2006
SERVICE PERFORMANCE
Year End Report

May 2007

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2006 SERVICE PERFORMANCE - PRIORITIES

Every three years, the Toronto Police Services Board and the Toronto Police Service decide where we will focus our resources and activities. This is done within our commitment to community safety, and within the context of responsibilities mandated by the *Police Services Act* and other legislation, and within the framework provided by the Service's own Vision, Mission Statement, and Values. Although we will continue to work in many areas, our Priorities represent those areas that we will give extra emphasis.

Our current Priorities were presented in the 2006-2008 Business Plan. These six Priorities were developed from consultation with both the community, members of the Service, and members of the Board, and from an analysis of ongoing trends and anticipated challenges for delivering police services. The Priorities reaffirm the commitment of both the Board and the Service to community policing and to delivering services that do not discriminate, internally or externally, on the basis of race, sex, place of origin, sexual orientation, age, disability, or socio-economic status. Our Priorities are based on a commitment to accountability, transparency, and to our City's diverse communities. Our commitment is supported by providing equitable, non-biased policing services, and by building a Service that is representative of those we serve.

In each area of priority, there are certain goals we wish to achieve. Partnerships will play a vital role in accomplishing these goals, since many issues and problems cannot be addressed by the Police Service alone. The goals, along with the strategies we will use and the performance objectives/indicators that were set to measure our success, are presented under each Priority in the pages that follow. Also presented for each performance objective/indicator, under each goal, is the quantitative or qualitative information on the Service's activities during 2006, as is applicable to the indicator.

Since 2006 was the first year of this Business Plan, the information provided for each of the performance objectives/indicators represents the baseline against which we will evaluate our progress in subsequent years. It will be in the Year End Performance Reports for 2007 and 2008, therefore, that the Service will be able to indicate in the summary tables that follow which goals were achieved, which goals were partially achieved, and which goals, if any, were not achieved.

PRIORITY: COMMUNITY POLICING PARTNERSHIPS

Goal	Achieved	Partially Achieved	Not Achieved
Develop partnerships with youth, community, and/or government/public agencies/services/organisations to address problems in neighbourhoods with high levels of violent crime.			
Create partnerships with youth, community, and/or government/public services/agencies/organisations to assist in the development and implementation of initiatives to decrease involvement of youth in criminal activities, especially violent crime.			
Increase community awareness of and opportunities to provide input on neighbourhood policing issues/concerns and/or to participate in neighbourhood problem-solving.			
Develop partnerships with community and/or government agencies/services to address concerns related to the comfort or protection of witnesses, especially youth, in providing police with information on violent crime.			
Improve partnerships with the community media, the mainstream media, and the ethnic media to increase the amount of crime prevention information available to Toronto's neighbourhoods and diverse communities.			

PRIORITY: SAFETY OF VULNERABLE GROUPS

Goal	Achieved	Partially Achieved	Not Achieved
Increase enforcement activities and education initiatives to encourage reporting of child abuse, child pornography, and the sexual exploitation of children.			
Improve response to victims of domestic violence.			
Increase referrals for support and assistance for child witnesses of domestic violence.			
Improve response to adult victims of sexual assault.			
Focusing on violent crime, decrease and prevent victimisation of children and youth, particularly within schools and surrounding communities.			

PRIORITY: COMMUNITY SAFETY & SECURITY

Goal	Achieved	Partially Achieved	Not Achieved
Increase prevention and enforcement efforts to address violent crime, specifically homicides and firearms-related offences.			
Increase enforcement activities and education initiatives to encourage reporting of hate crime offences.			

PRIORITY: TRAFFIC SAFETY

Goal	Achieved	Partially Achieved	Not Achieved
Improve response to neighbourhood traffic concerns.			
Increase focus on pedestrian safety, especially seniors.			
Increase enforcement related to aggressive driving and speeding offences.			
Increase focus on cyclist safety and enforcement of cycling offences.			

PRIORITY: DELIVERY OF SERVICE

Goal	Achieved	Partially Achieved	Not Achieved
Ensure officers conduct daily duties and interactions with the public in a professional, non-biased, and ethical manner, with a focus on 'customer service'.			
Increase the visible presence of the Police Service in the community, focusing on uniformed officers and volunteers (including the Auxiliary).			
Enhance efforts to improve understanding of police role/responsibilities and services provided, as well as citizen rights and responsibilities, through increased information/education initiatives for areas such as domestic violence, general information to recent immigrants, traffic/driving, immigration status, etc., focusing on Toronto's ethnic and visible minority communities.			

PRIORITY: HUMAN RESOURCES

Goal	Achieved	Partially Achieved	Not Achieved
Ensure all Service members conduct daily duties and interactions with other Service members in a professional, non-biased, and respectful manner.			
Increase recruitment, hiring, promotion, and retention of those from identified groups (women, visible minority, aboriginal, disability, sexual orientation, speak more than one language).			
Ensure the organisation supports the role of front-line divisional officers as community leaders by providing increased training in problem identification, problem-solving, identifying community resources, building community partnerships, and community mobilisation, and by revising front-line officer performance evaluation to reflect activities in these areas.			
Revise the current one-time diversity training for Service members to reflect a continuous learning environment.			

PRIORITY: COMMUNITY POLICING PARTNERSHIPS

GOAL: DEVELOP PARTNERSHIPS WITH YOUTH, COMMUNITY, AND/OR GOVERNMENT/PUBLIC AGENCIES/SERVICES/ORGANISATIONS TO ADDRESS PROBLEMS IN NEIGHBOURHOODS WITH HIGH LEVELS OF VIOLENT CRIME.

Strategies:

- Create a resource database of agencies/services/ groups/individuals who have demonstrated a willingness to work with the police. The database will be updated regularly, usable, and accessible to all Unit Commanders.
- Identify priority neighbourhoods in each division with the potential for violent crime and assign neighbourhood officer(s) to each area to be responsible for identifying, developing, and working with community partners who will assist in reducing violent crime in those neighbourhoods.

- Increase community mobilisation by holding regular and on-going community meetings in conjunction with the divisional Community Police Liaison Committee to identify community concerns, disseminate information, and develop community capacity and relationships to deal with local issues. Such meetings may take the form of, but are not limited to, seminars, focus groups, town hall meetings, partnership development, and community walkabouts.
- Identify high risk neighbourhoods, buildings, and public spaces and conduct safety audits and CPTED initiatives in partnership with local stakeholders.

PERFORMANCE OBJECTIVES/INDICATORS:

♦ **NUMBER AND IDENTIFICATION OF PARTNERSHIPS CREATED**

in 2006: number of partnerships created to address problems in high crime neighbourhoods = 243

(Note: Units were asked to report on the partnerships they created to address this issue in 2006. Partnerships with the organisations may have existed previously for other purposes or with other Service units.)

the agencies/organisations partnerships were created with include:
(as reported by the divisions and the Community Mobilization unit)

- Action for Neighbourhood Change - Glendower Community
- Afghani Women's Counselling Centre
- Alcohol and Gaming Commission
- Anishnawbe Health Services
- Asian Communities Council of Canada
- Bay Mills Working Group
- Beat the Heat Volleyball Program
- Bell Canada
- Boys to Men

- Breaking the Cycle
- Building Bridges
- business improvement associations
- Camp Kinark
- Canadian Law Enforcement Training College
- Canadian Tire
- Cedarbrae Mall, Fairview Mall, Scarborough Town Centre
- Central Toronto Youth Services

- Centre for Addiction and Mental Health
- Children's Aid Society of Toronto
- churches/mosques
- City of Toronto Municipal Licensing & Standards
- City of Toronto Parks, Recreation, and Forestry
- City of Toronto Public Health
- City of Toronto Safety Secretariat Critical Incident Response Research Project
- City of Toronto Waste Management
- City of Toronto Youth Action Restorative Justice Project
- CN Police
- Coalition of Muslim Organisations
- Coca Cola Inc.
- Community Housing Secretariat
- Community Safe and Secure Residents Committee Programs
- Conflict Mediation Services of Downsview
- Covenant House
- Crime Concern
- Crime Prevention Association of Toronto
- CTI's Breaking the Cycle Youth Gang Exit & Ambassador Leadership Project
- Dixon Coalition
- Dixon Community Youth Services
- Dixon Hall
- Downsview Conflict Mediation
- Downsview Park
- East African Community Association
- East Metro Youth Services
- East Scarborough Boys & Girls Club
- East Scarborough Faith Leadership
- East Scarborough Store Front Community Centre
- East York Strategy
- East York Town Centre Security
- Elmbank School Parents Association Volunteers
- Empowered Student Partnerships program (TDSB/TCDSB)
- Empringham Hope House
- Evergreen Mission
- GO Transit
- Good Neighbours Club
- Good Sheppard
- High Park Advisory Committee
- homework clubs

- Horn of Africa Parents Association - Youth Assisting Youth Leadership Program
- hospitals
- Hotel Security Directors
- IBM
- Imdadul Islamic Centre
- Islamic Oromo's Association of Canada
- Jamaat Al-Moqaddat el Islamiah
- Jamestown Resident Engagement Group
- Jamestown Safety Committee
- KidSport Ontario
- Leave Out Violence
- Leisure World Seniors
- local community/neighbourhood centres
- local politicians (federal, provincial, municipal)
- Maple Leaf Sports and Entertainment Ltd
- Mayor's Neighbourhood Action Team
- Mayor's Neighbourhood Youth Action Team
- Mayor's Task Force on Community Safety Neighbourhood Action Plan
- media
- Merry-Go-Round E-Buddies
- Ministry of the Attorney General (Probation and Parole)
- Miss Behav'n
- Mount Pleasant Cemetery
- Native Child and Family Services
- Neighbourhood Watch/Vertical Watch programs
- neighbourhood/community action teams
- Neptune Community
- New Balance Athletic Shoe, Inc.
- North American Security Services – Kingston Square Plaza
- North Central Community Network
- O'Connor Neighbourhood Committee
- Operation Springboard
- Oxmen Foot Ball League
- Parkdale Probation
- Pathways to Education
- Pizza Pizza Inc
- Play the Ball
- ProAction
- Proctor and Gamble
- property management groups
- Providence Villa Tamil Caregiver Project Bail & Parole/Probation
- ratepayers/residents associations

- Reconnect – Mental Health Services
- Redwood Women's Shelter
- Regent Park Community Centre/Community Health Centre
- Restorative Justice Committee
- Rexdale Ethnic Seniors
- Riding Academy at the Horse Palace
- Rouge Valley Health System
- Ryerson Security
- Salvation Army
- Scarborough Elder Abuse Network
- Scarborough Human Services and Justice Committee
- Scarborough Muslim Association, Youth Programs
- Scarborough Secondary Schools Principals Association
- schools (elementary, middle, high schools, colleges, universities)
- Seaton House
- Second Base Shelter
- seniors associations
- small businesses
- Somali Parent Coalition
- Somali Youth Organisation
- Speech That Enlightens People, Uplifts Places (STEP UP)
- Street Helpline
- Student Commission
- Tamil Parents Association
- Toronto Etobicoke North Multi-cultural Association
- Toronto Argos
- Toronto Association of Police and Private Security (TAPPS)
- Toronto Community Housing Corporation
- Toronto District School Board/Toronto Catholic District School Board
- Toronto East Detention Centre
- Toronto East Probation Office
- Toronto Fire Services
- Toronto Hatzolah
- Toronto Transit Commission
- TPS (41 Division Gang Committee, TAVIS)
- Tropicana Community Services
- Turning Point Youth Services
- United Filipino Canadian Association
- University of Toronto – Institute of Studies on Education
- University of Toronto Security Services
- University Settlement House
- Urban Promise Community Organisation
- Urban Youth Riding Project
- Waste Watch
- West Humber Somali Parents Association
- West Indian Volunteers of Jamestown
- Woodgreen Community Centre and Shelter
- Yonge Street Mission Services
- Yonge/Eglinton Centre Security
- Youth Link – Community Youth Outreach
- Youth Speak
- YWCA of Toronto Scarborough Branch Youth Program

♦ **RESOURCES IDENTIFIED**

in 2006:

types of resources that were identified with partners that could be or were used to address problems in high crime neighbourhoods:
(as reported by the divisions and the Community Mobilization unit)

- addiction counselling
- additional patrols (uniform, foot, bicycle and primary response)
- after-school homework clubs
- Alcohol and Gaming Commission Ontario
- arts programs
- breakfast/food bank programs
- City of Toronto By-Law Enforcement
- City of Toronto Licensing & Standards
- City of Toronto Parks and Recreation
- City of Toronto Public Health
- City of Toronto Social Services
- community activists
- community agencies assisting victims and witnesses of domestic violence
- community centres and programs

- Community Police Liaison Committees (and the organisations represented)
- community/resident and student volunteers
- computer training
- Conflict Mediation Services of Downsview – Youth Conflict Resolution Project
- CPTED reviews/safety audits
- crime information sessions
- crime prevention programs
- Delta Family Resources – Duncanwoods Youth Drop In Centre
- distribution/display of pamphlets/educational material
- donated space/recreational facilities
- Downtown Yonge Street BIA
- education upgrading
- employment skills training
- employment support and outreach
- English as a Second Language classes
- faith groups/faith-based programs and local churches, mosques, synagogues, etc.
- family counselling
- funding (government grants, fundraising)
- Gang Exit Program
- Gang Intervention Program
- gang prevention strategies
- government and business-sponsored youth programs
- graffiti eradication projects
- hate crime 'Train the Trainer' session (community members to then deliver training in their community)
- health support and outreach
- housing support and outreach
- instruction in money management and planning
- Keele Street Correctional Centre Community Assessment Team
- lecturers/guest speakers
- life skills classes
- LINC, TDSB, and COSTI
- literacy organisations
- local community group websites
- local politicians/town hall meetings
- media
- mental illness support programs
- mentoring
- neighbourhood watch groups
- Parkdale Community Mobilization
- Problem Address Task Force
- programs assisting new Canadians
- property access
- recreational programs
- school staff
- seniors outreach programs
- social services
- Toronto Community Housing Corporation
- Toronto Entertainment District Association
- Toronto Fire Services
- Toronto Transit Commission
- TPS - Auxiliary Officers
- TPS - Community Mobilization
- TPS - Community Response/Neighbourhood officers
- TPS - Community Services, Crime Prevention, and School Liaison officers
- TPS - Crime Analysis
- TPS - divisional monthly community bulletins (used by local politicians as an info. source)
- TPS - divisional websites
- TPS - Drug Squads
- TPS - enforcement following-up agencies placing work orders, compliance orders, etc.
- TPS - Intelligence Services/Guns & Gangs/Urban Organized Crime
- TPS - targeted enforcement/patrol
- TPS - TAVIS Rapid Response Teams
- tutoring
- volunteer instructors
- youth counselling
- youth employment programs
- youth mentoring
- youth teen violence prevention programs

♦ **TYPES OF ACHIEVEMENTS/OUTCOME OF USE OF RESOURCES**

in 2006:
(as reported by the divisions and the Community Mobilization unit)

- 10 cooking classes held with 20 youths in attendance at each
- additional security infrastructure provided in housing complexes (e.g. security cameras, increased lighting, improved locks, permanent security staff on the property longer)
- after-school mentoring sessions provided
- anti-violence outreach programs held
- arrests/charges laid (e.g. guns, drugs, assaults, etc.)
- assigned officers to priority neighbourhoods to be responsible for identifying, developing, and working with community partners
- assistance given to families with youth involved in gang activity
- better community understanding of hate crimes, domestic violence
- better community understanding of police role and resources
- booze cans in residential/commercial areas shut down
- buildings boarded up/trespassers removed
- business community contributed computers to youth at risk, faith groups, community centres
- by-laws enforced
- camera club started (officers purchased cameras with CPLC money, gave instruction to kids, and supervised project)
- community clean-up and restoration projects held
- community, social, and industry partners donated computers for after-school programs for youth and employment training for adults
- corporate sponsorship of 'Art Starts' in identified neighbourhoods (music and painting)
- CPLC sponsored breakfast club, reading initiative, youth activities
- crack houses shut down
- criminal activities identified

- decreased occurrences most major crime categories
- decreased street robberies targeting portable electronic entertainment devices
- eviction hearings held
- fewer complaints received about youth-related crime
- fewer radio calls received
- garbage removed
- graffiti removed
- guns removed from the street
- higher visibility/more directed patrols
- identified and allowed access to private property locations for covert observations
- improved communication between police and community, especially youth
- improved information sharing and program delivery between community service providers, including police
- improved lighting in areas
- improved quality of life for area residents
- improved service delivery
- increased community awareness of neighbourhood safety, security, crime, and crime prevention
- increased enforcement
- increased level of information received from community, which assisted in investigations
- increased parental knowledge of resources available to assist youth
- increased participation in Neighbours Night Out
- increased referral to agencies by officers
- increased release compliance
- mobilisation of community resources/increased community engagement
- more Neighbourhood Watch communities created
- more substance abuse treatment programs offered
- more use of community complaint form

- more youth involved in their own communities (e.g. Youth Assisting Youth)
- open community events held focusing on health and personal safety
- pamphlets handed out at schools and on the TTC
- persons investigated
- POTs issued
- property and building improvements (structural and appearance) made
- recreational and creative arts programs developed, especially for teenagers on weekends and evenings
- reduction in drugs/drug traffic in area
- reduction in street level violence occurring in public housing
- safety audits conducted
- six four-month internships offered to local youth to work in an office environment

- social activities and employment opportunities made available to youth
- space made available for youth to receive literacy skills, tutoring, computer skills
- sporting events held
- temporary or permanent suspension of liquor licences ordered for establishments that had frequent violations of applicable legislation
- youth acquired new skills, made contacts for future employment
- youth created art and posters, not graffiti
- youth helped to exit gangs
- youth learned to express themselves verbally, not through violence
- youth prevented from joining gangs
- youth received instruction and mentoring in financial management

♦ **DECREASE IN VIOLENT CRIME[*] IN THE ZONES CONTAINING THE IDENTIFIED NEIGHBOURHOODS**

in the 13 priority neighbourhoods defined by the city:[**]

in 2006: the rate of violent crime was 11.2 per 1,000 population[***]

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[*] Includes murders & attempts, assaults, robberies, sexual offences, and sexual assaults

[**] Throughout this report, data provided in relation to violent crime rates by neighbourhood are susceptible to a degree of error due to complexities involved in compiling and mapping the data (i.e. geo-coding). Geo-coding is the process of assigning geographic co-ordinates to street addresses (offence locations) and is critical in order to select records within a geographic boundary. The neighbourhood data provided are based only on data that was geo-coded. Due to the current reliance on 'manual' geo-coding of occurrences, there were many records that were not geo-coded; as such, there could be a considerable amount of relevant information not included. For example, of the 5,902 robberies reported in 2006, only 81% were geo-coded. If, for the sake of argument, all the offences that were not geo-coded occurred in one of the priority neighbourhoods, a very different representation of violent crime in neighbourhoods would result.

[***] The rate per 1,000 population by neighbourhood is calculated based on the assumption that a total of 20% of the estimated 2006 Toronto population lived in the thirteen identified priority neighbourhoods (according to the 2001 Census, 20% of Toronto residents lived in these priority neighbourhoods in 2001).

PRIORITY: COMMUNITY POLICING PARTNERSHIPS

GOAL: CREATE PARTNERSHIPS WITH YOUTH, COMMUNITY, AND/OR GOVERNMENT/PUBLIC SERVICES/AGENCIES/ORGANISATIONS TO ASSIST IN THE DEVELOPMENT AND IMPLEMENTATION OF INITIATIVES TO DECREASE INVOLVEMENT OF YOUTH IN CRIMINAL ACTIVITIES, ESPECIALLY VIOLENT CRIME.

Strategies:

- Promote and increase the participation of community and corporate partners in Toronto Police Service programs, such as Graffiti Eradication, Empowered Student Partnerships (ESP), Student Crime Stoppers, Five Core Curriculum, and Police & School Orientation Sessions, and participate in the development of new programs to direct youth away from violence.
- Participate in and promote youth-focused community mobilisation initiatives such as the Youth in Policing employment program and police-youth ProAction-funded initiatives. In addition, through the creation of new community partnerships, such as with the faith community, address youth concerns that will discourage them from involvement in criminal activities.
- Provide opportunities for youth volunteers to take an active role in police-community partnerships at the local level. This may include, but is not limited to, divisional volunteers, special events support, police-youth mentoring, the TROOP program, Student Crime Stoppers, MADD, Community Police Liaison Committees, and Town Hall meetings.
- Identify high risk neighbourhoods, buildings, and public spaces and conduct safety audits and CPTED initiatives in partnership with local stakeholders.

PERFORMANCE OBJECTIVES/INDICATORS:

♦ **INCREASE IN NUMBER AND TYPE OF PARTNERSHIPS**

in 2006: number of partnerships created to address involvement of youth in criminal activities = 184

(Note: Units were asked to report on the partnerships they created to address this issue in 2006. Partnerships with the organisations may have existed previously for other purposes or with other Service units.)

the agencies/organisations partnerships were created with include:
(as reported by the divisions and the Community Mobilization unit)

- Argos Foundation Stop the Violence
- Art Starts/Tim Hortons
- Bell Canada
- Breaking the Cycle
- Building Bridges
- Burton Snowboards (CHILL Program)
- Camp Kinark Leadership Camp

- Canadian Amateur Tug-of-War Association
- Canadian Law Enforcement Training College
- Canadian Somali Association
- Central Toronto Youth Services
- Centre for Addiction and Mental Health
- Children's Aid Societies

- City of Toronto Parks & Recreation
- City of Toronto Public Health
- Community CAVE
- Community Dig In
- community Vertical Watch programs
- Conflict Mediation Services of Downsview
- CTI's Breaking the Cycle Youth Gang Exit & Ambassador Leadership Project
- Delisle Youth Services
- Department of National Defence - Army Signals Cadet Corps
- Dixon Coalition
- Dixon Community Youth Services
- Downsview Park
- East Metro Youth Services
- East Scarborough Boys & Girls Club
- East Scarborough Storefront Community Centre
- East York Strategy
- Elmbank School Parents Association Volunteers
- Empowered Students Partnerships program
- faith leaders
- Five Points Community Action Group
- G2-Net Mobile Art Studio-Any Art Anywhere
- Girl Guides
- Harbord Village Residents Association
- homework clubs
- Horn of Africa Parents Association 'Youth Assisting Youth Leadership Program'
- Horses and Heroes
- hospitals
- Interval House
- Islington BIA
- Jabulani
- Jamestown Resident Engagement Group
- Jamestown Safety Committee
- Kids Police Posse
- KidSport
- Laser Eagles
- Leave Out Violence
- local churches
- Maritz Canada Incorporated
- Mayor's Neighbourhood Youth Action Team
- Merry-Go-Round Foundation
- Metro East Detention Centre
- Metro Youth Services
- Microsoft Canada

- Ministry of the Attorney General
- Ministry of Youth and Family Services
- Moss Park Youth Group
- Mothers Against Drunk Driving
- MuchMusic
- neighbourhood action teams
- North Central Community Network
- North Etobicoke Revitalization Project - Arts & Culture and Safety Committees
- O'Connor Neighbourhood Committee/Centre
- Ontario Crime Analyst Network
- Ontario Gang Association
- Ontario Justice Education Network
- Oolagen Community Services
- Operation Springboard
- Play the Ball
- ProAction
- Proctor and Gamble - Junior Achievement Program
- Provincial Probation
- Reconnect - Mental Health Services
- Red Door
- Safe Schools Program
- Scarborough Muslim Association Youth Programs
- schools (elementary, middle, high schools, colleges, universities)
- Second Base Shelter
- Secord Community Centre
- Somali Parent Coalition
- Somali Youth Organisation
- South Etobicoke Hoops (basketball program)
- Speech That Enlightens People, Uplifts Places (STEP UP)
- Stage Kids
- Student Crime Stoppers
- Supra Soccer Association
- Syme-Woolner Neighbourhood & Family Centre
- Tamil Parents Association
- The Student Commission
- Toronto Child Abuse Centre
- Toronto Community Housing Corporation
- Toronto District and Toronto Catholic District School Boards
- Toronto East Detention Centre
- Toronto Etobicoke North Multi-cultural Association

- Toronto Parking Authority
- Toronto Residents in Partnership
- Toronto Transit Commission
- Toronto Youth Action Restorative Justice Project
- TPS (Auxiliary, 41 Division Gang Committee)
- Tumivut Youth Shelter
- West Hill Community Services Youth Outreach, Education and Mentoring Program

- West Humber Somali Parents Association
- West Indian Volunteers of Jamestown
- Women Abuse Council
- York Regional Police
- Youth In Policing Initiative
- Youth Link – Community Youth Outreach
- Youth Speak
- Youthdale Treatment Facility
- YWCA Scarborough Branch Youth Program

♦ **NUMBER AND TYPE OF PROGRAMS DEVELOPED**

in 2006: number of programs developed with partners to address involvement of youth in criminal activities = 129

the types of programs developed include:
(as reported by the divisions and the Community Mobilization unit)

- after-school and homework clubs
- anti-bullying programs
- arts/music programs
- assisting students with development of 'core skills' to assist them in making better choices
- bicycle rodeos
- breakfast clubs and after school programs
- Breaking the Cycle - gang intervention program
- Building Bridges program
- building the BMX track at the Wallace Emerson Community Centre
- vamping programs (School Leadership, TROOP, Domestic Violence TROOP, Project Respect)
- Catholic Children's Aid Society High Risk Review Team
- CHILL
- college students volunteer time with kids in community
- community fair
- crime prevention program
- drinking and driving program
- drug-proofing education program for parents
- Duke of Edinburgh Award to recognize students who volunteer in the community
- Dunk Out The Violence program

- Earn a Bike
- E-Buddies
- employment mentoring
- Etobicoke Strategy
- expansion of Empowered Student Partnerships program
- gang prevention programs
- Gang exit program
- graffiti eradication and community beautification/clean-up programs
- Gun Play, No Way program
- haunted house
- homework mentoring
- interaction/mentoring with students who are banned from attending regular schools due to social and/or criminal difficulties, or due to expulsion
- internet safety and cyber bullying program
- Inward Bound
- joint Police/Children's Aid Society training and information sessions
- Kids Police Posse
- Knitting Club
- Law in the Mall program
- meetings of Group Home Administrators
- Merry-Go-Round
- Ontario gang association workshops

- outdoor recreation (e.g. hiking, horseback riding, skating
- outreach programs (youth safety, information, education)
- partners develop/distribute appropriate youth crime prevention literature to their constituents
- PEACE project
- Plant Flower Day
- Play the Ball
- Police Link Project
- police/youth mentoring program
- Positive Ticketing
- presentation at schools to students, staff (anti-violence, gangs, anti-drug, bullying, Internet safety)
- presentations as part of ESL program on youth issues in high risk areas
- presentations for parents
- Junior Achievement program – student financial education
- program to deter involvement in criminal activity - provides an accurate picture of life within the criminal justice system and jail
- program to encourage youth to join Military Cadets
- Project STOP

- project with Eva's Place to develop closer ties with support workers and track occurrences related to homeless youth
- Replay program
- scholarship/bursary program
- School Trustee forums
- sharing of intelligence with gang investigators and crime analysts from other Ontario jurisdictions
- sports programs (basketball, volleyball, soccer)
- Stay in School program
- Stone Soup Cooking Club
- Stop the Hatred program for schools
- Students Together Embracing Peace (STEP)
- violence intervention/anti-violence projects
- workshops to the youth on safety, gang awareness, substance abuse, the legal system, employment
- youth mentoring youth program
- Youth Criminal Diversion Initiative
- Youth in Policing Initiative
- Youth Justice Committee
- youth leadership programs
- youth Photo Club
- youth radio station

♦ **NUMBER AND TYPE OF PROGRAMS IMPLEMENTED**

in 2006: number of these programs implemented with partners to address involvement of youth in criminal activities = 125

the types of programs implemented include:
all of the above programs, except one camping program, one sports program, one project under the PEACE program umbrella, and one youth mentoring youth program
(as reported by the divisions and the Community Mobilization unit)

♦ **NUMBER OF YOUTH INVOLVED IN EACH PROGRAM**

in 2006: an estimated 42,129 youth received or participated in the above programs/projects/initiatives
(as reported by the divisions and the Community Mobilization unit)

♦ **DECREASE IN NUMBER OF YOUTH ARRESTED FOR VIOLENT CRIME (BY GEOGRAPHIC AREA)**

(arrest information by geographic area not currently available; will be available with the implementation of geo-coding)

in 2006: total number of youth (12-17 yrs) arrested = 8,278
rate per 1,000 youth = 41.8

♦ **INCREASE IN NUMBER OF YOUTH CLEARED OTHERWISE (DIVERSION)**

in 2006: number of youth (12-17 yrs) cleared otherwise = 2,140

♦ **DECREASE IN VICTIMISATION OF YOUTH BY VIOLENT CRIME**[*]

in 2006: number of youth (12-17 yrs) victimised by violent crime = 4,050
rate per 1,000 youth = 20.4

♦ **ROLE PLAYED BY POLICE IN PARTNERSHIPS**

in 2006: *(as reported by the divisions and the Community Mobilization unit)*

- advisor/resource
- assisted with development of strategies
- assisted with funding applications/fundraising events
- assisted with program development/creation
- assisted with program implementation
- community mobilization/capacity building
- conducted safety audits/CPTED reviews
- co-ordinated all aspects of program
- disseminated information
- gathered information
- gave equine instruction
- interacted with participants/part of the program
- liaised with business community
- liaised with other Service units
- liaised with partners/community
- mediated/negotiated/facilitated
- mentored
- organized resources for program implementation or support

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[*] Includes homicides & homicide-related offences, sexual assaults, sexual offences, assaults, abductions, and robberies.

- positive role modelling
- presented information/lectured/participated in discussions
- promoted opportunities for youth involvement in police-community partnerships
- promoted understanding of police role/positive relationships
- refereed/coached/trained
- supervised
- travelled with youth

♦ **CONTRIBUTION OF EACH PARTNERSHIP TO THE SERVICE**

in 2006: *(as reported by the divisions and the Community Mobilization unit)*

- built bridges between the Service and community youth
- business community increased financial support to various community programs
- created a positive working environment for officers
- created awareness and education for the community to prevent crimes
- created gang exiting strategies
- decreased crime, drug use
- decreased number of youth-related crimes at schools involved in the initiatives
- developed Urban Native Youth Riding project
- educated a large portion of the community on the laws of the country and the city, and about being a responsible citizen
- gained better understanding of issues facing youth that contribute to criminal activity
- goodwill generated by police-youth interaction
- identified youth at risk
- identified youth gang activities
- improved relations, level of trust between police and community
- improved the Service's ability to address the safety concerns of vulnerable groups
- increased communication with community, partner agencies/organisation
- increased community understanding of police role in dealing with youth crime and violence
- increased public perception of safety
- increased reporting of crime, community concerns
- mobilized neighbourhood resources
- new Canadians introduced to police
- provided assistance with program development and implementation
- provided resources to support ESP program
- provided transportation, necessary accreditation, and tickets for field trips
- provided venues
- received information that assisted with arrests and prevented further victimization
- reduced criminal activity by having youth involved in programs
- strengthened co-ordinated delivery of services to the community
- youth exposed to community problems, worked with the Service as part of solution

PRIORITY: COMMUNITY POLICING PARTNERSHIPS

GOAL: INCREASE COMMUNITY AWARENESS OF AND OPPORTUNITIES TO PROVIDE INPUT ON NEIGHBOURHOOD POLICING ISSUES/CONCERNS AND/OR TO PARTICIPATE IN NEIGHBOURHOOD PROBLEM-SOLVING.

Strategies:

- Develop and implement unit-level Internet web pages that may include, but are not limited to, up-to-date crime management information, opportunities for community involvement, wanted persons, crime prevention information, divisional community bulletins, specific contact information, the ability for members of the public to send information, and the ability to record the number of times the site was accessed.
- Create and implement a unit-specific e-mail distribution list of interested persons to allow for the mass e-mail distribution of crime information, requests for public assistance, community events, media releases, public safety concerns, and notices.

- Review and adjust the membership of each Community Police Liaison Committee (CPLC) to ensure that each includes representation of youth and residents of the divisional priority neighbourhoods, and that each reflects the cultural demographics of the division.
- Identify high risk neighbourhoods, buildings, and public spaces and conduct safety audits and CPTED initiatives in partnership with local stakeholders.

PERFORMANCE OBJECTIVES/INDICATORS:

♦ **INCREASE IN NUMBER AND TYPE OF AWARENESS INITIATIVES**

in 2006:   number of awareness initiatives = 146

types of initiatives: *(as reported by the divisions and the Public Information unit)*

- articles in local newspapers, including ethnic newspapers
- attended community meetings/events
- brochures developed by Community Police Liaison Committees (CPLCs)
- community bulletins/newsletters
- community walkabouts
- divisional open houses
- 'E-mail A Cop' program developed (community can e-mail questions/concerns)
- Home Security Academy
- improvements to divisional websites
- information sent through auto dialler, e-mail
- information/pamphlets distributed by Auxiliary officers
- letters sent to residential groups outlining services offered, divisional resources available for non-emergency issues

- letters sent to schools outlining services offered, divisional resources available for non-emergency issues
- liaison with local councillors
- Media Open House for journalists, broadcasters, representatives from ethnic media
- meetings held by CPLCs
- meetings with Business Improvement Associations, community groups, faith groups
- presentations, displays
- town hall meetings

♦ **INCREASE IN NUMBER OF MECHANISMS FOR RECEIVING COMMUNITY INPUT ON NEIGHBOURHOOD ISSUES/CONCERNS**

in 2006: number of mechanisms = 138

types of initiatives: *(as reported by the divisions)*

- community bulletins/newsletters include ways to provide feedback/information
- community fairs/events/divisional open houses
- CPLC meetings
- CPTED/safety audits
- created position of divisional community mobilization officer
- created/distributed community complaint forms
- divisional crime prevention officers attend major crime scenes to speak to victims and neighbours to get community input
- divisional website
- 'E-mail A Cop' program
- e-mail/dedicated divisional e-mail addresses for reporting community concerns
- meetings with communities/neighbourhoods/tenants
- meetings with community groups/agencies, Business Improvement Associations, faith groups
- meetings with politicians discussing the concerns of their constituents
- public forums/town halls
- publishing names of community/neighbourhoods officers
- referrals from Crime Prevention Associate of Toronto
- regular mail
- sessions at high schools
- telephone/dedicated community hot-lines for reporting concerns
- watch programs (Neighbourhood, Vertical, Hotel/Motel)
- youth mentoring programs

♦ **INCREASE IN NUMBER OF PEOPLE PROVIDING INPUT ON NEIGHBOURHOOD ISSUES/CONCERNS**

in 2006: number of people providing input on neighbourhood concerns = 10,786
(from rough estimates by the divisions)

(**Note**: Four divisions reported they were unable to provide rough estimates, noting they received input from members of the community, community groups, the CPLC, town hall meetings, community agencies, and through dedicated telephone lines and e-mail addresses.)

♦ **INCREASE IN NUMBER OF PEOPLE INVOLVED IN SOLVING NEIGHBOURHOOD PROBLEMS**

in 2006: number of people involved in solving neighbourhood problems = 4,391
(from rough estimates by the divisions)

(**Note**: Two divisions reported data collection methodology would be implemented for 2007; four divisions reported they were unable to provide rough estimates, noting members of the community, community groups, community agencies, city services, the CPLC, business groups, schools, etc. were all involved in solving local problems.)

♦ **INCREASE IN NUMBER OF NEIGHBOURHOOD PROBLEMS ADDRESSED**

in 2006: number of neighbourhood problems addressed = 2,107

types of problems addressed: *(as reported by the divisions)*

- abandoned autos
- animal complaints
- assaults
- break and enters
- compliance checks
- CPTED/crime prevention
- disorderly activity
- domestics
- drug-related
- fraud - seniors
- graffiti
- grow operations
- harassment/bullying
- hate crime
- homicides
- identity theft
- impaired drivers
- indecent acts
- internet fraud and pornography
- landlord and tenant-related
- liquor-related
- loitering
- mental health-related
- mischief
- neighbour disputes
- noise
- panhandlers
- prostitution-related
- protestors upset with closure/re-building of mall
- robberies (including swarming, purse snatching, mugging, at ATMs, etc.)
- sexual assaults
- sexual predators

- thefts
- thefts of and from vehicles
- threatening
- traffic-related issues
- trespassing
- vandalism
- weapons
- youth crime

♦ **INCREASE IN COMMUNITY PERCEPTION OF OPPORTUNITIES TO PROVIDE INPUT ON NEIGHBOURHOOD POLICING ISSUES AND TO PARTICIPATE IN PROBLEM-SOLVING**[*]

in 2006: proportion of community who thought the police did very or fairly well consulting with the public – 70%

people were asked what they thought was the best way for the community to communicate non-emergency issues or concerns to the police – the most frequent answers were:
- 'calling local division'
- 'calling 808-2222', and
- 'through community/citizen advisory committees'

people were also asked what they thought was the best way for the police to communicate general information, crime prevention information, or public awareness materials to them – the most frequent answers were:
- 'mail out'
- 'flyers or newsletters', and
- 'through community/citizen advisory committees'

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[*] Throughout this report, information on community/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. The results are considered accurate within ±3%, 95 times out of 100, of what they would have been had the entire adult resident population of Toronto been surveyed.

PRIORITY: COMMUNITY POLICING PARTNERSHIPS

GOAL: DEVELOP PARTNERSHIPS WITH COMMUNITY AND/OR GOVERNMENT AGENCIES/SERVICES TO ADDRESS CONCERNS RELATED TO THE COMFORT OR PROTECTION OF WITNESSES, ESPECIALLY YOUTH, IN PROVIDING POLICE WITH INFORMATION ON VIOLENT CRIME.

Strategies:

- Promote the existence and capabilities of the Witness Protection and Victim Witness Assistance programs and partner with social agencies that work with the victims of violent crime and at-risk youth. In particular, educate school authorities and front-line officers on Witness Protection and Victim Witness Assistance programs and resources available from the federal and provincial governments.

- Increase awareness of the Student Crime Stoppers program via pamphlet and poster distribution and increase emphasis on this program by School Liaison officers. Partner with the Toronto District and Toronto Catholic District School Boards to develop an initiative to stress the importance of Student Crime Stoppers.

- Promote and increase the number of schools that participate in Toronto Police Service programs, such as Student Crime Stoppers, Empowered Student Partnerships (ESP), and Graffiti Eradication.

PERFORMANCE OBJECTIVES/INDICATORS:

♦ **NUMBER AND IDENTIFICATION OF PARTNERSHIPS CREATED**

in 2006: number of partnerships created to address concerns of witnesses providing information on violent crime = 83

(*Note:* Units were asked to report on the partnerships they created to address this issue in 2006. Partnerships with the organisations may have existed previously for other purposes or with other Service units.)

the agencies/organisations partnerships were created with include:
(as reported by Intelligence Services, Community Mobilization, and the divisions)

- Attorney General of Ontario - Crown Law Office
- Catholic Archdiocese of Toronto
- Central Toronto Youth Services
- Children's Aid Societies
- committee of youth officers
- community groups (including parents, youth, seniors groups)
- Delisle Youth Services
- East Metro Youth Services
- Empowered Student Partnerships program

- Equifax
- faith leaders/groups
- Family Responsibility Office
- Future Aces - Positive Ticketing
- high schools (all Boards)
- hospitals and clinics (province-wide)
- housing authorities (nation-wide)
- law offices
- Legal Aid
- Leave Out Violence
- local politicians

- New Identities for Victims of Abuse (NIVA)
- Ontario Disabilities Support Program Branch
- Ontario Gang Association
- Ontario Health Insurance Plan
- Ontario Ministry of Transportation - Licensing
- Ontario Works - Social Assistance
- Oolagen Community Services
- Operation Springboard
- other municipal school boards (Peel, Halton, York)
- parole/probation offices (province-wide)
- police agencies (nation-wide)
- provincial/GTA court houses
- Regent Park Community Health Centre
- Registrar General of Ontario
- rehabilitation centres (province-wide)
- Revenue Canada
- Rexdale Women's Centre
- Royal Canadian Mounted Police 'O' Division
- Safe Schools Program
- San Romanoway Revitalization Association
- shelters
- Student Crime Stoppers
- Syme-Woolner Neighbourhood & Family Centre
- Toronto Child Abuse Centre
- Toronto District and Toronto Catholic District School Boards
- Toronto Parking Authority
- TPS - Covert Operations section
- Toronto Transit Commission
- Trillium Drug Program
- Tropicana Community Services
- Victim Witness Assistance Program
- Woman Abuse Centre
- Workplace Safety & Insurance Board
- Youthdale Treatment Facility
- Youth Link Facility

♦ **ACHIEVEMENTS/OUTCOMES OF PARTNERSHIPS**

in 2006:
(as reported by Intelligence Services, Community Mobilization and the divisions)

- assistance/support provided when children involved
- assistance when Witness Protection not applicable
- assistance with benefits/disability benefits, WSIB claims, pensions, drug plans, licences, student loans, income tax
- assistance in obtaining new/replacement health cards, marriage certificates, baptism certificates
- assistance with provincial/federal documents
- community agency addressing needs of local victims and witnesses of domestic violence
- credit checks
- funding
- improved relationship between victims and police
- increased arrests
- increased contact with victims and witnesses during court procedure
- increased number of schools with ESP programs and Student Crime Stoppers
- increased reporting of domestic violence, child physical/sexual abuse
- increased resident co-operation
- increased understanding of TPS policies and procedures
- information shared /increased communication

- legal assistance
- ongoing liaison/communication with Safe Schools program, students, and school administrators
- PEACE partners involved with TPS Witness Relocation Program to help youth to get out of gangs
- program developed to provide information to 17 different ethno-cultural women's groups relating to domestic violence, in their languages
- protection of victims/witnesses through school transfers and administrator awareness
- referrals for substance abuse treatment
- safety plans developed for victims of domestic violence
- security liaison
- successful prosecutions of accused persons
- support and housing

♦ **DECREASE IN VIOLENT CRIME[*] IN THE ZONES CONTAINING THE IDENTIFIED NEIGHBOURHOODS**

in the 13 priority neighbourhoods defined by the city:

   in 2006:   the rate of violent crime was 11.2 per 1,000 population

♦ **INCREASE IN PROPORTION OF STUDENTS COMFORTABLE TALKING TO POLICE ABOUT PROBLEMS[**]**

   in 2006:   proportion of students who said they felt comfortable talking to police about problems = 64%

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[*] Includes murders & attempts, assaults, robberies, sexual offences, and sexual assaults
[**] Throughout this report, information from students (grades 8-12) and school administrators was collected through surveys conducted by the Service at the end of each year.

PRIORITY: COMMUNITY POLICING PARTNERSHIPS

GOAL: IMPROVE PARTNERSHIPS WITH THE COMMUNITY MEDIA, THE MAINSTREAM MEDIA, AND THE ETHNIC MEDIA TO INCREASE THE AMOUNT OF CRIME PREVENTION INFORMATION AVAILABLE TO TORONTO'S NEIGHBOURHOODS AND DIVERSE COMMUNITIES.

Strategies:

- Establish a comprehensive database of community media, mainstream media, and ethnic media that is available for the information of all members. The database will contain, but not be limited to, key contact information and information on the demographic group(s) the media outlet serves.
- Review and amend all media relations rules, procedures, and policies to allow and promote greater access of media to Service members, while at the same time ensuring a process so that authorization is obtained by the members. All such media authorisations will be recorded in a centralised database. Such procedures will take into consideration legal, evidentiary issues, level of knowledge of the member, Service position on the issue, community safety, privacy legislation, and the reputation of the Service.
- Implement media relations training that will include the availability of Public Information Unit support, rules, procedures, policies, and best practices and techniques. Unit Commanders will be encouraged to identify and develop media opportunities that will improve the relationship between the media and the Service to further aid in the dissemination of crime prevention information.
- Create and implement a specific ethnic community media strategy.

PERFORMANCE OBJECTIVES/INDICATORS:

- ♦ **INCREASE IN NUMBER OF MEDIA EXPOSURES (SERVICE MEMBERS WRITING ARTICLES OR BEING INTERVIEWED ON RADIO/TELEVISION) RELATING TO CRIME PREVENTION IN COMMUNITY MEDIA**

  in 2006: number of media exposures relating to crime prevention in community media = 1,500[*]

  (**Note**: One division reported they were unable to determine the number of community media exposures; they noted that the division supplies the seven local newspapers with crime prevention material on a daily/weekly basis, and that community media people undoubtedly access the monthly community newsletter on the divisional website.)

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[*] This number includes 1,034 media releases from Public information related to crime prevention that were made available to all media outlets.

♦ **INCREASE IN NUMBER OF MEDIA EXPOSURES (SERVICE MEMBERS WRITING ARTICLES OR BEING INTERVIEWED ON RADIO/TELEVISION) RELATING TO CRIME PREVENTION IN MAINSTREAM MEDIA**

> **in 2006:** number of media exposures relating to crime prevention in mainstream media = 1,227[*]
>
> (**Note**: Two divisions reported they were unable to determine the number of mainstream media exposures. One division noted that the Crime Prevention officer was regularly contacted by mainstream media, and that unit supervisors and managers also gave interviews on various topics. The other division noted that media people undoubtedly access the monthly community newsletter on the divisional website.)

♦ **INCREASE IN NUMBER OF MEDIA EXPOSURES (SERVICE MEMBERS WRITING ARTICLES OR BEING INTERVIEWED ON RADIO/TELEVISION) RELATING TO CRIME PREVENTION IN ETHNIC MEDIA**

> **in 2006:** number of media exposures relating to crime prevention in ethnic media = 1,463*
>
> (**Note**: Two divisions reported they were unable to determine the number of ethnic media exposures. One division noted that media people undoubtedly access the monthly community newsletter on the divisional website.)

♦ **INCREASE IN COMMUNITY MEDIA PERCEPTION OF A POSITIVE RELATIONSHIP WITH POLICE[†]**

> **in 2006:** proportion of community media surveyed who said they felt they were satisfied with the relationship between their organisation and the Police Service = 100%

♦ **INCREASE IN MAINSTREAM MEDIA PERCEPTION OF A POSITIVE RELATIONSHIP WITH POLICE**

> **in 2006:** proportion of mainstream media surveyed who said they were satisfied with the relationship between their organisation and the Police Service = 60%

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[*] This number includes 1,034 media releases from Public information related to crime prevention that were made available to all media outlets.

[†] Throughout this report, information from community, ethnic, and mainstream media was collected through surveys conducted by the Service.

♦ **INCREASE IN ETHNIC MEDIA PERCEPTION OF A POSITIVE RELATIONSHIP WITH POLICE**

in 2006: proportion of ethnic media surveyed who said they were satisfied with the relationship between their organisation and the Police Service = 78%

In 2006, this information was gathered as part of an Ethnic Media survey sent by Public Information to over 150 media outlets. In addition to finding out how they felt about their relationship with the Service, they were asked about the services provided by Public Information.

The survey found that 76% of respondents, representing various print, television, radio, and web-based outlets across the city, were satisfied with the manner in which they received information from Public Information. In response to a question raised by many respondents about the process for subscribing to Service media releases, Public Information sent out a step-by-step guide on how to subscribe to the various mailing lists, including news releases, that are available, to both media and the public, on the TPS website. As a result, the number of subscribers has increased from 1,506 to 1,574.

PRIORITY: SAFETY OF VULNERABLE GROUPS

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

Strategies:

- Increase the number of investigative personnel focused on investigation of child pornography and the sexual exploitation of children.
- Develop a prevention and education initiative, in partnership with school boards, relating to chat room and Internet use. The initiative could include:
  - → holding a community meeting for parents to discuss the use of chat rooms and the Internet, creating an awareness of what to look for in their child's behaviour;
  - → teaching parents how to investigate the sites their children have been visiting;
  - → dedicating a portion of the divisional Crime Bulletins and websites to create awareness on the Internet and chat rooms as a conduit for sexual offences, provide Internet safety information, and include child-related crime prevention tips;

- → expanding delivery of the Internet Safety program within the Five Core Curriculum to reduce incidents of luring and sexual exploitation of children;
- → promoting education of parental groups regarding the existence of on-line websites aimed at the protection of children from sexual predators.
- Co-ordinate and enhance victim assistance by ensuring that victims and witnesses are provided with follow-up phone calls, by educating officers with respect to victim/witness sensitivity, and by encouraging divisional members to use services available to assist victims (including Victim Services, the Victim Witness Assistance Program, the Special Committee on Child Abuse–Court Preparation Program, and the Victim Compensation Board).

PERFORMANCE OBJECTIVES/INDICATORS:

♦ **INCREASE IN NUMBER OF REPORTED CHILD ABUSE OFFENCES**

in 2006: number of reported child abuse offences = 2,739

♦ **INCREASE IN NUMBER OF PERSONS CHARGED WITH CHILD ABUSE**

in 2006: number of persons charged with child abuse offences = 751

♦ **INCREASE IN NUMBER OF REPORTED SEXUAL EXPLOITATION OFFENCES**

in 2006: number of reported sexual exploitation offences = 124

♦ **INCREASE IN NUMBER OF PERSONS CHARGED WITH SEXUAL EXPLOITATION OF CHILDREN**

   in 2006: number of persons charged with sexual exploitation of children = 70

♦ **INCREASE IN NUMBER OF REPORTED CHILD PORNOGRAPHY OFFENCES**

   in 2006: number of reported child pornography offences = 118

♦ **INCREASE IN NUMBER OF PERSONS CHARGED WITH CHILD PORNOGRAPHY**

   in 2006: number of persons charged with child pornography = 40

♦ **INCREASE IN GENERAL COMMUNITY PERCEPTION OF POLICE EFFECTIVENESS IN INVESTIGATING CHILD ABUSE/EXPLOITATION**

   in 2006: proportion of community who thought the police did very or fairly well investigating child abuse/exploitation = 73%

♦ **INCREASE IN PERCEPTION OF CHILD AGENCY/SERVICE WORKERS OF POLICE EFFECTIVENESS IN INVESTIGATING CHILD ABUSE[*]**

   in 2006: proportion of child agency/service workers surveyed who felt that police were effective in investigating child abuse = 89%

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[*] Throughout this report, information from agency/service workers was collected through surveys conducted by the Service.

PRIORITY: SAFETY OF VULNERABLE GROUPS

GOAL: IMPROVE RESPONSE TO VICTIMS OF DOMESTIC VIOLENCE.

Strategies:

- Develop a standardised position description for Domestic Violence Officers (DVOs). The description of the function will mandate the completion of a standardised Service template that ensures all relevant activities for a quality investigation are completed and appropriate resources are used. The divisional DVOs will ensure the completed tracking template is forwarded to the Domestic Violence Co-ordinator in the Community Mobilisation Unit for review.

- Incorporate the Newcomer Outreach Program in presentations to community groups.
- Encourage victims of domestic violence to come forward and report incidents of violence through education in collaboration with victim/witness groups and agencies.

PERFORMANCE OBJECTIVES/INDICATORS:

♦ **DECREASE IN AVERAGE RESPONSE TIME FOR DOMESTIC CALLS**

   in 2006: average response time for domestic calls = 44.9 minutes

♦ **DECREASE IN AVERAGE RESPONSE TIME FOR DOMESTIC ASSAULT CALLS**

   in 2006: average response time for domestic assault calls = 31.6 minutes

♦ **INCREASE IN VICTIM SATISFACTION WITH RESPONSE TO CALL**[*]

   in 2006: proportion of victims of domestic violence who said they were satisfied with the time it took police to respond to their call = 81%

♦ **INCREASE IN VICTIM SATISFACTION WITH POLICE HELPFULNESS**

   in 2006: proportion of victims of domestic violence who said they were satisfied with the level of helpfulness of the officers who responded to their call = 86%

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[*] Throughout this report, information from victims was collected through a telephone survey conducted by the Service.

♦ **INCREASE IN VICTIM SATISFACTION WITH POLICE PROFESSIONALISM**

   in 2006: proportion of victims of domestic violence who said they were satisfied with the level of professionalism of the officers who responded to their call = 89%

♦ **INCREASE IN VICTIM SATISFACTION WITH POLICE HANDLING OF INCIDENT**

   in 2006: proportion of victims of domestic violence who said they were satisfied with the way the officers handled the incident = 82%

♦ **INCREASE IN NUMBER OF DOMESTIC-RELATED CALLS TO THE VICTIM SERVICES PROGRAM**

   in 2006: number of domestic-related calls to Victim Services = 6,568

♦ **INCREASE IN NUMBER OF DOMESTIC (VIOLENCE) OCCURRENCES REPORTED TO POLICE**

   in 2006: number of domestic violence occurrences reported to police = 7,297

♦ **INCREASE IN PERCEPTION OF AGENCY/SERVICE WORKERS OF POLICE EFFECTIVENESS IN INVESTIGATING DOMESTIC VIOLENCE**

   in 2006: proportion of agency/service workers surveyed who felt that police were effective in investigating domestic violence = 81%

♦ **INCREASE IN USE OF MULTILINGUAL INTERPRETER SERVICES (MCIS) FOR VICTIMS WITH LANGUAGE BARRIERS**

   in 2006: number of domestic violence victims using MCIS = 2,229

♦ **DECREASE IN AVERAGE PENDING TIME FOR COURT ORDERS TO BE PLACED ON CPIC SYSTEM**

   in 2006: as per the Community Mobilization unit – average pending time = under 24 hours

PRIORITY: SAFETY OF VULNERABLE GROUPS

GOAL: INCREASE REFERRALS FOR SUPPORT AND ASSISTANCE FOR CHILD WITNESSES OF DOMESTIC VIOLENCE.

Strategies:

- Develop a standardised position description for Domestic Violence Officers (DVOs). The description of the function will mandate the completion of a standardised Service template that ensures all relevant activities for a quality investigation are completed and appropriate resources are used. The divisional DVOs will ensure the completed tracking template is forwarded to the Domestic Violence Co-ordinator in the Community Mobilisation unit for review.
- Hold information sessions for social workers and school administrators to discuss the role of agencies and the role of the police in domestic calls.

PERFORMANCE OBJECTIVES/INDICATORS:

- **INCREASE IN NUMBER OF FAMILIES REFERRED TO THE CAS OR CCAS FOR DOMESTIC VIOLENCE**

  in 2006: number of referrals to CAS and CCAS by police with primary reason/code of domestic violence = 3,065

- **INCREASE IN NUMBER OF CALLS TO VICTIM SERVICES FOR DOMESTIC VIOLENCE SITUATIONS INVOLVING CHILDREN**

  in 2006: number of domestic-related calls to Victim Services where children were involved = 5,729

- **INCREASE IN NUMBER OF RELATIONSHIP VIOLENCE AWARENESS PRESENTATIONS TO SCHOOLS**

  in 2006: number of relationship violence awareness presentations to schools = 20

- **INCREASE IN NUMBER OF SCHOOLS CHOOSING RELATIONSHIP VIOLENCE AS A PLATFORM FOR THEIR ESP(EMPOWERED STUDENT PARTNERSHIP) PROGRAM**

  in 2006: number of schools choosing relationship violence as platform for ESP program = 5

♦   **INCREASE IN NUMBER OF REPORTED DOMESTIC VIOLENCE INCIDENTS BY YOUTH**

in 2006: number of domestic violence incidents against themselves reported by youth (12-17 years) = 53

PRIORITY: SAFETY OF VULNERABLE GROUPS

GOAL: IMPROVE RESPONSE TO ADULT VICTIMS OF SEXUAL ASSAULT.

Strategies:

- Develop a tracking template that will be used to ensure quality in all sexual assault investigations and compliance with Service procedures. Divisional detective sergeants will review the template for compliance and results before sending it to the Staff Inspector, Sex Crimes. The Staff Inspector, Sex Crimes will report on the submitted results in a quarterly report to the Chief and Command.
- Ensure strict adherence to ViCLAS protocols and the Service's Sexual Assault procedure. Track the ViCLAS compliance rate and educate officers on why timely submissions are required.

Investigators will train front-line members on the significance of ViCLAS and why certain information is required. Build the ViCLAS booklet into eCOPS and CIPS so that it will produce 'tombstone' information and create the booklet. Include ViCLAS compliance rates in corporate measurement processes (e.g. Stat Com).

- Crime Prevention and Community Relations officers will conduct safety lectures for women and children in local shelters.

PERFORMANCE OBJECTIVES/INDICATORS:

♦ **DECREASE IN AVERAGE RESPONSE TIME FOR SEXUAL ASSAULT CALLS**

in 2006: average response time for sexual assault calls = 38.8 minutes

♦ **INCREASE IN NUMBER OF SEXUAL ASSAULT-RELATED CALLS TO THE VICTIM SERVICES PROGRAM**

in 2006: number of sexual assault-related calls to Victim Services = 472

♦ **INCREASE IN VICLAS COMPLIANCE FOR SEXUAL ASSAULTS**

in 2006: proportion of ViCLAS reports for sexual assault submitted within the prescribed time limits = 99.4%

♦ **INCREASE IN PROPORTION OF WOMEN IN THE COMMUNITY WHO FEEL SAFE IN THEIR NEIGHBOURHOOD**

in 2006: proportion of women in the community who said they felt safe in their neighbourhood = 85%

When asked about perceived likelihood of victimisation in the coming year, 19% of women said they felt it was very or somewhat likely that they would be sexually assaulted in the coming year.

♦ **INCREASE IN PERCEPTION OF AGENCY/SERVICE WORKERS OF POLICE EFFECTIVENESS IN INVESTIGATING SEXUAL ASSAULT**

in 2006: proportion of agency/service workers surveyed who felt that police were effective in investigating sexual assault = 84%

PRIORITY: SAFETY OF VULNERABLE GROUPS

GOAL: FOCUSING ON VIOLENT CRIME, DECREASE AND PREVENT VICTIMISATION OF CHILDREN AND YOUTH, PARTICULARLY WITHIN SCHOOLS AND SURROUNDING COMMUNITIES.

Strategies:

- Communicate a standard definition of 'violent crime' that will be integrated into the crime management/intelligence-led policing (ILP) process for routine reporting of victimisation of youth by violent crime.
- Increase use of computer technology to monitor chat rooms/blogs to prevent victimisation.

- Regular Drug Squad liaison with divisional Youth Bureau and Street Crime officers to maintain effective monitoring of problem schools and problem individuals, specific to drug trafficking problems.

PERFORMANCE OBJECTIVES/INDICATORS:

- ♦ **DECREASE IN RATE OF VICTIMISATION OF YOUTHS BY VIOLENT CRIME[*] (BY GEOGRAPHIC AREA)**

  (this information by geographic area is not currently available; it will be available with the implementation of geo-coding)

  in 2006:   total number of youth (12-17 yrs) victimised by violent crime = 4,050
  rate per 1,000 youth = 20.4

- ♦ **INCREASE IN STUDENT PERCEPTION OF SAFETY IN AND AROUND SCHOOL**

  in 2006: proportion of students who said they felt safe in and around the school during the day = 86%

- ♦ **DECREASE IN PROPORTION OF STUDENTS CONCERNED ABOUT FEELING SAFE/SECURE AT SCHOOL**

  in 2006: proportion of students who said they were concerned about feeling safe/secure at school = 43%

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[*] Includes homicides & homicide-related offences, sexual assaults, sexual offences, assaults, abductions, and robberies.

♦ **DECREASE IN STUDENT PERCEPTION OF LEVEL OF VIOLENCE AT SCHOOL**

in 2006: proportion of students who said they felt their school was violent = 31%

♦ **INCREASE IN GENERAL COMMUNITY PERCEPTION OF POLICE EFFECTIVENESS IN DEALING WITH VICTIMISATION OF YOUTH**

in 2006: proportion of community who thought the police did very or fairly well in dealing with the victimisation of youth = 58%

PRIORITY: COMMUNITY SAFETY & SECURITY

GOAL: INCREASE PREVENTION AND ENFORCEMENT EFFORTS TO ADDRESS VIOLENT CRIME, SPECIFICALLY HOMICIDES AND FIREARMS-RELATED OFFENCES.

Strategies:

- Establish the Toronto Anti-Violence Intervention Strategy (TAVIS) as a long-term, Service-wide initiative, involving both divisional and corporate-level activities, to mobilise on a priority basis to identified problem neighbourhoods to reduce violence, increase safety, and improve the quality of life within those communities.
- Increase the use of and compliance with targeted divisional intelligence-led policing (ILP) initiatives directed at issues dealing with areas of violent crime, individuals who are involved in violent crime, and community mobilisation and crime prevention programs.
- Establish or expand existing offender management and offender monitoring and compliance programs in all divisions, units, and squads within the Service, as appropriate, to target violent offenders on judicial release or conditional sentence.

PERFORMANCE OBJECTIVES/INDICATORS:

- ♦ **DECREASE IN RATE OF VIOLENT CRIME[*] (BY GEOGRAPHIC AREA)**

    in 2006: the rate of violent crime in the 13 priority neighbourhoods defined by the city = 11.2 per 1,000 population

    the rate of violent crime in the rest of the city = 10.0 per 1,000 population

- ♦ **INCREASE IN CLEARANCE RATE FOR VIOLENT CRIME (BY CHARGES LAID)**

    in 2006: clearance rate for violent crime (by charges laid) = 59.3%

- ♦ **DECREASE IN NUMBER OF HOMICIDES (BY GEOGRAPHIC AREA)**

    in 2006: the number of homicides in the 13 priority neighbourhoods defined by the city = 25
    (rate = 0.05 per 1,000 population)

    the number of homicides in the rest of the city = 44
    (rate = 0.02 per 1,000 population)

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[*] Includes murders & attempts, assaults, robberies, sexual offences, and sexual assaults

♦ **INCREASE IN CLEARANCE RATE FOR HOMICIDES (BY CHARGES LAID)**

in 2006: of the 69 homicides in 2006, 42 were cleared by charge (60.9%)

♦ **DECREASE IN NUMBER OF FIREARMS-RELATED OFFENCES**[*]

in 2006: number of firearms-related offences = 2,195

♦ **INCREASE IN FIREARMS SEIZED**[**]

in 2006: number of firearms seized = 1,561

♦ **DECREASE IN NUMBER OF 'PERSON WITH A GUN' CALLS**

in 2006: number of 'person with a gun' calls = 2,008

♦ **DECREASE IN NUMBER OF 'SHOOTING' CALLS**

in 2006: number of 'shooting' calls = 298

♦ **INCREASE IN PERCEPTION OF POLICE EFFECTIVENESS IN DEALING WITH GUN CRIMES**

in 2006: proportion of community who thought the police did very or fairly well in dealing with gun crimes = 60%

♦ **INCREASE IN PERCEPTION OF POLICE EFFECTIVENESS IN DEALING WITH GANGS**

in 2006: proportion of community who thought the police did very or fairly well in dealing with gangs = 59%

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[*] Includes murders & attempts, sexual assaults, assaults, and robberies where a firearm was used.
[**] Includes firearms processed at the TPS Property & Evidence Management unit – evidence, found, or investigation.

PRIORITY: COMMUNITY SAFETY & SECURITY

GOAL: INCREASE ENFORCEMENT ACTIVITIES AND EDUCATION INITIATIVES TO ENCOURAGE REPORTING OF HATE CRIME OFFENCES.

Strategies:

- Increase police visibility and contact at locations that have been identified as potential targets of, or vulnerable to, hate crime or where there is a reasonable concern by those attending such locations that they may be a victim of hate crime.
- Establish a divisional liaison with the leadership of organisations that are vulnerable to, or under threat of, hate crimes. Unit Commanders will ensure that efforts are made to build trust through prioritising investigations, public awareness, education, and eradication of identified hate crime, and will ensure that officers in the division are fully aware of the issues, threats, concerns, and proper response to the vulnerable groups.

PERFORMANCE OBJECTIVES/INDICATORS:

♦ **INCREASE IN NUMBER OF REPORTED HATE CRIME OFFENCES**

   in 2006: number of reported hate crime offences = 162

♦ **INCREASE IN OUTREACH TO COMMUNITY SERVICES OR AGENCIES DEALING WITH HATE CRIME OR WITH GROUPS AT-RISK FOR VICTIMISATION BY HATE CRIME**

   in 2006: number of outreach activities = 69

   types of outreach activities undertaken:
   (as reported by Intelligence Services and the divisions)

- as part of the Empowered Students Partnership (ESP) program, provided information and training to school liaison officers about hate/bias activity that may occur in schools and proper response to it
- CPLC anti-racism poster competition involving high school students
- diversity and hate/bias crime awareness training provided to officers on divisional training days
- education/awareness presentations and information dissemination
- graffiti eradication projects implemented in areas involving hate-motivated graffiti
- involvement in community activities (e.g. Black History month, Junior Caribana, Martin Luther King Jr. Day, International Day for the Elimination of Racism)
- meetings and consultations with community organisations
- meetings specifically with local religious leaders/groups
- meetings with Community Mobilization unit and school liaison officers regarding hate/bias crime education at the elementary level

- meetings with government organisations (including the provincially-mandated Hate Crimes Community Working Group, the Chair of the United Kingdom's Racist Incidents Group, and the Canadian Human Rights Commission)
- outreach to ESL programs
- participated in the development of a video for community members and a training video for use by police services in Ontario (as part of the provincially-funded Hate Crime Extremism Investigation Team)
- partnership with Ryerson University students resulting in posters that advocate reporting of hate crime
- provided officers with information on locations of divisional religious sites
- solicited input on ways to improve the effectiveness of the Service's efforts to reduce hate/bias crimes

♦ **INCREASE IN GENERAL COMMUNITY PERCEPTION OF POLICE EFFECTIVENESS IN INVESTIGATING HATE CRIME**

in 2006: proportion of community who thought the police did very or fairly well in investigating hate crime = 62%

PRIORITY: TRAFFIC SAFETY

GOAL: IMPROVE RESPONSE TO NEIGHBOURHOOD TRAFFIC CONCERNS.

Strategies:

- Report the results from all traffic safety initiatives implemented at the neighbourhood or City-wide level, through enhanced use of the Internet, mainstream and local media, neighbourhood organisations, and Community Police Liaison Committees (CPLCs).
- Publicise Toronto's positive accomplishments with respect to neighbourhood roadway safety concerns.
- Enhance the use of the intelligence-led policing (ILP) database to record, analyse, and effectively respond to neighbourhood traffic complaints received through a variety of sources including CPLCs, other community members, and neighbourhood police officers.

- Publicise, through regular communication between traffic response units, successful initiatives that might result in similar successes in other neighbourhoods.
- Conduct high visibility enforcement initiatives, involving community stakeholders where possible, targeting local traffic safety problems.
- Develop and maintain a 'traffic safety' link on the Toronto Police Service Internet homepage that will address frequently asked questions and include relevant statistics and information relating to local traffic concerns.

PERFORMANCE OBJECTIVES/INDICATORS:

♦ **DECREASE IN CONCERN RELATED TO RED LIGHT OR STOP SIGN RUNNING IN NEIGHBOURHOODS**

in 2006: proportion of community who were concerned with red light or stop sign running in their neighbourhoods = 67%

♦ **DECREASE IN CONCERN RELATED TO SPEEDING IN NEIGHBOURHOODS**

in 2006: proportion of community who were concerned with speeding in their neighbourhoods = 67%

♦ **DECREASE IN CONCERN RELATED TO AGGRESSIVE DRIVING IN NEIGHBOURHOODS**

in 2006: proportion of community who were concerned with aggressive driving in their neighbourhoods =71%

♦ **DECREASE IN CONCERN RELATED TO PARKING IN NEIGHBOURHOODS**

in 2006: proportion of community who were concerned with parking in their neighbourhoods = 43%

♦ **DECREASE IN CONCERN RELATED TO TRAFFIC CONGESTION IN NEIGHBOURHOODS**

in 2006: proportion of community who were concerned with traffic congestion in their neighbourhoods = 58%

PRIORITY: TRAFFIC SAFETY

GOAL: INCREASE FOCUS ON PEDESTRIAN SAFETY, ESPECIALLY SENIORS.

Strategies:

- Use education, awareness, and enforcement principles to initiate programs focusing on motorists who endanger the safety of pedestrians, and on pedestrians who fail to obey applicable laws.
- Support the Daredevil senior pedestrian educational program presented by the Health Sciences Centre, by providing topical and pertinent information on current trends for collisions involving senior pedestrians.
- Focus educational initiatives on pedestrian safety, including the use of crosswalks and automatic traffic signals. Distribute educational pamphlets in high volume, problematic pedestrian areas.
- Conduct lectures on traffic safety at seniors' homes, seniors' community centres, and grade schools.

- Identify, through detailed collision analysis, high risk areas and high risk factors that lead to death and injuries among senior pedestrians. Obtain locations of all pedestrian crossovers for focused enforcement of all violations.
- Use collision analysis data to design focused educational and enforcement-based initiatives that address high risk senior pedestrian issues.
- Liaise with Toronto Transportation to ensure audits are conducted on identified high risk intersections to ensure the safest possible design is being used.
- Encourage all police officers to assist in identifying locations that are most vulnerable to collisions involving pedestrians and to take effective action in addressing the underlying concerns associated with these locations.

PERFORMANCE OBJECTIVES/INDICATORS:

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

  in 2006: number of pedestrian traffic-related injuries = 2,125

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

  in 2006: number of senior pedestrian traffic-related injuries = 302

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

  in 2006: number of pedestrian traffic-related fatalities = 30

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

  in 2006: number of senior pedestrian traffic-related fatalities = 12

♦   **INCREASE IN PEDESTRIAN PERCEPTION OF SAFETY**

in 2006: proportion of community who said they felt safe as pedestrians = 73%

PRIORITY: TRAFFIC SAFETY

GOAL: INCREASE ENFORCEMENT RELATED TO AGGRESSIVE DRIVING AND SPEEDING OFFENCES.

Strategies:

- Include educational and awareness-based components in traffic safety programs and campaigns to support the focused enforcement activity.
- Enhance awareness among all police officers of offences directly affecting the safety of road users and of the correlation between effective enforcement, heightened safety, and reduced collision rates.
- Continue to heighten officers' awareness of available enforcement options relating to street racing, thrill riding, and aggressive driving through ongoing involvement with Project ERASE (Eliminate Racing Activities on Streets Everywhere).
- Enhance enforcement efforts relating to drinking and driving by heightening awareness of the relationship between this behaviour and collision involvement, creating efficiencies wherever possible regarding the processing of such offenders, and maintaining the Service's ongoing involvement in successful initiatives such as RIDE (Reduce Impaired Driving Everywhere).
- Increase the number of front-line officers certified in the use of both mobile and stationary radar and laser speed measuring devices. Ensure that speed measuring devices are assigned to and used by qualified members on all shifts.
- Initiate directed patrols focusing on aggressive driving offences such as speeding, unsafe lane changes, and intersection violations. Ensure that directed patrol assignments are created for all corporate traffic safety programs and campaigns.
- Develop and implement corporate-level traffic safety programs and campaigns that address specific traffic safety issues. Ensure that these programs are strategically publicised to develop public awareness, educate road users, and deter potential offenders.
- Continue directed and self-initiated general patrols both in support of local divisional traffic safety issues identified through the crime and disorder management process and focusing on aggressive driving enforcement in school zones.
- Identify areas of local concern, through increased use of collision analysis data in concert with the expressed concerns of neighbourhood residents, and initiate directed patrols designed to enhance uniform visibility and traffic enforcement efforts in these areas.

PERFORMANCE OBJECTIVES/INDICATORS:

♦ **INCREASE IN NUMBER OF RELEVANT CHARGES (FOLLOW TOO CLOSE, UNSAFE LANE CHANGE, FAIL TO SIGNAL LANE CHANGE, CARELESS DRIVING, RED LIGHT-FAIL TO STOP, SPEEDING)**

in 2006: number of charges = 203,379[*]

♦ **DECREASE IN NUMBER OF TRAFFIC COLLISIONS**

in 2006: number of traffic collisions = 53,699

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[*] From POA ticket system.

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

    in 2006: number of traffic-related fatalities = 57

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

    in 2006: number of traffic-related injuries = 15,373

♦ **INCREASE IN PERCEPTION OF POLICE EFFECTIVENESS IN DEALING WITH TRAFFIC COLLISIONS**

    in 2006: proportion of community who thought the police did very or fairly well in dealing with traffic collisions = 79%

♦ **INCREASE IN PERCEPTION OF POLICE EFFECTIVENESS IN ENFORCING TRAFFIC LAWS**

    in 2006: proportion of community who thought the police did very or fairly well in enforcing traffic laws = 81%

♦ **INCREASE IN PERCEPTION OF POLICE EFFECTIVENESS IN DEALING WITH AGGRESSIVE DRIVERS**

    in 2006: proportion of community who thought the police did very or fairly well in dealing with aggressive drivers = 67%

♦ **INCREASE IN PERCEPTION OF POLICE EFFECTIVENESS IN DEALING WITH SPEEDING**

    in 2006: proportion of community who thought the police did very or fairly well in dealing with speeding = 75%

♦ **DECREASED IN NUMBER OF TRIAL APPLICATIONS FOR TRAFFIC OFFENCES**

    in 2006: number of trial applications for traffic offences = 218,706

PRIORITY: TRAFFIC SAFETY

GOAL: INCREASE FOCUS ON CYCLIST SAFETY AND ENFORCEMENT OF CYCLING OFFENCES.

Strategies:

- Develop additional programs, using currently established initiatives as a model, to further education, awareness, and enforcement-based efforts directed at addressing cycling safety concerns.
- Review currently used Provincial Offence Notice forms, in partnership with involved stakeholders, and make recommendations for amendments to these documents to support effective identification and analysis of cycling offences.
- Promote awareness of bicycle safety initiatives and the results of these initiatives by effectively broadcasting pertinent information to the community through a wide variety of sources.

- Identify common causal factors in bicycle-involved collisions through detailed analysis. Develop a public awareness campaign to address these factors and to promote safe cycling techniques.
- Develop training resources for front-line officers regarding bicycle-specific offences.
- Assign officers using bicycles for patrol purposes to bicycle-specific enforcement initiatives and attendance at neighbourhood bicycle events, to demonstrate the Service's commitment to cycling safety.
- Develop partnerships with bicycle retailers and local cycling organisations to ensure a wide distribution of resource material promoting cycling safety.

PERFORMANCE OBJECTIVES/INDICATORS:

♦ **DECREASE IN NUMBER OF TRAFFIC COLLISIONS INVOLVING CYCLISTS**

in 2006: number of traffic collisions involving cyclists = 1,103

♦ **INCREASE IN NUMBER OF INITIATIVES ON CYCLING SAFETY, TARGETING CYCLISTS**

in 2006: number of cycling safety initiatives targeting cyclists = 4

♦ **INCREASE IN NUMBER OF INITIATIVES ON CYCLING SAFETY, TARGETING DRIVERS**

in 2006: number of cycling safety initiatives targeting drivers = 3

♦ **INCREASE IN NUMBER OF ENFORCEMENT INITIATIVES TARGETING CYCLISTS**

in 2006: number of enforcement initiatives targeting cyclists = 3

♦ **INCREASE IN NUMBER OF BICYCLE-SPECIFIC CHARGES LAID**

in 2006: number of bicycle-specific charges laid = 1,324[*]

♦ **INCREASE IN PERCEPTION OF POLICE EFFECTIVENESS IN DEALING WITH AGGRESSIVE CYCLING**

This question will be included in the 2007 community survey.

♦ **INCREASE IN CYCLIST PERCEPTION OF SAFETY**

in 2006: proportion of community who said they felt safe as cyclists = 35%

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[*] From POA ticket system.

PRIORITY: DELIVERY OF SERVICE

GOAL: ENSURE OFFICERS CONDUCT DAILY DUTIES AND INTERACTIONS WITH THE PUBLIC IN A PROFESSIONAL, NON-BIASED, AND ETHICAL MANNER, WITH A FOCUS ON 'CUSTOMER SERVICE'.

Strategies:

- Continue to develop integrated systems by completing the rollout of the Professional Standards Information System (PSIS) to all field divisions and appropriate units.
- Ensure that supervisors take a proactive approach to professionalism through training opportunities and also by timely and thorough responses to PSIS early intervention alerts.

- Survey all public complainants on the quality of the service provided in filing and resolving a public complaint.
- Review all complaint resolutions then analyse and assess the resolutions for compliance, competence, consistency, and appropriateness.

PERFORMANCE OBJECTIVES/INDICATORS:

♦ **INCREASE IN GENERAL COMMUNITY SATISFACTION WITH POLICE**

in 2006: proportion of community who said they were satisfied with the Police Service overall = 94%

♦ **INCREASE IN SATISFACTION OF THOSE WHO HAD CONTACT WITH POLICE**

of those in the community who said they'd had contact with police during the previous year:

in 2006: proportion who said they were satisfied with police during that contact = 79%

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

of those in the community who said they'd had contact with police during the previous year:

in 2006:   proportion who rated the officer's professionalism as good or excellent = 81%
proportion who rated the officer's courtesy as good or excellent = 82%
proportion who rated the officer's conduct as good or excellent = 79%

♦ **DECREASE IN NUMBER OF PUBLIC COMPLAINTS RELATED TO OFFICER CONDUCT**

in 2006: conduct complaints investigated = 457

♦ **INCREASE IN SATISFACTION WITH THE COMPLAINTS PROCESS FOR THOSE WHO HAVE MADE A COMPLAINT REGARDING OFFICER CONDUCT**

During 2006, Professional Standards developed a feedback form for complaints; distribution will begin in early 2007. Information from this form on the satisfaction of complaints will be provided for the 2007 report on performance.

from the general community survey:

in 2006: of those who said that they'd had experience with the complaints process, proportion who said they were satisfied with the process = 54%

♦ **DECREASE IN PROPORTION OF GENERAL COMMUNITY WHO BELIEVE THAT TORONTO POLICE OFFICERS TARGET MEMBERS OF MINORITY OR ETHNIC GROUPS FOR ENFORCEMENT**

in 2006: proportion of community who said they believed that Toronto police officers targeted members of minority or ethnic groups for enforcement = 33%

PRIORITY: DELIVERY OF SERVICE

GOAL: INCREASE THE VISIBLE PRESENCE OF THE POLICE SERVICE IN THE COMMUNITY, FOCUSING ON UNIFORMED OFFICERS AND VOLUNTEERS (INCLUDING THE AUXILIARY).

Strategies:

- Unit Commanders will maximise opportunities to increase uniform presence by effective deployment of foot and bike patrol officers and Auxiliary officers at community events, areas of high pedestrian volume, and where people congregate.
- Field Unit Commanders will ensure that every Community Response officer is given responsibility to police a specific neighbourhood and that the assigned officer forms effective community policing partnerships with all local

stakeholders, while employing crime prevention and community mobilisation techniques to reduce crime and victimisation in the area.
- The Service will continue to explore opportunities to maximise officer available time through such initiatives as Internet crime reporting, systems to handle frequent missing persons, Computer-Assisted Scheduling of Court (CASC), and the off-duty traffic court attendance program.

PERFORMANCE OBJECTIVES/INDICATORS:

- ♦ **INCREASE IN PERCEPTION THAT OFFICERS DO A GOOD JOB OF BEING VISIBLE IN NEIGHBOURHOODS**

   in 2006: proportion of community who said they believed that officers do a good job of being visible in neighbourhoods = 48%

- ♦ **INCREASE IN SATISFACTION WITH NUMBER OF POLICE PATROLLING NEIGHBOURHOOD ON FOOT OR BICYCLE**

   in 2006: proportion of community who said they were satisfied with number of police patrolling neighbourhood on foot or bike = 47%

- ♦ **INCREASE IN PROPORTION OF DIVISIONAL OFFICER TIME SPENT ON FOOT PATROL AND COMMUNITY RESPONSE**

   in 2006: proportion of time spent by divisional constables, sergeants, and staff sergeants on foot patrol, bike patrol, and community response = 3.5%[*]

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[*] Based on data from TRMS database.

♦ **DECREASE IN PROPORTION OF COMMUNITY CONCERNED WITH NEIGHBOURHOOD DISORDER ISSUES (VANDALISM, GRAFFITI, HOMELESS, LITTER, BEING HARASSED ON THE STREET)**

proportion of community who said they were concerned about the following in their neighbourhood:

	2006
vandalism	57%
graffiti	42%
the homeless	47%
litter	61%
being harassed on the street	44%

♦ **INCREASE IN PERCEIVED NEIGHBOURHOOD SAFETY**

in 2006: proportion of community who said they felt safe in their neighbourhood = 86%

♦ **INCREASE IN PERCEPTION OF A GOOD TO EXCELLENT RELATIONSHIP BETWEEN POLICE AND PEOPLE IN NEIGHBOURHOOD**

in 2006: proportion of community who said that relations between police and people in their neighbourhood were excellent or good = 65%

♦ **INCREASE IN NUMBER OF DIVISIONAL PROJECTS INVOLVING AUXILIARY**

in 2006: number of divisional projects involving Auxiliary = 351

types of projects with Auxiliary assistance/involvement: *(as reported by the divisions)*

- bike rodeos, safety, and registration clinics
- camping trips for at-risk youth
- car seat clinics
- career fairs
- charitable events
- child fingerprint clinics
- city-wide or city-sponsored events
- community festivals/events
- crime prevention initiatives, including distribution of information
- CPTED/robbery prevention audits
- distribution of fraud recognition kits to help identify counterfeit money/credit cards
- divisional community appreciation days/open houses/police week
- divisional crime management initiatives

- ESL translation
- food programs for those in need, seniors
- graffiti eradication
- input data to weekly community news bulletins
- investigations/searches/canvasses
- night directory/night listing updates
- parades
- patrols of parks, neighbourhoods, malls, mall parking lots
- program delivery in different languages
- rallies/protests
- school liaison/station tours
- senior (pedestrian) safety initiatives
- sports events/programs
- TAVIS-related initiatives
- traffic initiatives, including RIDE

PRIORITY: DELIVERY OF SERVICE

GOAL: ENHANCE EFFORTS TO IMPROVE UNDERSTANDING OF POLICE ROLE/ RESPONSIBILITIES AND SERVICES PROVIDED, AS WELL AS CITIZEN RIGHTS AND RESPONSIBILITIES, THROUGH INCREASED INFORMATION/EDUCATION INITIATIVES FOR AREAS SUCH AS DOMESTIC VIOLENCE, GENERAL INFORMATION TO RECENT IMMIGRANTS, TRAFFIC/DRIVING, IMMIGRATION STATUS, ETC., FOCUSING ON TORONTO'S ETHNIC AND VISIBLE MINORITY COMMUNITIES.

Strategies:

- Expand and enhance the role of the Community Police Liaison Committees (CPLCs) and Community Consultative Committees (CCCs) by encouraging committee members to take responsibility to provide Toronto Police Service educational material (e.g. the TPS Newcomer video) to the committees' constituent groups.
- Increase availability of subject specific materials in the languages and formats that are understood and appeal to our diverse communities, dealing with key topics such as domestic violence, sexual assault, traffic safety and driving issues, the public complaints process, and career opportunities within the TPS.
- Partner and support the expansion of the Scadding Court Police Complaints Project into all divisions in order to improve service delivery to our diverse communities.

PERFORMANCE OBJECTIVES/INDICATORS:

♦ **INCREASE IN NUMBER AND TYPE OF INITIATIVES**

in 2006: number of initiatives improve understanding of police roles/ responsibilities and services provided = 3

types of initiatives:
(as reported by the Community Mobilization and Public Information units)

- The Newcomer Outreach Program provides new immigrants with information on police services, how to contact the police, and people's rights and responsibilities under Canadian law.
- Since the ethnic media in Toronto provides newcomers and immigrants with information on police services and information on how to access those services, and explains some of their rights and responsibilities under Canadian law, a Media Open House was held for 25 representatives from ethnic media. The event gave the participants behind-the-scenes access to the Service and a close look at what is required to become a member of the TPS. The event was very well received.
- In addition, an Ethnic Media survey was sent to over 150 media outlets to find out how they felt about their relationship with the Service, about Service performance, and about the services provided by the Public Information unit. In response to a

question raised by many respondents about the process for subscribing to Service media releases, Public Information sent out a step-by-step guide on how to subscribe to the various mailing lists, including news releases, that are available, to both media and the public, on the TPS website. As a result, the number of subscribers has increased from 1,506 to 1,574.

♦ **COMMUNITIES RECEIVING INFORMATION**

in 2006: Information on the Newcomer Outreach Program was sent out to 129 agencies and organisations serving new immigrants. This included, but was not limited to the Chinese, Spanish, Vietnamese, Korean, Japanese, South Asian, Russian, African, Middle Eastern, and Eastern European communities.

♦ **INCREASE IN NUMBER OF VISITS TO TPS WEBSITE**

in 2006: number of visits to TPS website = 496,446

♦ **INCREASE IN NUMBER OF LANGUAGES IN WHICH SUCH INFORMATION IS AVAILABLE**

in 2006: According to the Service's Translated Pamphlet list, in addition to English and French, pamphlets providing information on services, crime prevention, domestic violence, child abuse, elder abuse, hate crime, etc., are available in 20 different languages (although not all pamphlets are available in all 20 languages).

PRIORITY: HUMAN RESOURCES

GOAL: ENSURE ALL SERVICE MEMBERS CONDUCT DAILY DUTIES AND INTERACTIONS WITH OTHER SERVICE MEMBERS IN A PROFESSIONAL, NON-BIASED, AND RESPECTFUL MANNER.

Strategies:

- Create the Diversity Management Unit with a mandate to enhance the ability of the Toronto Police Service to provide its members with a professional, respectful, inclusive, and equitable work environment that is free of bias, discrimination, and harassment.
- Provide training to all supervisors (civilian and uniform), Unit Complaint Co-ordinators, and Professional Standards investigators on the intake, investigation, and disposition of Human Rights and Workplace Harassment complaints, with emphasis on effective mediation, training, disposition, discipline, and, wherever possible, restoration of positive workplace relationships.
- Align and enhance the internal reward, evaluation, and promotion systems to support the Service's commitment to professional, non-biased behaviour.
- Enhance the Service's Workplace Accommodation Procedure and fully implement the changes to support members with special needs and/or accommodation issues.

PERFORMANCE OBJECTIVES/INDICATORS:

♦ **INCREASE IN SERVICE MEMBER SATISFACTION WITH WORK ENVIRONMENT**

in 2006: proportion of Service members who said that they were satisfied with their work environment = 81%

♦ **DECREASE IN SERVICE MEMBER PERCEPTION OF INTERNAL DISCRIMINATION**

in 2006: proportion of Service members who agreed with the statement "I believe there is a lot of discrimination within the Service" = 35%

♦ **DECREASE IN NUMBER OF INTERNAL COMPLAINTS RELATED TO HARASSMENT AND DISCRIMINATION**

in 2006: number of internal complaints related to harassment and discrimination = 15

PRIORITY: HUMAN RESOURCES

GOAL: INCREASE RECRUITMENT, HIRING, PROMOTION, AND RETENTION OF THOSE FROM IDENTIFIED GROUPS (WOMEN, VISIBLE MINORITY, ABORIGINAL, DISABILITY, SEXUAL ORIENTATION, SPEAK MORE THAN ONE LANGUAGE).

Strategies:

- Conduct a comprehensive employment system review that will be used to identify and address recruitment, hiring, deployment, training, promotion, and retention barriers and issues.
- Conduct an internal employee census to create a comprehensive database of the knowledge, skills, and diversity assets of all members to enable the Service to operationalise and maximise the potential of its workforce.
- Create a comprehensive staff development program that addresses the full Human Resources continuum of recruiting, hiring, training, evaluation, transfers, secondments, promotions, succession planning, retention, and separations.
- Create a new recruiting, hiring, and customer relationship management strategy that will achieve a representative, inclusive, and effective workforce.
- All Unit Commanders in all Commands will create a Diversity Management plan to achieve unit staffing that is representative of the Service's internal demographics and is representative of their external community demographics (this includes all ranks and in all sub-units).

PERFORMANCE OBJECTIVES/INDICATORS:

♦ **INCREASE IN NUMBER OF UNIFORM AND CIVILIAN APPLICANTS FROM EACH IDENTIFIED GROUP**

		2006
Female	Uniform	85
	Civilian	1,275[*]
Visible Minority	Uniform	307
	Civilian	1,584[*]
Aboriginal	Uniform	18
	Civilian	2[*]
With Disability	Uniform	0
	Civilian	0
LGBT	Uniform	not avail.[**]
	Civilian	not avail.[**]
> 1 Language	Uniform	not avail.[**]
	Civilian	1,238[*]

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[*] Mass hiring process only – data collection instrument for entire process not implemented in 2006.
[**] Data collection instrument not implemented in 2006.

♦ **INCREASE IN PROPORTION OF NEW UNIFORM AND CIVILIAN HIRES FROM EACH IDENTIFIED GROUP**[*]

proportion of all new hires:

		2006
Female	Uniform	15.1%
	Civilian	37.5%
Visible Minority	Uniform	39.3%
	Civilian	22.3%[**]
Aboriginal	Uniform	2.2%
	Civilian	0.2%
With Disability	Uniform	0%
	Civilian	0%
LGBT	Uniform	not avail.[***]
	Civilian	not avail.[***]
> 1 Language	Uniform	52.0%
	Civilian	44.4%[****]

♦ **INCREASE IN PROPORTION OF UNIFORM MEMBERS PROMOTED FROM EACH IDENTIFIED GROUP**

proportion of all promotions:

	2006
Female	18.2%
Visible Minority	12.8%
Aboriginal	0%
With Disability	not avail.[†]
LGBT	not avail.[†]
> 1 Language	not avail.[†]

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[*] Does not include lateral hires.
[**] Does not include school crossing guards – data collection instrument not implemented in 2006.
[***] Data collection instrument not implemented in 2006.
[****] Does not include Youth-in-Policing participants or school crossing guards – data collection instrument not implemented in 2006.
[†] Database to track this information is currently incomplete.

♦ **DECREASE IN NUMBER OF UNIFORM AND CIVILIAN MEMBERS FROM EACH IDENTIFIED GROUP WHO LEAVE THE SERVICE**

		2006
Female	Uniform	21[*]
	Civilian	65[*]
Visible Minority	Uniform	16
	Civilian	33
Aboriginal	Uniform	2
	Civilian	0
With Disability	Uniform	6
	Civilian	3
LGBT	Uniform	unknown
	Civilian	unknown
> 1 Language	Uniform	unknown
	Civilian	unknown

♦ **INCREASE IN TOTAL PROPORTION OF UNIFORM AND CIVILIAN MEMBERS FROM EACH IDENTIFIED GROUP**

proportion of Service as of December 31st:

		2006
Female	Uniform	16.2%
	Civilian	55.6%
Visible Minority	Uniform	15.6%
	Civilian	22.3%
Aboriginal	Uniform	1.0%
	Civilian	0.6%
With Disability	Uniform	0.9%
	Civilian	1.8%
LGBT	Uniform	not avail.
	Civilian	not avail.
> 1 Language	Uniform	5.0%
	Civilian	11.2%

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[*] Includes 2 deaths.

PRIORITY: HUMAN RESOURCES

GOAL: ENSURE THE ORGANISATION SUPPORTS THE ROLE OF FRONT-LINE DIVISIONAL OFFICERS AS COMMUNITY LEADERS BY PROVIDING INCREASED TRAINING IN PROBLEM IDENTIFICATION, PROBLEM-SOLVING, IDENTIFYING COMMUNITY RESOURCES, BUILDING COMMUNITY PARTNERSHIPS, AND COMMUNITY MOBILISATION, AND BY REVISING FRONT-LINE OFFICER PERFORMANCE EVALUATION TO REFLECT ACTIVITIES IN THESE AREAS.

Strategies:

- Create job descriptions, performance measurements, evaluation systems, staffing models, and operational tools that support and enable the community policing, crime prevention, and community mobilisation efforts of the Service and all members.
- Design and deliver training on community policing, community mobilisation, and crime prevention to all Service members, as appropriate, Auxiliary members, Consultative Committee members, and other community partners.
- Enhance the Service's annual community safety survey by ensuring that each Divisional Policing Command unit conducts an annual division-specific community safety survey that focuses on measures related to community policing, community mobilisation, and crime prevention.

PERFORMANCE OBJECTIVES/INDICATORS:

♦ **TRAINING CURRICULUM/ACTIVITIES REVISED TO REFLECT INCREASED TRAINING IN IDENTIFIED AREAS**

in 2006: *(as reported by the Training & Education unit)*

Problem Identification

Community Mobilization training – Coach Officer course	93 officers
Plainclothes course (LGBT community)	73 officers
Leadership Development Program	34 members
Supervisory Leadership course	33 members
Advanced Leadership course	31 members
Traffic Generalist	220 officers
Provincial Statues	230 officers
Traffic Investigators seminar	39 officers
Staged Accident seminars (two held in 2006)	94 officers
Ministry Transportation seminars (in divisions)	172 officers
At Scene Collision Reconstruction course (level II)	49 officers
Technical Collision Reconstruction course (level II)	13 officers

developed in 2006 for delivery in 2007:
- presentation for Community Police Liaison Committees (CPLCs), Community Consultative Committees (CCCs), and the Chief's Advisory Council (CAC)
- Plainclothes Update course
- Crisis Resolution Officer Safety (CROS) course

Problem Solving

Recruits	446 officers
Parking Enforcement Officers	20 members
Coach Officers	93 officers
Plainclothes course (LGBT community)	73 officers
24-7 Lecture delivered September 15, 2006	100 officers
24-7 Lecture available on the link site of e-mail	potentially all members
Recruits – ethical decision problem solving model	450 officers
Recruits – Community Mobilization problem solving	306 officers
Coach Officers – Community Mobilization	112 officers
Ethic and Professionalism in Policing (EPiP) course	886 officers
Supervisory Leadership course	33 members
Advanced Leadership course	31 members
Traffic Generalist	220 officers
Provincial Statutes	230 officers
Traffic Investigators seminar	39 officers
Staged Accident seminars (two held in 2006)	94 officers
Ministry Transportation seminars (in divisions)	172 officers
At Scene Collision Reconstruction course (level II)	49 officers
Technical Collision Reconstruction course (level II)	13 officers

developed in 2006 for delivery in 2007:
- CPLC, CCC, and CAC training
- Plainclothes Update course
- CROS course
- training developed for Policing & Community Expectations (PACE) and CROS courses

Identifying Community Resources

Community Policing seminar	135 officers
Plainclothes course (LGBT community)	73 officers
24-7 Lecture delivered September 15, 2006	100 officers
24-7 Lecture available on the link site of e-mail	potentially all members
Community Mobilization Officer Reference Guide	provided to 418 officers
Traffic Generalist	220 officers
Provincial Statutes	230 officers
Traffic Investigators seminar	39 officers
Staged Accident seminars (two held in 2006)	94 officers

Ministry Transportation seminars (in divisions)   172 officers
At Scene Collision Reconstruction course (level II)   49 officers
Technical Collision Reconstruction course (level II)   13 officers

developed in 2006 for delivery in 2007:
- CPLC, CCC, and CAC training
- Plainclothes Update course
- CROS course
- LGBT Community Resource Guide

Building Community Partnerships

Community Policing seminar   135 officers
Plainclothes course (LGBT community)   73 officers
24-7 Lecture delivered September 15, 2006   100 officers
24-7 Lecture available on the link site of e-mail   potentially all members
APT – Emotionally Disturbed and Vulnerable People   2,679 officers
Traffic Generalist   220 officers
Provincial Statutes   230 officers
Traffic Investigators seminar   39 officers
Staged Accident seminars (two held in 2006)   94 officers
Ministry Transportation seminars (in divisions)   172 officers
At Scene Collision Reconstruction course (level II)   49 officers
Technical Collision Reconstruction course (level II)   13 officers

developed in 2006 for delivery in 2007:
- CPLC, CCC, and CAC training
- Plainclothes Update course
- Leadership Development Program (Guelph-Humber)
- training developed with the LGBT community

Community Mobilization

Recruit classes   304 officers
24-7 Lecture delivered September 15, 2006   100 officers
24-7 Lecture available on the link site of e-mail   potentially all members
Community Mobilization training – Dr. Hugh Russell   88 officers
Community Mobilization for Recruit classes   306 officers
Coach Officers   112 officers
Advanced Leadership course   31 members
Plainclothes course (LGBT community)   73 officers
Traffic Generalist   220 officers
Provincial Statues   230 officers
Traffic Investigators seminar   39 officers
Staged Accident seminars (two held in 2006)   94 officers
Ministry Transportation seminars (in divisions)   172 officers

developed in 2006 for delivery in 2007:
- CPLC, CCC, and CAC training
- CROS course
- training developed for PACE and CROS courses

♦ **INCREASE IN PROPORTION OF FRONT-LINE DIVISIONAL OFFICERS RECEIVING TRAINING**

in 2006: *(as reported by the Training & Education unit)*

Community Policing seminar   135 officers
       proportion of front-line divisional officers[*] = 3.5%

Community Mobilization   93 officers
       proportion of front-line divisional officers = 2.4%

Staged Accident seminars (two held in 2006)   94 officers
       proportion of front-line divisional officers = 2.5%

Ministry Transportation seminars (in divisions)   172 officers
       proportion of front-line divisional officers = 4.5%

     in addition, 446 Recruits received training

♦ **PERFORMANCE EVALUATION FOR FRONT-LINE OFFICERS REVISED TO REFLECT THE IDENTIFIED COMMUNITY-ORIENTED ACTIVITIES**

in 2006: *(as reported by Staff Planning)*

This goal remains 'in progress' at this time because revisions to front-line officers' personal appraisals will be most effective if made as part of the broader review of staff development policies, processes, and practices that is not yet complete. This initiative will be supported by funding requested for 2007.

The review of staff development is expected to result in, among other things, a personnel appraisal that deals more directly and specifically with the skills and activities described in the goal. However, the current form does allow supervisors and managers to evaluate members in accordance with their current duties, including the provision of community-oriented and mobilization-oriented police services. In particular, it evaluates officers' success with respect to specific core competencies, including problem-solving,

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[*] As per the 2006 TPS Annual Statistics Report, there were 3,831 Staff Sergeants, Sergeants, and Constables in Divisional Policing Command.

community and customer orientation, impact and influence, leadership, teamwork, listening, understanding and responding, and valuing diversity.

All of these elements are relevant to the provision of community-oriented policing services and to community mobilization. Their inclusion on the current form should ensure that, until the new personnel appraisal is developed, officers can be evaluated now on their ability and willingness to participate in community mobilization initiatives and to provide community-oriented police services. The capacity of unit management to evaluate members in terms of community mobilization will be improved with revisions that are anticipated after the review of the TPS staff development process.

♦ **DECREASE IN PROPORTION OF COMMUNITY CONCERNED WITH NEIGHBOURHOOD DISORDER ISSUES (VANDALISM, GRAFFITI, HOMELESS, LITTER, BEING HARASSED ON THE STREET)**

proportion of community who said they were concerned about the following in their neighbourhood:

	2006
vandalism	57%
graffiti	42%
the homeless	47%
litter	61%
being harassed on the street	44%

♦ **INCREASE IN PERCEIVED NEIGHBOURHOOD SAFETY**

in 2006: proportion of community who said they felt safe in their neighbourhood = 86%

PRIORITY: HUMAN RESOURCES

GOAL: REVISE THE CURRENT ONE-TIME DIVERSITY TRAINING FOR SERVICE MEMBERS TO REFLECT A CONTINUOUS LEARNING ENVIRONMENT.

Strategies:

- Create a new 'curriculum' for diversity management, cultural competence, ethics, and professionalism and then integrate the modules from the curriculum into all Training Unit courses.
- Expand training opportunities on diversity management, cultural competence, ethics, and professionalism through use of the Service's various internal communication and decentralised training methods.
- Conduct an annual review of internal and external complaints and surveys to identify and address conduct trends and training needs in the area of human rights, diversity management, cultural competence, ethics, and professionalism.

PERFORMANCE OBJECTIVES/INDICATORS:

♦ **DIVERSITY TRAINING COURSE REVISED TO REFLECT CONTINUOUS LEARNING**

> **in 2006:**   *(as reported by the Training & Education unit)*

90-minute Diversity in Religion training	446 recruits
APT – Diversity training	2,679 officers
APT – Emotionally Disturbed and Vulnerable People	2,679 officers

> developed in 2006 for delivery in 2007:
> CPLC, CCC, and CAC training
> training developed for PACE and CROS courses

♦ **PROCESS FOR CONTINUOUS SERVICE MEMBER LEARNING DEVELOPED AND IMPLEMENTED**

> **in 2006:**   *(as reported by the Training & Education unit)*

24-7 Lecture delivered September 15, 2006	100 officers
24-7 Lecture available on the link site of e-mail	potentially all members
Supervisor Leadership course	33 members
Advanced Leadership course	31 members
APT training	2,679 officers

♦ **PROPORTION OF SERVICE MEMBERS PARTICIPATING IN LEARNING EACH YEAR**

in 2006: *(as reported by the Training & Education unit)*

Diversity training – Recruits   450 officers
                                        proportion of recruits = 100.0%

Stand-alone diversity training on APT   2,679 officers
                                        proportion of officers[*] = 64.2%

Civilian members, 2-day training on diversity   317 civilians
                                        proportion of civilians = 14.3%

♦ **DECREASE IN NUMBER OF PUBLIC COMPLAINTS RELATED TO OFFICER CONDUCT**

in 2006: number of conduct complaints investigated = 457

♦ **INCREASE IN COMMUNITY PERCEPTION THAT OFFICERS ARE PROVIDING SERVICE IN A MANNER THAT IS SENSITIVE TO CULTURAL CONTEXTS**

This question will be included in the 2007 community survey.

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[*] APT training is provided to all front-line officers. This includes staff sergeants, sergeants, and constables from divisions, Traffic Services, Mounted & Police Dog Services, the Marine unit, and Public Safety/COR units.

2006 SERVICE PERFORMANCE – ADDITIONAL ADEQUACY STANDARDS REPORTING REQUIREMENTS

SERVICE BUDGET AND COST OF POLICING PER CAPITA:

In 2005, the Service's Council-approved net operating budget was $716.1 million, an increase of 5.4% over the 2004 net operating budget.[*] The final total Service favourable variance was $6.1 million, attributed to under-spending in several areas. Based on the net operating budget of $716.1 million and an estimated population of 2,696,909, the cost of policing per capita in 2005 was about $266.

In 2006, the Service's Council-approved net operating budget was $752.4 million, an increase of 5.1% over the 2005 net operating budget.[**] The final Service favourable variance in 2006, as in 2005, was $6.1 million. The surplus was attributed to salary saving due to a higher number of separations than anticipated, savings in medical and dental benefits, decreased spending in computer maintenance accounts, and greater revenues than anticipated. Based on the net operating budget of $752.4 million and an estimated population of 2,724,784 the cost of policing per capita in 2006 was about $276.

COMPLAINTS ABOUT POLICE SERVICE:

The total number of public complaints received decreased 14.7% between 2005 and 2006, from 775 complaints in 2005 to 661 in 2006. Of the complaints received, 73.7% (571) were investigated in 2005, while 70.8% (468) were investigated in 2006. In both years, the largest proportions of complaints not investigated were those deemed frivolous (43.6% in 2005, 64.2% in 2006).

In both years, most of the investigated complaints involved allegations of conduct of a less serious nature: 80.4% in 2005 and 85.3% in 2006. While there was a 13.1% decrease between the two years in the number of less serious conduct complaints investigated, the proportion of less serious conduct complaints was greater in 2006 than in 2005.

With the increase in proportion of less serious conduct complaints investigated in 2006, there was a corresponding decrease in the proportion of serious conduct complaints investigated (15.1% in 2005, 12.4% in 2006). The total number of investigated complaints related to serious conduct decreased 32.6%. Complaints relating to policy or service formed the smallest proportion of investigated complaints in both years (4.4% in 2005, 2.4% in 2006).

With regard to the specific type of complaint, the largest proportion of investigated complaints in each year related to allegations of discreditable conduct (53.2% in 2005, 49.1% in 2005).

Just over half (52.0%) of the investigated complaints in 2005 were found to be unsubstantiated; misconduct was identified in 2.3% of the investigated complaints. In 2006, 34.6% of investigated complaints were found unsubstantiated, while misconduct was identified in 0.9% of investigated complaints. Informal resolution was the outcome of 18.9% of investigated complaints in 2005 and 11.3% of investigated complaints in 2006.

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[*] Information from Police Services Board Minute P91/06 (meeting of March 23, 2006).
[**] Information from Police Services Board Minute P115/07 (meeting of March 22, 2007).