, and communication between the TDS and Intelligence Services.

The Intelligence Support-Operations Section developed investigative projects by conducting intelligence probes (short-term projects in various areas), to determine whether there was merit in committing resources to a full enforcement project into the subject matter. Though full enforcement projects often involve further intelligence gathering, in some cases the probes identify the need for property or commodity based investigations. In these situations, the information is provided to the appropriate area, such as the SIS Major Crime Task Force, the TDS, or a division, and Intelligence Support provides the initial work-up. Examples in 2003 include a major ecstasy drug trafficking investigation, a gang targeting jewellery manufacturers, copyright infringement and software piracy, money laundering, and stolen credit card information.

In 2004:

This year saw an increase in the number of homicide investigations that required intervention by way of resorting to Criminal Code Part VI (i.e. wiretaps). Perhaps the most important was 'Project Pathfinder'. A series of murders and shootings at all times of the day and night in the north-east part of the city resulted in considerable community fear. Homicide became the lead unit with Intelligence, Special Investigation Services (SIS), and 42 Division supporting and working with them. After many months of work, 20 persons were arrested. The highly publicised arrests brought a sense of calm to the streets. Charges laid included first degree murder, as well as narcotics and criminal organisation charges. A large number of firearms were seized.

Another successful project involving Homicide as the lead, working closely with Intelligence, the SIS Gun and Gang unit, and 55 Division, was called 'Project Mentor'. A popular young man known for his mentoring skills was shot in the hallway of the apartment building in which he resided. There were no known witnesses. With little more than 'street talk' to go on, a project involving these units began. The Project resulted in three people arrested and charged with first degree murder. Others were charged with related offences, and several illegal firearms were recovered and removed from the streets.

SIS joined forces with Intelligence and 42 Division for 'Project Impact'. The Malvern community was living in fear: they wouldn't go out at night, did their shopping elsewhere, and rarely ventured off their property because of the fear of gangs that were taking over the community. Evidence gathered resulted in the arrest of 70 people on over 600 charges, and the seizure of 28 firearms. In the aftermath of the arrests, CFTO TV approached countless citizens who reported they were relieved and felt safe again. Not only were many of those



responsible for this insecurity locked up, but the guns causing the problems were also removed.

The number of marijuana grow houses is showing exponential growth in the Greater Toronto Area, and specifically in Toronto. There were 320 grow houses dismantled by the Toronto Police Service in 2004, a 129% increase over the 140 dismantled in 2003. The Toronto Police Drug Squad works closely with Intelligence and divisional units to track these grow houses, gather the evidence needed, and then shut them down by dismantling them. New equipment was acquired in 2004 to make this dismantling safer for the officers, and to shorten the amount of time from discovery to dismantling.

The examples cited above show how major crimes, like a murder that may have gone unsolved because of a lack of witnesses, can now be solved and offenders arrested simply by bringing the expertise of the different units of the Service together to jointly attack the problem together rather than doing it alone.



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 on issues relating to organised crime in 2003 – 5,055
number of officers trained on issues relating to organised crime in 2004 – 11,146

between 2003 and 2004, the number of officers trained increased 120.5%

between 2001 and 2004, the number of officers trained increased 267.1%

examples of types of training received in 2002:

- information on organised crime during recruit training
- information on organised crime during advanced patrol training
- outlaw motorcycle gangs
- psychological factors motivating youths to join gangs
- dealing with youth in crisis

examples of types of training received in 2003:

- C-24 Lawful Justification
- street gangs
- illegal gambling investigation
- biker investigators course
- surveillance
- major case management



- intelligence officer course
- intelligence analysis
- undercover operator course

examples of types of training received in 2004:

- C-24 Lawful Justification
- Major Case Management search warrant course
- surveillance
- intelligence officer course
- intelligence analysis / intelligence strategic analysis
- general investigators' course / investigative analysis
- undercover operator course / undercover techniques
- firearms investigators course / firearms identification
- illegal gaming / gambling
- gangs / GangNet
- auto examiners course
- copyright and counterfeit / counterfeit currency and debit fraud (video)
- proceeds of crime
- covert handler course
- international fugitive seminar
- Skynarc (organised crime airport investigative techniques)
- affidavit preparation (Part VI authorisations)
- advanced search warrant course
- drug investigator technique course
- advanced patrol training
- recruit training

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

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 made to front-line officers regarding their role in addressing organised crime in 2003 – 79

number of officers receiving training in 2003 – 3,271



number of presentations made to front-line officers regarding their role in addressing organised crime in 2004 – 359

number of officers receiving training in 2004 – 11,454

between 2003 and 2004, the number of presentations to front-line officers regarding their role in addressing organised crime increased 354.4%

between 2003 and 2004, the number of front-line officers receiving this training increased 250.2%

between 2001 and 2004, the number of presentations to front-line officers regarding their role in addressing organised crime increased 223.4%

between 2001 and 2004, the number of front-line officers receiving this training increased 341.0%



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:

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

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 in 2003 – 41
number of joint (enforcement) projects targeting organised crime in 2004 – 54

between 2003 and 2004, the number of joint (enforcement) projects targeting organised crime increased 31.7%

between 2001 and 2004, the number of joint (enforcement) projects targeting organised crime increased 25.6%

- ◆ **INCREASE IN NUMBER AND VALUE OF SEIZURES OF ASSETS/PROPERTIES FROM ORGANISED CRIME GROUPS**

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 in 2003 – 39
total \$ value – \$64,234,051 *

number of seizures of assets/properties from organised crime groups in 2004 – 433 **
total \$ value – \$51,917,966 ***

between 2003 and 2004, the number of seizures of assets/properties from organised crime groups increased 1,010.3%

total value of seizures from organised crime groups decreased \$12,316,085

between 2001 and 2004, the number of seizures of assets/properties from organised crime groups increased 10,725.0%

total value of seizures from organised crime groups increased \$51,904,966

* As per Detective Services, these statistics are according to the TPS Proceeds of Crime section's records. This includes all TPS drug cash seizures (SPMD) and other Criminal Code offences deemed worthy of SIS Proceeds' attention. This figure also includes reported seizures by the SIS Gang & Gun Task Force, SIS Firearms Enforcement Unit, and the Street Violence Task Force.

** Detective Services noted that Proceeds tracking methods improved significantly in 2004. As previously, these statistics are according to the TDS & TPS Proceeds of Crime section's records. The numbers include all TPS drug cash seizures (SPMD) and other Criminal Code offences deemed worthy of SIS Proceeds' attention. Property to be destroyed at the conclusion of criminal matters (i.e. guns) or returned to legitimate owners or insurance companies (i.e. pawn seizures or recovered autos) is not included in the final stats.

*** Figures supplied by Detective Services showed the total value of seizures in 2004 to be \$50,940,738 CDN and \$788,087 US. The total shown is based on the exchange rate as of April 14, 2005, of \$1 US to \$1.24 CDN.



PRIORITY: ORGANISED CRIME

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

Strategies:

- 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**

Yes

The Unit Commander of Intelligence Support also meets regularly with Joint Management Teams (JMT) to discuss projects at the Combined Forces Special Enforcement Unit (CFSEU) and the Integrated National Security Enforcement Team (INSET).

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

Yes, active terrorist groups or those with links to active terrorist groups have been identified.

The number of active terrorist groups or those with links to active terrorist groups identified is classified and subject to ongoing investigations.

Terrorism is not a municipal policing mandate. It is mandated federally and provincially. The RCMP has INSET, the Province has the Provincial Anti-Terrorism Section (PATS); the Canadian Security Intelligence Service (CSIS) also has a mandate to deal with terrorism.



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

Yes, potential terrorist targets have been identified.

The number of potential terrorist targets identified is classified and subject to ongoing investigations.

Intelligence Support has been involved with a number of initiatives aimed at reducing the terrorist threats to potential targets within Toronto. For example:

- Meetings with private security groups in the downtown core have been established.
- Continued liaison with counterparts at INSET, PATS, CSIS, Immigration, US Customs, Canada Customs, Transport Canada, GTAA, and IBET.



PRIORITY: TRAFFIC SAFETY

GOAL: INCREASE ENFORCEMENT OF AGGRESSIVE DRIVING OFFENCES.

Strategies:

- Clearly articulate the expectations and responsibility of all officers to take an active role in the enforcement of all traffic related statutes.
- Continue to develop and implement traffic safety programs and campaigns that address specific traffic related issues corporately, such as aggressive driving, impaired driving by alcohol and/or drugs, unfit drivers, street racing, pedestrian safety, and cyclist safety.
- Continue directed patrols in support of the monthly traffic safety campaigns, such as Operation Ped-Safe and Operation Target Street, and including the yearly national and provincial safety programs.
- Continue directed patrols in support of local divisional traffic related issues identified through the crime and disorder management process.
- Include an education and awareness component in each traffic safety program and campaign, to support the focused enforcement activity.
- General and self-initiated patrols focusing on enforcement of targeted offences, including, but not limited to, impaired/dangerous/careless driving, disobeying traffic signals and signs, improper turns, following too close, unsafe lane changes, and speeding.
- General, directed, and self-initiated patrols focusing on enforcement of commercial motor vehicles that are unfit for the road.
- General, directed, and self-initiated patrols focusing on enforcement at high collision intersections to decrease the number of collisions.
- General, directed, and self-initiated patrols focusing on aggressive driving enforcement in school zones.
- Ensure that more front-line officers receive speed measuring training, increasing the number of officers certified in the use of both mobile and stationary radar and laser speed measuring devices.
- Ensure that speed measuring devices are assigned and used by qualified members on all shifts.
- Maximise enforcement capabilities by using a variety of enforcement tools, such as bicycles, motorcycles, marked, unmarked, and non-conventional 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 charged in 2003 – 16,258
number of persons charged in 2004 – 14,680

between 2003 and 2004, the number of persons charged decreased 9.7%

between 2001 and 2004, the number of persons charged decreased 21.6%



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

number of traffic-related fatalities in 2001 – 56*
number of traffic-related fatalities in 2002 – 97
number of traffic-related fatalities in 2003 – 74
number of traffic-related fatalities in 2004 – 66

between 2003 and 2004, the number of traffic-related fatalities decreased 10.8%

between 2001 and 2004, the number of traffic-related fatalities increased 17.9%

◆ **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 in 2003 – 22,317
number of traffic-related injuries in 2004 – 17,575

between 2003 and 2004, the number of traffic-related injuries decreased 21.2%

between 2001 and 2004, the number of traffic-related injuries decreased 27.1%

◆ **DECREASE IN NUMBER OF TRAFFIC COLLISIONS**

number of traffic collisions in 2001 – 73,174
number of traffic collisions in 2002 – 73,684 **
number of traffic collisions in 2003 – 68,431
number of traffic collisions in 2004 – 56,158

between 2003 and 2004, the number of traffic collisions decreased 17.9%

between 2001 and 2004, the number of traffic collisions decreased 23.3%

* Previously, there were 57 fatalities listed for 2001. While the death occurred in 2001, the collision occurred in 2000. The number 56 reflects the current reporting practices for fatalities.

** The number of traffic collisions in 2002 and in 2003 have been updated from those shown in previous Performance Reports.



PRIORITY: TRAFFIC SAFETY

GOAL: INCREASE FOCUS ON PEDESTRIAN SAFETY, ESPECIALLY SENIORS.

Strategies:

- Identify, through detailed collision analysis, high risk areas and high risk factors that lead to death and injuries among senior pedestrians.
- Incorporate collision analysis data in the development of educational traffic safety programs to address high risk senior issues.
- Continue to support the ‘Daredevil’ senior pedestrian educational program presented by Sunnybrook and Women’s College Health Sciences Centre, by providing topical and pertinent information regarding current trends in senior pedestrian collisions.
- Reduce the use of bicycles on sidewalks through cyclist awareness, education, and enforcement.
- Continued awareness, education, and enforcement focusing on pedestrian safety, including the use of crosswalks and automatic traffic signals.
- Conduct lectures on traffic safety at senior homes and senior community centres, as well as at public school kindergarten and elementary classes.
- Contact Toronto Transportation to obtain locations of all pedestrian crossovers for focused enforcement of all violations.
- Use Auxiliaries to hand out educational pamphlets in high volume, problematic pedestrian areas.
- Identify geographic locations where seniors are at risk and target those areas for enforcement/ education activities.
- Work with Toronto Transportation to ensure Crime Prevention Through Environmental Design (CPTED) audits are conducted on identified high risk intersections to ensure the safest possible design is being used.
- Work with Toronto Transportation to monitor traffic signals in areas used by seniors to ensure there is enough time for them to cross the roadway safely.
- Use education, awareness, and enforcement principles to target both motorists who endanger the safety of pedestrians, as well as pedestrians who fail to obey pedestrian-related laws.
- 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 in 2003 – 2,332
number of pedestrians injured in traffic collisions in 2004 – 2,099

between 2003 and 2004, the number of pedestrians injured in traffic collisions decreased 10.0%

between 2001 and 2004, the number of pedestrians injured in traffic collisions decreased 3.1%



◆ **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 in 2003 – 266
number of senior (65 yrs and older) pedestrians injured in traffic collisions in 2004 – 253

between 2003 and 2004, the number of senior (65 yrs and older) pedestrians injured in traffic collisions decreased 4.9%

between 2001 and 2004, the number of senior (65 yrs and older) pedestrians injured in traffic collisions decreased 1.9%

◆ **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 in 2003 – 43
number of pedestrians killed in traffic collisions in 2004 – 28

between 2003 and 2004, the number of pedestrians killed in traffic collisions decreased 34.9%

between 2001 and 2004, the number of pedestrians killed in traffic collisions decreased 12.5%

◆ **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 in 2003 – 16
number of senior (65 yrs and older) pedestrians killed in traffic collisions in 2004 – 16

between 2003 and 2004, the number of senior (65 yrs and older) pedestrians killed in traffic collisions showed no change

between 2001 and 2004, the number of senior (65 yrs and older) pedestrians killed in traffic collisions increased 33.3%



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.
- Increase enforcement efforts around secondary schools.
- Raise awareness internally and externally about high risk drivers. This initiative will encompass bicyclists, motorcyclists, novice, elderly, unfit, and impaired drivers.
- Ensure drivers who exhibit poor or risky driving ability are reported to the Ministry of Transportation.

PERFORMANCE OBJECTIVES/INDICATORS:

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

number of presentations made to high risk drivers during 2001 – 38
number of presentations made to high risk drivers during 2002 – 41
number of presentations made to high risk drivers during 2003 – 52
number of presentations made to high risk drivers during 2004 – 58

between 2003 and 2004, the number of presentations made to high risk drivers increased 11.5%

between 2001 and 2004, the number of presentations made to high risk drivers increased 52.6%

◆ **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 in 2003 – 16
number of programs for high risk drivers in 2004 – 18

between 2003 and 2004, the number of programs for high risk drivers increased 12.5%

between 2001 and 2003, the number of programs for high risk drivers increased 50.0%



◆ **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.
- Emphasise enforcement 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.
- Use Toronto Transportation data to identify high collision locations for increased enforcement.
- Work with Toronto Transportation to identify residential streets with speeding problems for increased enforcement.
- Traffic patterns, collision 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.
- Document relationships between traffic enforcement, crime patterns, and public safety.
- Promote preventative measures that can 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
number of traffic safety issues/problems identified as of December 31st, 2003 – 10
number of traffic safety issues/problems identified as of December 31st, 2004 – 11

types of traffic safety issues/problems identified in 2002, 2003, and 2004:

- reducing pedestrian collisions
- reducing pedestrian collisions involving senior citizens
- preventing gridlocked intersections during a.m. & p.m. peak hours
- reducing incidents of driving impaired by the use of alcohol
- reducing incidents of driving impaired by the use of drugs
- aggressive driving enforcement
- TTC safety issues, passengers leaving or attempting to board streetcars and buses
- reducing cyclist collisions
- reducing collisions involving unfit drivers
- reducing collisions involving Service vehicles
- reducing incidents of street racing



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

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

number of programs/projects implemented as of December 31st, 2003 – 16

number of programs/projects implemented as of December 31st, 2004 – 18



PRIORITY: TRAFFIC SAFETY

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

Strategies:

- Strengthen the interaction with the Road Safety Coalition to enhance the educational component of joint traffic safety campaigns.
- Strengthen partnerships formed with GTA police services through effective representation on the GTA Traffic Managers' Committee.
- Continue to develop and present school traffic safety programs in partnership with school administrations, social agencies, and businesses.
- Involve members from the City of Toronto Health Services Department in the Child Seat Safety program.
- Involve commercial vehicle inspectors from Traffic Services, other divisions, the Ministry of Transportation, Environment Canada, and City of Toronto Licensing and Standards in commercial vehicle enforcement.
- Attend meetings with the divisional Community Police Liaison Committees to discuss traffic safety issues.
- Maintain working 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.
- Maintain partnerships with the Ontario Community Council on Impaired Driving and MADD Canada to raise public awareness about the consequences of impaired driving by both drugs and alcohol.
- Continue to partner 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 (drugs and alcohol), school age programs, school bus safety, seat belt /child passenger safety, older drivers, cyclists, pedestrians, street racing, and truck safety.
- Maintain and strengthen municipal, provincial, and federal political contacts to gain assistance in disseminating traffic safety issues.
- Develop partnerships with senior advocate groups to increase the safety of seniors.
- Pursue collaborative opportunities with 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 in 2003 – 44
number of partnerships dealing with traffic safety issues in 2004 – 45



between 2003 and 2004, the number of partnerships dealing with traffic safety issues increased 2.3%

between 2001 and 2004, the number of partnerships dealing with traffic safety issues increased 15.4%

◆ **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 in 2003 – 16

number of traffic safety programs/initiatives carried out with partners in 2004 – 18

between 2003 and 2004, the number of traffic safety programs/initiatives carried out with partners increased 12.5%

between 2001 and 2004, the number of traffic safety programs/initiatives carried out with partners increased 38.5%



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.
- Increase TDS attendance at divisional crime management and community meetings.
- Divisional unit commanders will develop strategies in conjunction with the TDS to deal with local street level drug issues to respond to community problems/concerns.

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 for officers involved in drug enforcement in 2003 – 50
number of officers trained in 2003 – 3,147

number of training sessions for officers involved in drug enforcement in 2004 – 30
number of officers trained in 2004 – 4262

between 2003 and 2004, the number of training sessions decreased 40.0%
number of officers trained increased 35.4%

**between 2001 and 2004, the number of training sessions increased 114.3%
number of officers trained increased 778.8%**

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

number of persons charged/arrested by divisional officers for drug offences in 2001 – 5,038
number of persons charged/arrested by divisional officers for drug offences in 2002 – 5,246
number of persons charged/arrested by divisional officers for drug offences in 2003 – 3,622
number of persons charged/arrested by divisional officers for drug offences in 2004 – 4,971

between 2003 and 2004, the number of persons charged/arrested by divisional officers for drug offences increased 37.2%



between 2001 and 2004, the number of persons charged/arrested by divisional officers for drug offences decreased 1.3%

total number of persons charged/arrested for drug offences in 2001 – 5,795
total number of persons charged/arrested for drug offences in 2002 – 6,258
total number of persons charged/arrested for drug offences in 2003 – 4,483
total number of persons charged/arrested for drug offences in 2004 – 5,921

between 2003 and 2004, the total number of persons charged/arrested for drug offences increased 32.1%

between 2001 and 2004, the total number of persons charged/arrested for drug offences increased 2.2%

◆ **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%
felt very or reasonably safe in neighbourhood in 2003 – 90%
felt very or reasonably safe in neighbourhood in 2004 – 92%

ever walked alone in neighbourhood after dark in 2001 – 71%
ever walked alone in neighbourhood after dark in 2002 – 51%
ever walked alone in neighbourhood after dark in 2003 – 69%
ever walked alone in neighbourhood after dark in 2004 – 73%

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 crime in neighbourhood in 2003 – 64%
somewhat or very concerned about crime in neighbourhood in 2004 – 61%

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 feeling safe/secure in neighbourhood in 2003 – 58%
somewhat or very concerned about feeling safe/secure in neighbourhood in 2004 – 59%

somewhat or very concerned about drugs in neighbourhood in 2001 – 57%
somewhat or very concerned about drugs in neighbourhood in 2002 – 45%
somewhat or very concerned about drugs in neighbourhood in 2003 – 56%
somewhat or very concerned about drugs in neighbourhood in 2004 – 56%



◆ **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 – 16,117
number of break & enters reported in 2002 – 15,679
number of break & enters reported in 2003 – 16,451
number of break & enters reported in 2004 – 17,156

between 2003 and 2004, the number of break & enters reported increased 4.3%

between 2001 and 2004, the number of break & enters reported increased 6.4%

number of thefts from vehicles reported in 2001 – 20,771
number of thefts from vehicles reported in 2002 – 19,878
number of thefts from vehicles reported in 2003 – 17,854
number of thefts from vehicles reported in 2004 – 17,368

between 2003 and 2004, the number of thefts from vehicles reported decreased 2.7%

between 2001 and 2004, the number of thefts from vehicles reported decreased 16.4%

number of robberies reported in 2001 – 4,936
number of robberies reported in 2002 – 4,581
number of robberies reported in 2003 – 5,463
number of robberies reported in 2004 – 5,348

between 2003 and 2004, the number of robberies reported decreased 2.1%

between 2001 and 2004, the number of robberies reported increased 8.3%

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

In 2002, 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 created in concert with divisions
- presentation and attendance at divisions for lectures/education sessions and de-briefing on uniform parade



In 2003, co-ordination and communication between centralised drug units and divisions were improved by:

- analyst designated at Intelligence Services to interact with divisional analysts
- major drug investigation policy compels joint initiatives between drug squad and field
- continued attendance at divisional crime management meetings
- template developed for divisional approval of exigent circumstances
- CDIU working with divisional personnel to develop best picture of drug crime in division

In 2004, co-ordination and communication between centralised drug units and divisions were improved by:

- Major Drug Investigation Policy, which specifically outlines under what circumstances the Toronto Drug Squad shall be notified
- regular attendance and lectures of supervisors from the Toronto Drug Squad to uniform platoons
- creation of the Toronto Drug Squad Intranet website, which contains information such as officer safety, current drug squad investigative information, contact names for sources of drug information, expertise, and a street drug price list
- permanent Drug Squad Analyst located in the Toronto Drug Squad facility and the publication of a weekly report with current trends, intelligence, and issues
- monthly report on the Marijuana Operation locations in the City of Toronto
- continued attendance of supervisors at the divisional crime management meetings



PRIORITY: DRUG ENFORCEMENT AND EDUCATION

GOAL: BROADEN SERVICE RESPONSE TO DRUG ENFORCEMENT BY INCREASING REFERRALS TO DIVERSION PROGRAMS.

Strategies:

- Provide information to officers regarding diversion programs, including Drug Treatment Court, eligibility criteria, and referral processes.
- Review and revise Service procedure(s) as appropriate to ensure information relating to referral programs and their use is as up-to-date as possible.

PERFORMANCE OBJECTIVES/INDICATORS:

◆ 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

number of people arrested for drugs recommended for Drug Treatment Court as of December 31st, 2003 – 224

number of people arrested for drugs recommended for Drug Treatment Court as of December 31st, 2004 – 294

between 2003 and 2004, the number of people arrested for drugs recommended for Drug Treatment Court increased 31.3%

between 2002 and 2004, the number of people arrested for drugs recommended for Drug Treatment Court increased 23.5%



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 members of the TDS will continue to foster relationships with other law enforcement agencies.
- 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, but a GTA Marijuana Grow Initiative Team is to commence April 2005 with Federal funding.

◆ **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)

number of law enforcement agency partnerships dealing with drug enforcement as of December 31st, 2003 – 12

number of law enforcement agency partnerships dealing with drug enforcement as of December 31st, 2004 – 58

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

number of joint enforcement projects targeting drugs in 2001 – n/a

number of joint enforcement projects targeting drugs in 2002 – 7

number of joint enforcement projects targeting drugs in 2003 – 11

number of joint enforcement projects targeting drugs in 2004 – 25



between 2003 and 2004, the number of joint enforcement projects targeting drugs increased 127.3%

between 2002 and 2004, the number of joint enforcement projects targeting drugs increased 257.1%

◆ **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

number of joint enforcement projects targeting organised crime groups involved with drugs as of December 31st, 2003 – 11

number of joint enforcement projects targeting organised crime groups involved with drugs as of December 31st, 2004 – 26



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 – 689

number of partnerships with health, education, and/or treatment agencies as of December 31st, 2003 – 668

number of partnerships with health, education, and/or treatment agencies as of December 31st, 2004 – 780

between 2003 and 2004, the number of partnerships with health, education, and/or treatment agencies increased 16.8%

between 2001 and 2004, the number of partnerships with health, education, and/or treatment agencies increased 105.8%

◆ **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 – 179

number of joint initiatives developed as of December 31st, 2003 – 145

number of joint initiatives developed as of December 31st, 2004 – 134

between 2003 and 2004, the number of joint initiatives developed decreased 7.6%



between 2001 and 2004, the number of joint initiatives developed increased 26.4%

◆ **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 – 165

number of joint initiatives implemented as of December 31st, 2003 – 144

number of joint initiatives implemented as of December 31st, 2004 – 134

between 2003 and 2004, the number of joint initiatives implemented decreased 6.9%

between 2001 and 2004, the number of joint initiatives implemented increased 38.1%



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.
- Increase TDS attendance at divisional crime management and community meetings.
- Increase TDS attendance at divisional training sessions.

PERFORMANCE OBJECTIVES/INDICATORS:

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

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

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

number of education/awareness initiatives carried out for Service members as of December 31st, 2003 – 70

number of education/awareness initiatives carried out for community members as of December 31st, 2003 – 56

number of education/awareness initiatives carried out for Service members as of December 31st, 2004 – 44

number of education/awareness initiatives carried out for community members as of December 31st, 2004 – 58

◆ **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 in 2003 – 59%

proportion who felt very or somewhat aware of impacts of organised crime on society in 2004 – 64%

between 2003 and 2004, the proportion who felt very or somewhat aware of impacts of organised crime on society increased 5%

between 2001 and 2004, the proportion who felt very or somewhat aware of impacts of organised crime on society decreased 3%

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%

proportion who felt organised crime has had any impact on them personally in 2003 – 30%

proportion who felt organised crime has had any impact on them personally in 2004 – 31%

(the most frequent responses in all years were impacts on safety and financial impacts)

between 2003 and 2004, the proportion who felt organised crime has had any impact on them personally increased 1%

between 2001 and 2004, the proportion who felt organised crime has had any impact on them personally increased 4%



PRIORITY: HUMAN RESOURCE DEVELOPMENT

GOAL: INCREASE TRAINING DEALING WITH ETHICS AND PROFESSIONAL BEHAVIOUR.

Strategies:

- Include ethics and professionalism in the Advanced Patrol Training (APT) course. In addition, in 2005, APT will have three modules dedicated to ethics, professional policing, and diversity.
- Continue to provide ethics and diversity training to members not covered by the APT program.
- Provide a two-day course on Ethical Deliberation for all senior officers, both civilian and uniform.
- Enhance the 3-week OPC-Frontline Supervisor course to include a 2-day ethics and diversity component, pursuant to Judge Ferguson's report.
- Develop the 1-day Occupational Health & Safety Supervisors course, stressing accountability and leadership for all civilian and uniform supervisors when dealing with hazards in the workplace, and the duties and roles of supervisors and members under their charge.
- Enhance the 10-day Civilian Supervisor course to include a 2-day ethics and diversity component, pursuant to Judge Ferguson's report, and a 1-day Occupational Health & Safety component.
- Provide specific ethics and professional training in all applicable courses.
- Enhance the 5-day Uniform Operational Supervisor course to include a 1-day Occupational Health & Safety component and a 3rd 90-minute module on Criminal Conduct Issues with members of the Professional Standards Unit.
- The 10-day Instructional Techniques course reinforces the core values of the Service and prepares members to deliver a presentation in a professional and ethical manner. The course has been enhanced to stress professionalism in policing by providing members with an intensive overview of adult education principles and to apply those principles at a professional level.
- Ensure all members of the Officer Safety Section are fully trained in Instructional Techniques. This is a requirement for all officer safety instructors as a prerequisite to attending the 3 week Use of Force Trainers Course at the Ontario Police College. Section instructors also receive updated facilitation training in various instructors level courses such as the Shotgun Instruction Course, Pistol Instructor Course, etc.

PERFORMANCE OBJECTIVES/INDICATORS:

◆ CHANGES MADE TO RELEVANT OFFICER TRAINING

In 2002:

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.

In 2003:

Professional Standards participated in the following courses during 2003:

- Management Level 1 Supervisory Course (x1)
- Provincial Statutes Course (x10)
- Unit Complaint Co-ordinator Training Seminars (x1)
- Operational Supervisors Course (x4) (*newly formed*)

In addition, members of Professional Standards participated in 10 lectures at the Wednesday divisional training sessions for 11 and 12 Divisions.

The course content for these sessions focused on professionalism, ethical behaviour, and especially complaint avoidance as it pertains to ‘customer service delivery’. Exposure to the concepts of ethical decision-making is consistent with the recommendations made by Justice Ferguson in his 2003 Report addressing methodology that could be used to minimize misconduct issues.



Training & Education further reported that the following courses in the Leadership Development Section included ethics content during 2003:

- Management Level I (1 course)
- Civilian Management Level 1 (1 course)
- Professional Development (2 courses)
- Policing a Diverse Community (21 courses)
- APT Racial Profiling (40 sessions)

The ethics module was developed in order to provide tools and strategies to assist members in dealing with ethical challenges encountered in the workplace

In 2004:

Professional Standards participated in the following courses during 2004:

- Management Level 1 Supervisory Course (x4)
- Operational Supervisors Course (x8)
- Provincial Statutes Course (x9)
- Post-Aylmer Recruit Classes (x6)

In addition, Professional Standards personnel presented training on 12 separate occasions to a variety of units/divisions, provided training for the accreditation of Service members at the Police Services Act and Complaint Investigators Course, and delivered a lecture for the benefit of the Ontario Provincial Police at the North-east Region NCO Conference.

The fundamentals of ethical philosophy and professionalism have not changed dramatically, and, therefore, the course content for Service members has remained consistent from year to year, with the only amendments being adjustments in the cases used as examples. The focus continues to centre on ‘customer service delivery’, exposing members to the concepts of ethical decision making, and is targeted at reducing the overall number of public complaints.

Training & Education further reported that the following courses included ethics content during 2004:

- Policing & Diversity (10 courses)
- APT (Ethics) (37 courses)
- APT (Racial Profiling) (37 courses)
- Senior Officers (4 courses)
- General Investigators (Investigative Training Section and Human Relations Training Section - 11 courses)
- Uniform Supervisor (3 courses)
- Front-line Supervisor (2 courses)
- Civilian Management (1 course)



- Court Recruits (3 courses)
- Management & Evaluation of Risks in Investigations (6 courses)
- Ethics & Professionalism in Policing (6 courses)

Recommendation 3.3 from the Ferguson Report states that ethics and integrity must be incorporated as important components in all training and continuing education courses provided by the Service. The Human Relations Training Section (HRTS) at the Training & Education unit is addressing this recommendation. Ethics and integrity concepts/issues have been incorporated into training for coach officers and supervisors, and into general investigation and interviewing courses. All course training standards are currently being reviewed to determine where ethics modules exist, and where they can be most effectively placed. A similar process is under way in for diversity issues. A review of *all* training courses (to ensure that an ethics component is in place) is under way, and is expected to take the new HRTS 2-3 years to complete. Since the processes needed to satisfy this recommendation are in place, it is considered to be complete.

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

number of public complaints investigated dealing with officer conduct (serious and less serious) in 2001 – 495

number of public complaints investigated dealing with officer conduct (serious and less serious) in 2002 – 470

number of public complaints investigated dealing with officer conduct (serious and less serious) in 2003 – 483

number of public complaints investigated dealing with officer conduct (serious and less serious) in 2004 – 486*

between 2003 and 2004, the number of public complaints investigated dealing with officer conduct (serious and less serious) increased 0.6%

between 2001 and 2004, the number of public complaints investigated dealing with officer conduct (serious and less serious) decreased 1.8%

* Due to a change by Professional Standards in the way complaints data is categorised and reported, all numbers have been revised from those shown in previous Year End reports.



◆ **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 in 2003 – 83%
rated the professionalism of the officer(s) as excellent or good in 2004 – 82%

between 2003 and 2004, respondents who rated the professionalism of the officer(s) as excellent or good decreased 1%

between 2001 and 2004, respondents who rated the professionalism of the officer(s) as excellent or good showed no change

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 in 2003 – 80%
rated the courtesy of the officer(s) as excellent or good in 2004 – 82%

between 2003 and 2004, respondents who rated the courtesy of the officer(s) as excellent or good increased 2%

between 2001 and 2004, respondents who rated the courtesy of the officer(s) as excellent or good increased 1%

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 in 2003 – 82%
rated the conduct of the officer(s) as excellent or good in 2004 – 82%

between 2003 and 2004, respondents who rated the conduct of the officer(s) as excellent or good showed no change

between 2001 and 2004, respondents who rated the conduct of the officer(s) as excellent or good showed no change



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.
- The Recruiting Unit will attend career fairs to provide information about the 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 and 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 on 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.
- 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.
- In partnership with the Community Crime Awareness Association, the Recruiting Unit will be involved in a mentoring and recruiting initiative within the Asian community. This initiative will be spearheaded by key stakeholders in the community.
- Members of the Recruiting Unit are assigned to work in specific communities in conjunction with officers from the Community Liaison unit. This includes 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 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 work closely with uniform recruiters. They 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 interested in policing as a career 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 continues to be updated on the TPS Internet and Intranet websites. Recruiting members 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, continues to be included on both TPS websites. It is also 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 presentations and information packages. Literature includes 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 unsuccessful in the Police Constable Selection System will be identified and contact 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 encouraged to use the various specific mentoring sessions.
- On a daily basis, members of the Recruiting Unit provide information to interested candidates who attend in person, including internal civilian members seeking information about becoming a police officer. Recruiting officers are available 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 will be conducted to assist candidates in understanding the expectations and preparation required to complete the Police Analytical Thinking Inventory (PATI) and Written Communication Test (WCT). A 2-hour session will be conducted on a regular 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 and a 2-hour session will 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, arrangements have been made to use CO Bick College for practice sessions.
- Female members of the TPS Recruiting Unit conduct sessions specific to female candidates at CO Bick College. Expectations and preparation for the Constable Selection System continue to be the focus.
- The Recruiting Unit will co-ordinate with the Uniform Development Planning Officer to obtain statistical data to assist in determining 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 disseminate this information during the course of their duties.
- Members of the Recruiting Unit are assigned to various divisions. Presentations are delivered several times during the year at CPLC meetings to update community members.
- Members of the Recruiting Unit check the Internet daily and reply to interested parties in a timely manner to answer any questions.
- Female members of the Recruiting Unit provide a South Asian Female Information/Prep Practice at CO Bick College.
- A new automated phone line has been installed to assist applicants wishing to register in various mentoring sessions.
- Weekly brainstorming sessions are held to discuss 'new' ideas/concepts in recruiting.



- The TPS has established a relationship with Humber College to develop an outreach initiative to assist in the mentoring and hiring of candidates for the Service. The Service will be extending an invitation to all colleges to develop a similar relationship.
- The Recruiting Section of the Employment Unit formalised the Recruiting Coalition Advisory

Committee comprised of volunteers from our diverse communities. New members were invited and added to the committee representing the Lesbian, Gay, Bi-sexual, Transgender community and the Somalia community.

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 in 2003 – 44
number of female officers hired in 2004 – 58

between 2003 and 2004, the number of female officers hired increased 31.8%

between 2001 and 2004, the number of female officers hired decreased 7.9%

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 in 2003 – 53
number of racial minority/Aboriginal officers hired in 2004 – 78

between 2003 and 2004, the number of racial minority/Aboriginal officers hired increased 47.2%

between 2001 and 2004, the number of racial minority/Aboriginal officers hired increased 34.5%

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 in 2003 – 74
number of officers with more than one language hired in 2004 – 100

between 2003 and 2004, the number of officers with more than one language hired increased 35.1%

between 2001 and 2004, the number of officers with more than one language hired decreased 5.7%



for context:

total number of officers hired in 2001 – 358

total number of officers hired in 2002 – 396

total number of officers hired in 2003 – 187

total number of officers hired in 2004 – 242

between 2003 and 2004, the total number of officers hired increased 29.4%

between 2001 and 2004, the total number of officers hired decreased 32.4%



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 TPS Skills Development and Learning Plan. This will enable the Service to ensure that qualified personnel fill these positions.
- A human resources consultant was hired by the Employment Unit to assist with the development of initiatives associated with this strategy. Position profiles will be compiled with the assistance of management from the three target units (Emergency Task Force, Forensic Identification, and Marine Unit). The profiles will capture a summary of the function, pre-requisite and desired skill sets, the training required for the position, and the application process. Skill-based competencies are also being developed for positions within the Marine Unit (the Ministry of Community Safety and Correctional Services developed competencies for positions within the Emergency Task Force and the Forensic Identification Unit).
- Position profiles, as well as skill-based competencies, will be posted on a career development/succession planning website that is currently being constructed to communicate this information to Service members. Other specialised units will be profiled and the information added to the website.
- Discussions will continue with Training & Education to determine an inventory of external training opportunities related to specialised positions so that members can focus their educational activities. This information will also be added to the website. It is anticipated that by providing members with this information, they can begin to prepare themselves earlier in their careers for eventual job calls issued by specialised units. Specialised units, therefore, will have a greater pool of qualified applicants from which to choose and implement succession planning.
- Focus groups were held with recruits to determine the future needs of Service employees and assist in the formation of career development initiatives. A working group of experienced members was also formed and a meeting held to discuss the challenges of career development and succession planning. A further survey is planned to elicit input from a random sample of Service members.
- Unit Commanders from the three target areas (Marine Unit, Forensic Identification, and Emergency Task Force) were interviewed to determine challenges to succession planning within these units. Once all the data has been collected, the working group will be invited to assist in the formation of an action plan associated with this initiative.
- The Service identified a senior officer to assume the position of Career Development Officer. This position will be assigned to Human Resources in March 2005 and will address succession planning issues.



PERFORMANCE OBJECTIVES/INDICATORS:

◆ UNITS REQUIRING SPECIALISED SKILLS IDENTIFIED

In 2002:

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.

In 2003:

Fifteen units were identified as of December 31, 2003. According to the Audit of Accreditation for Specialized Policing Functions completed by Quality Assurance in 2003, 52 positions were identified as requiring specialized knowledge, skills, and abilities. Appendix A of that report lists these specialized functions, some of which are specifically assigned to a unit, while others are related to a function, such as criminal investigator, police supervisor, etc., that may span several units/divisions.

In 2004:

Human Resources advises no units or positions identified in addition to those identified in the Audit of Accreditation for Specialized Policing Functions by Quality Assurance in 2003.

◆ PROPORTION OF THESE UNITS FOR WHICH SUCCESSION PLANNING PROCESSES IMPLEMENTED

In 2002:

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.

In 2003:

Complete succession plans have not been implemented during 2003 for any units within the Service. However, during 2003, a human resources consultant was hired by the Employment unit to assist with the development of initiatives associated with this Goal. Position profiles have been compiled with the assistance of management from three initial target units: Emergency Task Force, Forensic Identification, and the Marine unit (the Marine unit has replaced Intelligence as part of the initial pilot).

These profiles capture a summary of the specialized functions, pre-requisites, and desired skill sets, as well as the training required for the position and the application process. Skill-based competencies are also being developed for positions within the Marine unit. The Ministry of Community Safety and Correctional Services (formerly the Ministry of Public Safety) has developed competencies for positions within the Emergency Task Force and the Forensic Identification unit. It is anticipated that skill-based competencies will be developed for the Marine unit by March 2004.

Position profiles, as well as skill-based competencies, will be posted on a career development/succession planning website that is being constructed to communicate this information to Service members. Other specialized units will be profiled and the information added to the website. The Employment unit will manage this website and it will be incumbent upon the unit commanders of the specialized functions to communicate any changes to the posted information.

Discussions have been initiated with Training & Education to determine an inventory of external training opportunities related to specialized positions so that members can focus their educational activities. This information will also be added to the website. It is anticipated that by providing members with this information, they can begin to prepare themselves earlier in their careers for eventual job calls issued by specialized units. It is anticipated that the website will be published by April 2004.



Focus groups have been held with recruits to determine the future needs of Service employees and assist in the formation of career development initiatives associated with this Goal. A working group of experienced members has also been formed and a meeting held to discuss the challenges of career development and succession planning. A further survey is planned to elicit input from a random sample of Service members. This approach is being employed to encourage members of all ranks to think about the challenges and importance of succession planning and to take ownership of the formation of this initiative.

As well, Unit Commanders from the three target areas (Marine unit, Forensic Identification, and the Emergency Task Force) have been interviewed to determine challenges to succession planning within their units. Once all the data has been collected, the working group will once again be invited to assist in the formation of an action plan associated with this recommendation. It is anticipated that strategies will be presented to Command by the end of this year for approval and implementation by 2005.

In 2004:

The assistance of the consultant hired to work on this initiative was discontinued in January 2004 due to budget restraints. During the year, position profiles for the ranks of Police Constable/Detective Constable, Sergeant/Detective, and Staff/Detective Sergeant were completed with the assistance of unit management. The following units were profiled: the Central Alternate Response Unit, the Emergency Task Force, Employment, the Marine Unit, the Mounted Unit, Police Dog Services, the Public Safety Unit, Staff Planning and Development, Traffic Services, Training & Education, Forensic Identification Services, the Sex Crimes Unit, and the Toronto Drug Squad.

Position profiles contain information regarding job function, required qualifications, desired qualifications, and training required upon selection. These profiles have been used to build a career development website that includes a career map. This career map contains an inventory of the units within the organisation that have establishment for the ranks profiled. In this way, members can see where they can potentially work at their given rank and what they need to do to prepare for a job competition. Although this initiative does not address senior officers, the career map also contains an inventory for these ranks.

As of the date of this notification, the website had not been published. Justice Ferguson recommended the re-implementation of the career development officer position. The succession planning initiative has been delayed with the anticipation that it will be taken over by the career development officer once he/she has been identified.



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 (Public Safety and Emergency Preparedness) and the Provincial government (Emergency Management Ontario), including Mitigation, Preparation, Response, and Recovery.
- Continue to focus on joint service operations between TPS, Toronto Fire Service (TFS), Emergency Medical Services (EMS), and the Office of Emergency Management (OEM) for Toronto.
- Continue involvement with Joint City of Toronto response teams, including Heavy Urban Search and Rescue (HUSAR), Chemical, Biological, Radiological, and Nuclear (CBRN).
- Continue to plan and execute CBRN preparedness exercises in conjunction with the TTC, TFS, EMS, the Toronto OEM, and the community. EM will also participate in other emergency exercises involving the TTC and with the Community Awareness Emergency Response (CAER) groups of the industrial sector.
- Continue to participate in joint meetings, planning, and seminars with the OEM, EMO, Office of the Ontario Fire Marshall, the TTC, the OPP, and other security and safety agencies at all levels of government, including the RCMP and the Department of National Defence.
- Co-ordinate planning, management, and operational events with other TPS units, including ETF, unit planners, Traffic Services, Corporate Planning, and other specialised units to improve effectiveness in preparation for response to emergency events.
- Seek out alternative funding from federal and provincial government sources for projects/undertakings involving emergency preparedness, including upgrades/improvements to the Police Command Centre (PCC), Auto Dialler (CPSU), and emergency response equipment for PSU.
- Improve and update training for EM Staff in emergency operations, including CBRN and HAZMAT.
- Continue to participate in, prepare, and conduct various levels of training and education both alone and in conjunction with other agencies, including the OEM. Training programs include HAZMAT, CBRN awareness, basic rescuer, intermediate and advanced courses, Incident Management, Basic Emergency Planning, and support to recruit training.
- Continue to attend conferences, seminars, and working groups involving CBRN, HAZMAT, and anti-Terrorism, including the Greater Toronto Airport conference, Toronto HAZMAT conference, Ottawa Security Clusters conference.
- Continue to develop and disseminate operational procedures, including Operational Continuity, Nuclear Planning, City Evacuation and Terrorism Threat Analysis, Bill 148 (Emergency Management Act) briefings, and monitor compliance.
- Continue to maintain and update emergency contact/tracking databases.
- Continue to plan and develop more complex exercises based on joint service response and operations, including CBRN and evacuation.
- Continue to enhance strategic and operational emergency planning related to operational roles and responsibilities, including mobile site command posts, the PCC, and Emergency Operations Centre.
- Continue to 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 with and build upon liaisons and informal partnerships with private and public sector liaisons with respect to emergency management preparation and response.



PERFORMANCE OBJECTIVES/INDICATORS:

◆ REGULAR ON-GOING LIAISON WITH OTHER CITY EMERGENCY RESPONSE AGENCIES

In 2002 and 2003:

Municipal emergency response agencies liaised with:

- City of Toronto – Office of Emergency Management (Works & Emergency Services)
- Toronto Fire Service
- Toronto Emergency Medical Services
- Joint Standing Committee on Enhanced Emergency Management
- Toronto Transit Commission Security
- Police/Fire and EMS from other municipalities including Durham, Halton, Peel, York regions (immediate vicinity only has been mentioned)

Provincial emergency response agencies liaised with:

- Emergency Management Ontario
- Ontario Provincial Police (OPP)
- Ministry of Community Safety and Correctional Services (formerly the 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)

In 2004:

- Toronto Office Of Emergency Management
- Toronto Fire Service
- Toronto Emergency Medical Services
- Toronto Public Health
- Toronto Hydro
- Toronto Community & Neighbourhood Services
- Toronto Regional Conservation Authority
- Toronto – Office of the Mayor
- Toronto Transit Commission



◆ **MOCK/PRACTICAL DISASTER EXERCISES HELD**

number 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)

number of mock/practical disaster exercises held during 2003: 10

- Exercise (Halltech) - September 2003
- Exercise Fine Tune (Dow) - October 2003
- Exercise Nuclear Workers Centre Drill (Seneca) - June 2003
- Exercise Provincial Nuclear Drill - October 2003
- Works & Emergency Services - IMS Workshop Exercises (6 conducted)

Note: Due to the number of real operations in 2003, additional practical and mock exercises were cancelled. There were a total of **9** major emergency events (Level 2/3) for which EM was activated or monitored:

- TTC HAZMAT event – January 2003
- 55 Division Power Failure – February 2003
- Iraqi War demonstrations – March 2003
- Etobicoke Strip Plaza Explosion – April 2003
- SARS Emergency – April-June 2003 (provincially declared emergency)
- Rolling Stones Event – July 2003
- Massive Power Failure – August 2003 (provincially declared emergency)
- Hurricane ISABEL – September 2003 (downgraded to tropical storm)
- Uptown Theatre Collapse – December 2003.

number of mock/practical disaster exercises held during 2004: 17

- Exercise Collaboration 04 - April 2004
- CAER (West) Exercise – Molson's - November 2004
- CAER (East) Exercise – Crompton Industries - November 2004
- Provincial Nuclear Drill - May 2004
- TTC Exercise
- Exercise Workshops with Office of Emergency Management (12 courses)



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 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 web pages that can 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 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**

Yes – The Corporate Planning-Analysis Support intranet website lists the parameters used to determine the offences to be counted for each of the 7 major crime indicators.

In addition, a draft document has been prepared that outlines the offences counted to provide the data used in: the Profile Information Sheets, the Annual Statistical Report, the Environmental Scan, youth crime, child abuse, elder abuse, vulnerable person abuse, domestic violence, gang-related offences, and street violence.

◆ **INTEGRATED, ADAPTABLE STATISTICAL DATABASE ESTABLISHED**

Yes - As a result of the implementation of the ECRIME database, the Service is now in the position of having a statistical database which combines COPS and eCOPS. This includes standard reports/queries which groups and counts data on a number categories including offence, location, gender, age, clearance, and offence categories.

This database has been used in the production of the data for the Annual Statistical Report and the Environmental Scan. In addition, it will be made available to the divisional crime analysts in the near future.



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

On September 15th, 2003, Phase II of the Enterprise Case and Occurrence Processing System (eCOPS) was implemented in Corporate Information Services-Operations (CIS), the Central Alternate Response Unit (CARU), and the Property & Evidence Management Unit (PEMU). eCOPS is a replacement of the current COPS, CIPS, and MANIX systems. Merging these systems will provide added functionality, resulting in process and procedure changes. Every occurrence completed by officers using COPS, JetForms or written by hand is re-entered into eCOPS by CIS. The CARU began entering all of their occurrences directly into eCOPS. In this way, eCOPS moves towards becoming the primary occurrence database for the Service. eCOPS will be a comprehensive system that will ultimately improve efficiency and maintain the integrity of the information.

(Phase I of eCOPS was deployed the Unified Search to the desktop environment in 2002. Members have been able to perform simultaneous searches on COPS, MANIX, CIPS, RIC1, and CPIC by inputting the search criteria only once.)

In addition, a new time and attendance, and resource management (schedule and parade), system was developed to replace the previous Data Edit and Control System (DECS). The Time Resource Management System (TRMS) went on-line in August 2003. TRMS is an 'administrative' system, tracking members' regular time and overtime, court time, pay duties, and absences (sick time, vacation, and time-off), as well as a 'policing' system, parading platoon members and tracking members' availability and schedules. TRMS is managed by Human Resources.

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.

The Professional Standards Information System (PSIS) was on-line as of October 2003. Since that date, staff members have been entering historical material necessary to provide a baseline for comparison.



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 will be issue quarterly to all units to remind them to use their ‘at-scene’ button.
- 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.
- Explore the use of Automatic Vehicle Locating system to create automatic “at scene” indication when the police vehicle is within a specified distance from the location of the emergency call.

PERFORMANCE OBJECTIVES/INDICATORS:

◆ **INCREASE IN MDT ‘AT-SCENE’ COMPLIANCE RATE FOR PRIORITY 1 CALLS***

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%)

number of Priority 1 calls in 2003 – 71,187
number of Priority 1 calls with valid ‘at scene’ value (MDT) in 2003 – 49,083 (68.9%)

number of Priority 1 calls in 2004 – 66,095
number of Priority 1 calls with valid ‘at scene’ value (MDT) in 2004 – 43,112 (65.2%)

between 2003 and 2004, the MDT ‘at scene’ compliance rate for Priority 1 calls decreased 3.7%

between 2001 and 2003, the MDT ‘at scene’ compliance rate for Priority 1 calls increased 15.1%

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

In 2002: AVL radio network design, purchase, and installation, but not rolled-out.

* 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.



In 2003: of the 250 cars scheduled for AVL component installation, approximately 200 were completed by the end of the year. New I/CAD software, scheduled for installation in the second quarter of 2004, will provide greater access and information based on AVL data.

In 2004: The AVL rollout continued through 2004. By year end, there were 259 front-line vehicles with AVL installed and integrated with the new Mobile Work Stations (MWS) (Data 9-1-1). There is a capital budget project for 2005 to equip ALL TPS (few exceptions) vehicles with GPS. And, 70 more units have been added to the marked vehicle fleet to allow for a total of 500 units to have integrated MWS and AVL.

AVL data was used in 2004, but to a degree that was not measurable. It is currently not possible to provide before and after statistical comparison, due to the introduction of new Zone policing boundaries in June 2004, as well as to some technical difficulties. For Communications personnel to use AVL requires the correct fleet number to often be entered by the dispatcher, as the current MWS software does not permit the officer to input this data. Fleet number is a mandatory field in the new I/Mobile software, due to rollout beginning March 2005. This will provide consistent AVL data availability to Communications and provide optimal functionality. As well, information sessions have been held with Communications Operators to make them aware of the benefits and use of AVL data. A scheduled message is sent to the Dispatchers once a shift to advise them to enter the fleet numbers for logged on units.

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

AVL technology was not implemented during 2002 or 2003

average response time to Priority 1 calls following implementation of AVL technology in 2004: 11.0 minutes

(250 of the 259 front-line marked police vehicles were equipped with AVL technology through 2003 and the beginning of 2004. Unable to provide before-after comparisons due to the reasons listed above.)



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.

2003 Update:

The addition of 6 staff and the acquisition of hardware and software pursuant to the Provincial grant allowed Intelligence Support to establish a fully functioning unit, the Technological Crime Section. However, there is no operating budget beyond the government grant. A budget submission has been made for 2004 to cover special pay, hardware/software upgrades and general operating expenses, which currently come from the existing Intelligence Support accounts.

A benefit to the Service has been the hours of training received by this unit, from the funding provided: officers have received 2,270 hours of training. This provides a solid base of knowledge, however, it is also indicative of the necessary on-going training that will be required by this unit to maintain the necessary expertise to conduct these investigations. A Minimum Training Standard has been identified for all Technological Crime investigators. Benchmark training in computer forensic software is required and has been attained by all members of this unit.

Alternative training options have been identified and include FBI computer forensic training and training offered from the National White Collar Crime Centre. A training program



targeted at field investigators is being developed that would enable them to safely identify and seize computer equipment, similar to a SOCO (Scenes of Crime Officer).

A TPS Procedure has been drafted and will be submitted to Corporate Planning for their approval and publication. A set of Standard Operating Procedures is also being drafted for the Section.

2004 Update:

Provincial Government funding for the computer crime section at Intelligence stopped in December 2004. Some very limited surplus funds from the TPS budget were used to purchase computer hard drives to support various investigations. The Service is meeting with Provincial officials to perhaps join up with the OPP in these investigations. (Discussions are still underway as of February 2005.)

The Child Exploitation Section of the Sex Crimes Unit continued to expand their relationship with the Microsoft Corporation in the development of the Child Exploitation Tracking System (CETS) program that allows police agencies to share information on suspects.

◆ **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. The budget application process began in 2003 for inclusion in the 2004 Service budget, however, the application was turned down.

2004 Update:

As noted above, the three year funding commitment from the Province ended in December 2004. There are discussions underway to obtain new funding and join forces with the OPP.

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.



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**

In 2002:

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

In 2003:

In 2003, the unit assisted the Child Exploitation unit in executing 70 search warrants. Seizures related to child exploitation crimes over the past three years were as follows:

| Child Exploitation Crimes | 2001 | 2002 | 2003 |
|--------------------------------------|-------------|-------------|-------------|
| Personal Computers seized | 14 | 46 | 197 |
| Laptop computers seized | 2 | 9 | 27 |
| PDA's seized/examined | | 2 | 6 |
| Flash cards seized/examined | | | 4 |
| Cameras seized/examined | | | 8 |
| Hard drives examined | 24 | 37 | 235 |
| Floppies examined | 10 | | 174 |
| CDs examined | 13 | 14 | 80 |
| zip disks examined | 1 | 2 | 8 |
| Peripheral computer equipment seized | 20 | 42 | 83 |

The dramatic increase in workload by this unit is obvious; though the need existed in 2001 and 2002, the capacity to handle the work did not.

As shown below, the unit also began to examine computers and technical devices for other units, including the Homicide Squad. Of note, of the first 12 homicides in 2004, the Technological Crime Section was called in on each case to examine computers, Personal Data Assistants (PDAs), or cellular telephones.

| Homicide | 2002 | 2003 |
|--------------------------------------|-------------|-------------|
| Personal Computers seized | 4 | 26 |
| Laptop computers seized | | 1 |
| PDA's seized/examined | | 1 |
| Flash cards seized/examined | | |
| Cameras seized/examined | 4 | 1 |
| Hard drives examined | 1 | 33 |
| Floppies examined | | |
| CDs examined | | |
| zip disks examined | | |
| Peripheral computer equipment seized | | 9 |



In terms of hours:

| | |
|--------------------------------------|-------------|
| Total Hours Child Exploitation cases | 4502 |
| Total hours - Other | 981 |

(Other cases include the Homicide cases noted above, Fraud Squad, Professional Standards, divisional support including fraud, sexual assault, criminal harassment, threatening cases.)

As the funding for this unit was provided to support the investigation of child pornography cases, the unit is somewhat restricted to focusing on that type of crime, as per the funding requirements.

In 2004:

In 2004, the unit took on 182 new investigations, assisted in the investigation and execution of 74 search warrants, seized 184 computers and examined 351 hard drives. The work of this unit is growing exponentially. Over 50% of the work of this unit involved child pornography investigations. The balance of the investigations involved mostly fraud- related matters.

In particular, from January 1st to December 31st, 2004:

| | |
|----------------------------------|-------|
| Total number of new cases | 182 |
| Total number of computers seized | 138 |
| Laptops seized | 46 |
| Hard drives examined | 351 |
| Media examined | 2,523 |
| | |
| Total number of active cases | 228 |



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 in 2003 – 281
number of CPTED audits by divisional crime prevention officers in 2004 – 238

between 2003 and 2004, the number of CPTED audits by divisional crime prevention officers decreased 15.3%

between 2001 and 2004, the number of CPTED audits by divisional crime prevention officers decreased 0.8%

◆ **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.

The CPTED pamphlet was approved and published in March 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% *

proportion of divisional officer work hours spent on proactive patrol in the months of July and October 2003 – *Due to the implementation of a new time and attendance system in 2003, this information is not currently available.*

proportion of divisional officer work hours spent on proactive patrol in 2004 – 3.0% spent on ‘directed patrol’ and 0.6% spent on ‘foot patrol’

Due to the implementation of the new Time and Resource Management System (TRMS), and the availability of more complete data (i.e. for a full year rather than two months), these figures are not directly comparable with the data shown in 2001 and 2002 from the Data Edit and Control System (DECS).

◆ 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%

* 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.



proportion who had seen an increase in police officer presence during the past 12 months in 2003 – 11%

proportion who had seen an increase in police officer presence during the past 12 months in 2004 – 13%

between 2003 and 2004, the proportion who had seen an increase in police officer presence during the past 12 months increased 2%

between 2001 and 2004, the proportion who had seen an increase in police officer presence during the past 12 months increased 2%

◆ **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 in 2003 – 3,205

number of targeted/directed patrol initiatives by divisions in 2004 – 2,766

between 2003 and 2004, the number of targeted/directed patrol initiatives by divisions decreased 13.7%

between 2001 and 2004, the number of targeted/directed patrol initiatives by divisions increased 5.7%



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 the general community surveys showed that less than half of the respondents in all years said that they'd had any type of contact with police during the previous 12 months (35% in 2001, 8% in 2002, 32% in 2003, 37% in 2004). 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%
- very or somewhat satisfied with the police during contact in 2003 – 83%
- very or somewhat satisfied with the police during contact in 2004 – 74%

between 2003 and 2004, the proportion who were satisfied with the police during contact decreased 9%

between 2001 and 2004, the proportion who were satisfied with the police during contact decreased 6%

◆ 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%
- very or somewhat satisfied with delivery of police services to neighbourhood in 2003 – 88%
- very or somewhat satisfied with delivery of police services to neighbourhood in 2004 – 88%



between 2003 and 2004, the proportion who were satisfied with delivery of police services to neighbourhood showed no change

between 2001 and 2004, the proportion who were satisfied with delivery of police services to neighbourhood increased 2%

◆ **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%

rated the professionalism of the officer(s) as excellent or good in 2003 – 83%

rated the professionalism of the officer(s) as excellent or good in 2004 – 82%

between 2003 and 2004, the proportion who rated the professionalism of the officer(s) as excellent or good decreased 1%

between 2001 and 2004, the proportion who rated the professionalism of the officer(s) as excellent or good showed no change



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%

felt very or somewhat confident that the Toronto Police Service could impartially investigate public complaints against officers in 2003 – 68%

felt very or somewhat confident that the Toronto Police Service could impartially investigate public complaints against officers in 2004 – 69%

between 2003 and 2004, the proportion who were confident the Service could impartially investigate public complaints against officers increased 1%

between 2001 and 2004, the proportion who were confident the Service could impartially investigate public complaints against officers increased 3%

◆ 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 survey said that they'd had experience with the complaints process; 6% said they'd had experience in 2002; 8% said they'd had experience in 2003; 8% said they'd had experience in 2004.



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%
very or somewhat satisfied with the process in 2003 – 50%
very or somewhat satisfied with the process in 2004 – 52%

between 2003 and 2004, the proportion who were satisfied with the process increased 2%

between 2001 and 2004, the proportion who were satisfied with the process decreased 17%

very or somewhat satisfied with the outcome in 2001 – 64%
very or somewhat satisfied with the outcome in 2002 – 70%
very or somewhat satisfied with the outcome in 2003 – 50%
very or somewhat satisfied with the outcome in 2004 – 42%

between 2003 and 2004, the proportion who were satisfied with the outcome decreased 8%

between 2001 and 2004, the proportion who were satisfied with the outcome decreased 22%

◆ **OFFICER PERCEPTION OF CONFIDENCE IN THE COMPLAINTS SYSTEM***

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%

* 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 in 2003 – 4,113
number of tips to Crime Stoppers in 2004 – 5,711

between 2003 and 2004, the number of tips to Crime Stoppers increased 38.9%

between 2001 and 2004, the number of tips to Crime Stoppers increased 91.7%

◆ 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 in 2003 – 919
number of tips to Crime Stoppers that resulted in arrests/charges in 2004 – 2,282

between 2003 and 2004, the number of tips to Crime Stoppers that resulted in arrests/charges increased 148.3%

between 2001 and 2004, the number of tips to Crime Stoppers that resulted in arrests/charges increased 96.4%



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

clearance rate (by charges laid) for violent crimes in 2001 – 55.9%

clearance rate (by charges laid) for violent crimes in 2002 – 57.2%

clearance rate (by charges laid) for violent crimes in 2003 – 56.7%

clearance rate (by charges laid) for violent crimes in 2004 – 57.0%

between 2003 and 2004, the clearance rate (by charges laid) for violent crimes increased 0.3%

between 2001 and 2004, the clearance rate (by charges laid) for violent crimes increased 1.1%



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 (houses and apartments) break & enters in 2001 – 10,031
number of residential (houses and apartments) break & enters in 2002 – 9,953
number of residential (houses and apartments) break & enters in 2003 – 9,608
number of residential (houses and apartments) break & enters in 2004 – 10,262

between 2003 and 2004, the number of residential (houses and apartments) break & enters increased 6.8%

between 2001 and 2004, the number of residential (houses and apartments) break & enters increased 2.3%

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

number of break & enters into apartments in 2001 – 3,482
number of break & enters into apartments in 2002 – 3,051
number of break & enters into apartments in 2003 – 3,694
number of break & enters into apartments in 2004 – 4,248

between 2003 and 2004, the number of break & enters into apartments increased by 15.0%

between 2001 and 2004, the number of break & enters into apartments increased by 22.0%



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

clearance rate (by charges laid) for residential (houses and apartments) break & enters in 2001 – 14.7%

clearance rate (by charges laid) for residential (houses and apartments) break & enters in 2002 – 13.6%

clearance rate (by charges laid) for residential (houses and apartments) break & enters in 2003 – 14.4%

clearance rate (by charges laid) for residential (houses and apartments) break & enters in 2004 – 14.5%

between 2003 and 2004, the clearance rate (by charges laid) for residential (houses and apartments) break & enters increased 0.1%

between 2001 and 2004, the clearance rate (by charges laid) for residential (houses and apartments) break & enters decreased 0.2%



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 – 37,049
number of violent crimes in 2002 – 35,183
number of violent crimes in 2003 – 34,669
number of violent crimes in 2004 – 33,200

between 2003 and 2004, the number of violent crimes decreased 4.2%

between 2001 and 2004, the number of violent crimes decreased 10.4%

rate of violent crimes in 2001 – 14.3 per 1,000 population
rate of violent crimes in 2002 – 13.4 per 1,000 population
rate of violent crimes in 2003 – 13.1 per 1,000 population
rate of violent crimes in 2004 – 12.4 per 1,000 population

between 2003 and 2004, the rate of violent crimes decreased 5.3%

between 2001 and 2004, the rate of violent crimes decreased 13.3%



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

number of property crimes in 2001 – 117,023
number of property crimes in 2002 – 117,709
number of property crimes in 2003 – 119,610
number of property crimes in 2004 – 114,491

between 2003 and 2004, the number of property crimes decreased 4.3%

between 2001 and 2004, the number of property crimes decreased 2.2%

rate of property crimes in 2001 – 38.0 per 1,000 population
rate of property crimes in 2002 – 38.2 per 1,000 population
rate of property crimes in 2003 – 39.3 per 1,000 population
rate of property crimes in 2004 – 37.3 per 1,000 population

between 2003 and 2004, the rate of property crimes decreased 5.1%

between 2001 and 2004, the rate of property crimes decreased 1.8%

◆ **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%
felt very or reasonably safe in neighbourhood in 2003 – 90%
felt very or reasonably safe in neighbourhood in 2004 – 92%

ever walked alone in neighbourhood after dark in 2001 – 71%
ever walked alone in neighbourhood after dark in 2002 – 51%
ever walked alone in neighbourhood after dark in 2003 – 69%
ever walked alone in neighbourhood after dark in 2004 – 73%

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 crime in neighbourhood in 2003 – 64%
somewhat or very concerned about crime in neighbourhood in 2004 – 61%

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 feeling safe/secure in neighbourhood in 2003 – 58%
somewhat or very concerned about feeling safe/secure in neighbourhood in 2004 – 59%

* ‘Mischief’ offences are included under ‘Property Crime’. For the purposes of other reports, ‘mischief’ offences may be included under ‘Other Criminal Code’.



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

number of arrests for violent crimes in 2001 – 19,374

number of arrests for violent crimes in 2002 – 18,711

number of arrests for violent crimes in 2003 – 17,503

number of arrests for violent crimes in 2004 – 16,371

between 2003 and 2004, the number of arrests for violent crimes decreased 6.5%

between 2001 and 2004, the number of arrests for violent crimes decreased 15.5%



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 in 2003 – 9,213

number of requests to the Victim Services Program in 2004 – 8,753

between 2003 and 2004, the number of requests to the Victim Services Program decreased 5.0%

between 2001 and 2004, the number of requests to the Victim Services Program increased 46.9%



2004 SERVICE PERFORMANCE – ADDITIONAL ADEQUACY STANDARDS REPORTING REQUIREMENTS

SERVICE BUDGET AND COST OF POLICING PER CAPITA:

In 2003, the Service's net operating budget was \$634.6 million, an increase of 4.2% over the 2002 net operating budget.* The Council-approved budget provided sufficient funding to maintain current services. The budget also provided additional funding for the creation of a Strategic Traffic Enforcement Measures (STEM) Team, as well as funding for costs related to the 2002 to 2004 Toronto Police Association salary settlement. The Service was able to reduce costs in an endeavour to address City-wide budget pressures. The final total Service favourable variance was \$1.143 million. Based on the net operating budget of \$634.6 million and an estimated population of 2,643,842, the cost of policing per capita in 2003 was about \$240.

In 2004, the Service's net operating budget was \$679.2 million, an increase of 7.0% over the 2003 net operating budget.** The Council-approved budget provided sufficient funding to maintain current service levels as well as funding for costs related to the 2002 to 2004 salary settlements. Due to favourable variances in the staffing and non-salary accounts, the final Service variance was a \$0.9 million surplus. Based on the net operating budget of \$679.2 million and an estimated population of 2,669,936, the cost of policing per capita in 2004 was about \$254.

COMPLAINTS ABOUT POLICE SERVICE:

The total number of public complaints against the police increased 17.2% between 2003 and 2004, from 735 complaints in 2003 to 862 in 2004. Of the complaints received, 67.5% (496) were investigated in 2003, while 61.1% (527) were investigated in 2004.

In both years, the largest proportion of investigated complaints involved allegations of conduct of a less serious nature: 73.6% (365) in 2003 and 74.4% (392) in 2004. The proportion of investigated complaints involving allegations of serious conduct decreased between 2003 and 2004 (23.8% [118] in 2003, 17.8% [94] in 2004), while the proportion of investigated complaints related to service increased (2.4% [12] in 2003, 7.2% [38] in 2004). With regard to the specific type of complaint, the largest proportion of investigated complaints in both years were allegations of discreditable conduct (71.6% [355] in 2003, 57.3% [302] in 2004).

For half (51.0% [253]) of the investigations in 2003, the complaint was found to be unsubstantiated; misconduct was identified in 4.6% (23) of the investigated complaints. In 2004, 38.5% (203) of investigations found the complaint unsubstantiated, while misconduct was identified in 2.1% (11) of investigated complaints. Informal resolution was the outcome of 18.3% (91) of investigated complaints in 2003 and 18.4% (97) of investigated complaints in 2004.

Of the complaints not investigated, in both years, the largest proportion were deemed frivolous (44.4% [106] in 2003, 46.0% [154] in 2004).

* Information from Police Services Board Minute P48/04 (Meeting of February 26, 2004).

** Information from Police Services Board Minute P93/05 (Meeting of March 8, 2005).