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**2007**  
**SERVICE PERFORMANCE**  
**Year End Report**



May 2008



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## 2007 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 extensive consultation with both the community and members of the Service, 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.

The following tables summarise Service performance in 2007 relative to each of the goals within the Priorities. Green shading means that **most** (75% or more) of the performance objectives for the goal were achieved; yellow shading means **some** (less than 75%) of the performance objectives for the goal were achieved; and, red shading means that **none** of the performance objectives for the goal were achieved.

### 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.                                                                         |
| 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                                                                                                                                                         |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 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                                                                                                                        |
|-----------------------------------------------------------------------------------------------------------------------------|
| 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                                                                      |
|---------------------------------------------------------------------------|
| 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                                                                                                                                                                                                                                                                                                                                                                                         |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 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                                                                                                                                                                                                                                                                                                                                                                       |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 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.                                                                                                                                                                                                                                                           |



## COMMUNITY POLICING PARTNERSHIPS - PRIORITY

**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

|                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>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.</p> | <p>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.</p> | <p>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.</p> | <p>Identify high risk neighbourhoods, buildings, and public spaces and conduct safety audits and CPTED initiatives in partnership with local stakeholders.</p> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|

### Performance Objectives/Indicators: Summary Information

**number and identification of partnerships created:**  
**during 2006:** number of new partnerships created to address problems in high crime neighbourhoods = 243  
**during 2007:** number of new partnerships created to address problems in high crime neighbourhoods = 164  
**over the past 2 years, Service units reported creating 407 new partnerships to address problems in high crime neighbourhoods**

**resources identified:**  
 qualitative information below

**types of achievements/outcome of use of resources:**  
 qualitative information below



**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 12.4 per 1,000 population

**in 2007:** the rate of violent crime was 11.6 per 1,000 population

**the rate of violent crime decreased in the city's 13 priority neighbourhoods between 2006 and 2007**

**Performance Objectives/Indicators:**

- ◆ number and identification of partnerships created

**during 2006:**

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

**during 2007:**

number of new partnerships created to address problems in high crime neighbourhoods = 164

**over the past 2 years, divisions and the Community Mobilisation unit reported creating 407 new partnerships<sup>†</sup>**

**the agencies/organisations partnerships were created with include:**

*(partnerships created in 2006 and 2007 only, as reported by the divisions and the Community Mobilisation unit – some units may have formed new partnerships with organizations that were already partners with another unit or units; partners for both years have been combined into the list below)*

- Across Boundaries Association
- Action for Neighbourhood Change - Glendower Community
- Afghani Women's Counselling Centre
- African Canadian Christian Network
- Agincourt Community Services Association
- Alcohol and Gaming Commission of Ontario (AGCO)
- Anishnawbe Health Services
- Asian Communities Council of Canada
- Bail and Parole
- Bay Mills Working Group
- Beat the Heat Volleyball Program
- Bell Canada
- Boys to Men
- BRASS
- Breaking the Cycle
- Building Bridges
- building/housing security committees
- Bunton Lodge
- business improvement associations
- Camp Kinark
- Canada Safety Council
- Canadian Automobile Association
- Canadian Law Enforcement Training College
- Canadian Tire
- Casey House
- Cedarbrae Mall, Fairview Mall, Scarborough Town Centre
- Central Toronto Youth Services
- Centre for Addiction and Mental Health
- Chester Le Library Community Leaders Reading Program
- Chester Le Youth Workshops
- Children's Aid/Catholic Children's Aid Societies of Toronto
- Chinese Christian Ministry
- Chinese Youth Mentoring and Leadership
- Chris Bosh Foundation
- Christian Resource Centre

<sup>\*</sup> Includes murders & attempts, assaults, robberies, sexual offences, and sexual assaults

<sup>†</sup> If an organization partnered with more than one division/unit, each partnership was counted separately.





- churches/mosques
- City of Toronto Assessment Rolls
- City of Toronto Municipal Licensing & Standards
- City of Toronto Councillors
- City of Toronto Parks, Recreation, and Forestry
- City of Toronto Public Health
- City of Toronto Safety Secretariat
- City of Toronto Waste Management
- City of Toronto Youth Action Restorative Justice Project
- Cliffcrest Toronto Public Library Seniors Safety Outreach Program
- CN Police
- Coalition of Muslim Organizations
- Coca Cola Inc.
- Community Advisory Committee South Riverdale Harm Reduction Program
- Community Housing Secretariat
- Community Resource Connections of Toronto
- Community Safe & Secure Residents Committee
- Conflict Mediation Services of Downsview
- Corrections Canada – Police Liaison
- Costa Rican Tico Police Orphanage
- Cottingham Child Care Centre
- Covenant House
- Crime Concern
- Crime Prevention Association of Toronto
- Criminal Injuries Compensation Board
- CTI's Breaking the Cycle Youth Gang Exit & Ambassador Leadership Project
- Dixon Coalition
- Dixon Community Youth Services
- Dixon Hall
- Dovercourt Boys & Girls Club
- 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 Safety Committee
- East York Strategy
- East York Town Centre Security
- Eglinton East/ Kennedy Park -Youth Programs Committee
- Elmbank School Parents Association Volunteers
- Empowered Student Partnerships program
- Empringham Hope House
- Eva's Place
- Evergreen Mission
- Foster Parents
- Gabriel Dumont Aboriginal Community Group
- Gatehouse
- GO Transit
- Good Neighbours Club
- Good Sheppard
- Griffin Centre
- Hazelton Co-Op
- Heritage Toronto
- High Park Advisory Committee
- homework clubs
- Hong Fook Mental Health Management
- hospitals
- Hotel Security Directors
- Hudson's Bay Company
- IBM
- Imdadul Islamic Centre
- Islamic Oromo's Association of Canada
- It's In Me Education and Training Program
- Jamaat Al-Moqaddat el Islamiah
- Jamestown Resident Engagement Group
- Jamestown Safety Committee
- Jesse Centre for Teens
- Juliet's Place Women's Shelter
- KidSport Ontario
- Knights of Columbus- Knights Village
- Leave Out Violence
- Legal Aid
- Leisure World Seniors
- local politicians (federal, provincial, municipal)
- Malvern Family Resource Centre
- Malvern Outreach Committee – Youth Outreach United
- 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
- neighbourhood/local community centres
- Neighbourhood Link
- Neptune Community
- New Balance Athletic Shoe, Inc.
- North American Security Services - Kingston Square Plaza
- North Central Community Network
- O'Connor Neighbourhood Committee
- Operation Springboard
- Office of the Public Guardian and Trustee
- Oxmen Foot Ball League
- Ontario Iraqi Association
- parents' groups/associations
- Parkdale Drug Strategy Committee
- Parkdale Probation
- Pathways to Education
- Peel Regional Police
- Pine Tree Seniors Centre
- Pizza Pizza Inc.
- Play the Ball
- ProAction



- Problem Properties Task Force
- 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/Community Health Centres
- religious groups
- Restorative Justice Committee
- Rexdale Ethnic Seniors
- Rexdale Youth Centre
- Riding Academy at the Horse Palace
- Rites of Passage Program
- Rogers Television
- Rouge Valley Health System
- Ryerson Security
- Salvation Army
- San Romanoway Revitalization Association
- Sanctuary
- Sangamam Peer Support Group
- Scarborough Elder Abuse Network
- Scarborough Human Services and Justice Committee
- Scarborough Muslim Association, Youth Programs
- Scarborough Secondary Schools Principals Association
- Scarborough Village Community Recreation Centre
- Scarborough Wellness Group
- schools (elementary, middle, high schools, colleges, universities)
- Seaton House
- Second Base Shelter
- seniors associations
- Sheriffs Office
- Skyservice
- small businesses
- Somali Youth Organization
- Sony Centre
- Speech That Enlightens People, Uplifts Places (STEP UP)
- Sunshine Club
- St. Aiden’s Out of the Cold program
- St. Stephens House
- Street Helpline
- Student Commission
- The Torchin Group /Agincourt Business Centre
- Tim Horton’s Eglinton
- Toronto Argonauts
- Toronto Association of Police & Private Security
- Toronto Central Lions Club
- Toronto Community Housing Corporation
- Toronto and Catholic District School Boards
- Toronto East Detention Centre
- Toronto East Probation Office
- Toronto Etobicoke North Multicultural Association
- Toronto Fire
- Toronto Hatzolah
- Toronto Public Library
- Toronto Railside Probation Office
- Toronto Transit Commission
- Toronto Zoo
- TPS (41 Div. Gang Committee, TAVIS, Mounted)
- Tropicana Community Services
- Turning Point Youth Services
- United Filipino Canadian Association
- University of Toronto Security Services
- University Settlement House
- Urban Promise Community Organization
- Urban Youth Riding Project
- Vaughan/Oakwood Community Group
- Veterans Affairs
- Waste Watch
- West Hill Community Services Youth Safety Facilitator
- West Indian Volunteers of Jamestown
- West Scarborough Neighbourhood Community Centre
- Woodgreen Community Centre and Shelter
- Yonge Street Mission Services
- Yonge/Eglinton Centre Security
- Young Presidents Organization
- Youth Assisting Youth
- Youth Link – Community Youth Outreach
- Youth Speak
- YMCA
- YWCA Scarborough Branch Youth Program
- YWCA Scarborough Village Employment Centre



◆ resources identified

**during 2006 and 2007:**

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 Mobilisation unit)*

- addiction counselling
- additional patrols (uniform, foot, bicycle, primary response)
- after-school homework clubs
- Alcohol and Gaming Commission Ontario
- arts programs
- awareness/information sharing capability
- Black Creek Community Health Centre
- Boys to Men program
- breakfast/food bank programs
- business improvement associations
- businesses and business groups
- Canadian Law Enforcement Training College
- Centre for Addiction and Mental Health
- City of Toronto By-Law Enforcement
- City of Toronto Fire Department
- City of Toronto Municipal Licensing & Standards
- City of Toronto Parks and Recreation
- City of Toronto Public Works
- City of Toronto Social Services
- City of Toronto Waste Management
- community activists
- community agencies assisting victims and witnesses of domestic violence
- community centres and programs
- Community Development Officers
- community groups and organizations
- Community Police Liaison Committees (and the organizations represented)
- community/resident and student volunteers
- computer training
- Conflict Mediation Services of Downsview - Youth Conflict Resolution Project
- COSTI Immigrant Services
- CPTED reviews/safety audits
- crime information sessions
- crime prevention programs
- counselling services (e.g. for life skills, mental illness, family, youth, victims)
- Delta Family Resources-Duncanwoods Youth Drop In Centre
- distribution/display of pamphlets/educational material
- donated space/recreational facilities
- education upgrading
- Employment Services
- employment skills training
- employment support and outreach
- Empowered Student Partnerships program
- English as a Second Language classes
- Eva's Place shelter
- Fairlawn Community residential co-ordinator
- faith communities/religious groups
- faith-based programs and local churches, mosques, synagogues, etc.
- financial support (e.g. for programs, initiatives, victims)
- Gang Exit Program
- Gang Intervention Program
- gang prevention strategies
- government and business-sponsored youth programs
- graffiti eradication projects
- GTA police services
- Griffin Centre
- hate crime 'Train the Trainer' session (community members to then deliver training in their community)
- health support and outreach
- homeless shelter staff
- housing support and outreach
- instruction in money management and planning
- Keele Street Correctional Centre Community Assessment Team
- Language Instruction for Newcomers to Canada program
- Language Settlement Services
- Lawrence Heights Inter-Agency Organization Network
- lecturers/guest speakers
- life skills classes
- literacy organizations
- local community group websites
- local politicians/town hall meetings
- mall displays
- Mayor's Community Safety Awards
- media
- mental illness support programs
- mentoring
- neighbourhood action teams
- Neighbourhood Legal Counsel
- neighbourhood watch groups
- North Central Community Network
- North York Rotary Club
- Northwood Neighbourhood Services
- Operation HOME (Help Others Maintain Enjoyment)
- Parkdale Community Mobilisation
- ProAction Cops and Kids
- Probation & Parole (extrajudicial measures and sanction programs)
- Problem Address Task Force
- programs assisting new Canadians



- property access
- rate payers organizations
- recreational programs
- rental facilities
- resources (personnel, materials, equipment)
- schools
- Second Harvest foodbank
- Security Directors of office towers
- seniors outreach programs
- social services
- sports programs
- St. Joseph's Health Centre
- technology equipment and education
- tenants committees
- Toronto Community Housing Corporation
- Toronto District School Board
- Toronto Entertainment District Association
- Toronto Hydro
- Toronto Public Health
- Toronto Transit Commission
- TPS - Auto Squad
- TPS - Auxiliary Officers/volunteers
- TPS - Community Mobilisation
- TPS - Community Response/Neighbourhood officers
- TPS - Community Services, Crime Prevention, and School Liaison officers
- TPS - Crime Analysts
- TPS - divisional Crime Management Teams
- TPS - divisional Field Intelligence Officers
- 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 - ethnic officers
- TPS - Intelligence Services/Guns & Gangs/Urban Organized Crime
- TPS - Parking Enforcement
- TPS - targeted enforcement/patrol
- TPS - TAVIS Rapid Response Teams
- TPS - Traffic Services
- tutoring
- volunteer instructors
- youth employment programs
- Youth Hostel Services
- youth mentoring
- youth support services
- youth teen violence prevention programs

◆ types of achievements/outcome of use of resources

**during 2006 and 2007:**

*(as reported by the divisions and the Community Mobilisation unit)*

- additional security infrastructure 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 made/charges laid (e.g. guns, drugs, assaults, etc.)
- assignment of 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
- 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 events focusing on health and personal safety
- community involvement in local problem solving
- community mobilisation 30-minute programs completed
- community/neighbourhood clean-ups and restoration projects in high crime areas
- community, social, and industry partners donated computers for after-school programs for youth and employment training for adults
- compliance orders issued at problem properties
- contacts provided for resources to meet the needs of the community
- corporate sponsorship of 'Art Starts' in identified neighbourhoods (music and painting done)
- CPLC sponsored breakfast club, reading initiative, youth activities
- criminal activities identified
- decrease in most major crime indicators
- decrease in reported violent crime
- decreased number of community complaints
- decreased street robberies targeting portable electronic entertainment devices
- disorder reduced
- eviction hearings held
- external and internal community mobilisation awareness
- fewer drugs/drug traffic in area
- fewer radio calls
- financial support to programs



- garbage removed
- graffiti removed
- guns removed from the street
- higher visibility/more directed patrols
- homework mentoring program started
- identification and access to private property locations for covert observations
- illegal street vending in two communities was addressed
- improved communication between police and community, especially youth
- improved crime prevention and community capacity building
- improved information sharing and program delivery between community service providers, including police
- improved levels of student understanding of technology and applications
- improved levels of understanding by Aboriginal youth on police roles, youth rights, and responsibilities
- improved lighting in areas
- improved quality of life for area residents
- improved relationships and better understanding of responsibilities between city staff and Service members
- improved service delivery
- improved site security after action on CPTED/safety audit findings
- increased access and decreased wait times for victims to access support services/resources
- increased capacity to respond to victims needs
- increased communication with community/youth agencies
- increased community awareness of neighbourhood safety, security, crime, and crime prevention
- increased community mobilisation/community engagement and knowledge of local crime issues
- increased community satisfaction
- increased community understanding of police role and resources
- increased enforcement/targeted enforcement
- increased information sharing with schools
- increased information sharing with Toronto Transit Commission
- increased level of information received from community, which assisted in investigations
- increased monitoring of parks, recreation facilities
- increased opportunities for youth employment
- increased parental knowledge of resources available to assist youth
- increased participation in Neighbours Night Out
- increased perception of safety on the street
- increased police understanding of community needs
- increased referral to agencies by officers
- increased release compliance
- increased support services to victims
- increased use of community complaint form
- joint identification of problem areas/individuals
- life skills (including cooking) classes for youth
- liquor licenses temporarily or permanently suspended at problem establishments
- meetings with members of specific communities to deal with crime and safety problems
- monies raised to spend on community outreach programs
- more Neighbourhood Watch communities created
- more residents participating in programs
- more substance abuse treatment programs offered
- more visible and frequent police presence, including patrols and foot patrols
- more youth involved in their own communities (e.g. Youth Assisting Youth)
- neighbourhood received additional security infrastructure (e.g. security cameras, increased lighting, improved locks, crime prevention, CPTED changes, permanent security staff available for longer periods)
- new city partnerships and identified city resources assisted divisions with community mobilisation initiatives
- operational plan created that decreased calls for service to a community mental health agency
- opportunities to resolve youth crime issues and related investigations
- pamphlets handed out at schools and on the TTC
- partners, community members educated
- persons investigated
- police invited to and attended community meetings
- positive interaction between police, youth, and the community as a whole
- POTs Issued
- problem addresses (booze cans, drug houses) in residential/community areas closed down
- problem businesses closed
- property and building improvements (structural and appearance) made/'eyesore' properties cleaned up
- recreational and creative arts programs developed, especially for teenagers on weekends and evenings
- reduced occurrences
- reduced number of complaints about youth-related crime
- reduction in street level violence occurring in public housing
- reduced victimization
- referrals for children/youth getting involved/already involved in gang activity
- referrals for youth who will potentially get in embroiled in the criminal justice system
- relationships built between police, youth, the community, local media
- 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
- street racers kept from loitering by closing Tim Horton's 10pm-4am, fencing off Home Depot lot
- successful prosecutions involving young witnesses
- support provided for victims/children of domestic violence
- threat assessments completed
- used facilities to hold police-community events
- volunteers delivered crime prevention/crime awareness bulletins
- volunteers delivered notices regarding upcoming community meetings
- weapons seized/firearms licences denied
- worked with city agencies to co-ordinate services in Lawrence Heights
- youth acquired new skills, made contacts for future employment
- youth created art and posters, not graffiti
- youth counselled
- youth helped to exit gangs
- youth introduced to photography
- youth involved in after school programs
- 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<sup>‡</sup> in the zones containing the identified neighbourhoods

in the 13 priority neighbourhoods defined by the city:\*\*

in 2006: the rate of violent crime was 12.4 per 1,000 population\*\*\*

in 2007: the rate of violent crime was 11.6 per 1,000 population\*\*\*

**the rate of violent crime decreased 6.5% in the city's 13 priority neighbourhoods between 2006 and 2007**

<sup>‡</sup> Includes murders & attempts, assaults, robberies, sexual offences, and sexual assaults. NOTE: **Due to regular updates to the Service's live database, all crime and arrest/charge data for previous year have been revised/recalculated to reflect the latest available data and for the sake of fair comparison.**

<sup>\*\*</sup> 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.

<sup>\*\*\*</sup> The rate per 1,000 population by neighbourhood is calculated based on the assumption that a total of 20% of the estimated 2006 and 2007 Toronto population lived in the 13 identified priority neighbourhoods (according to the 2001 Census).



## COMMUNITY POLICING PARTNERSHIPS - PRIORITY

**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: Summary Information

**increase in number and type of partnerships:**

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

**during 2007:** number of partnerships created to address involvement of youth in criminal activities = 91

**over the past 2 years, Service units reported creating 275 new partnerships to address youth involvement in criminal activities**

**number and type of programs developed:**

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

**during 2007:** number of programs developed with partners to address involvement of youth in criminal activities = 119

**number and type of programs implemented:**

**during 2006:** number of the above programs implemented with partners to address involvement of youth in criminal activities = 125

**during 2007:** number of the above programs implemented with partners to address involvement of youth in criminal activities = 97



**number of youth involved in each program:**

**during 2006:** an estimated 42,129 youth received or participated in the above programs/projects/initiatives  
(youth may have been involved in more than one program/project/initiative)

**during 2007:** an estimated 18,811 youth received or participated in the above programs/projects/initiatives  
(youth may have been involved in more than one program/project/initiative)

**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 for violent crime = 2,589  
rate per 1,000 youth = 13.1

**in 2007:** total number of youth (12-17 yrs) arrested for violent crime = 2,770  
rate per 1,000 youth = 14.0

**the number of youth arrested for violent crime increased between 2006 and 2007**

**increase in number of youth cleared otherwise (diversion):**

**in 2006:** number of youth (12-17 yrs) cleared otherwise = 2,148

**in 2007:** number of youth (12-17 yrs) cleared otherwise = 2,035

**the number of youth cleared otherwise (diversion) decreased between 2006 and 2007**

**decrease in victimisation of youth by violent crime :**

**in 2006:** number of youth (12-17 yrs) victimised by violent crime = 4,983  
rate per 1,000 youth = 25.1

**in 2007:** number of youth (12-17 yrs) victimised by violent crime = 4,861  
rate per 1,000 youth = 24.5

**the number of youth victimised by violent crime decreased between 2006 and 2007**

**role played by police in partnerships:**

qualitative information below

**contribution of each partnership to the Service:**

qualitative information below

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





## Performance Objectives/Indicators:

- ◆ increase in number and type of partnerships

### during 2006:

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

### during 2007:

number of partnerships created to address involvement of youth in criminal activities = 91

**over the past 2 years, divisions and the Community Mobilisation unit reported creating 275 new partnerships to address youth involvement in criminal activities \*\***

### the agencies/organisations partnerships were created with include:

*(partnerships created in 2006 and 2007 only, as reported by the divisions and the Community Mobilisation unit – some units may have formed new partnerships with organizations that were already partners with another unit or units; partners for both years have been combined into the list below)*

- African Canadian Christian Network
- Argos Foundation Stop the Violence
- Art Starts/Tim Hortons
- Bail and Parole – diversion program
- Bell Canada
- Breaking the Cycle
- Building Bridges
- Burton Snowboards (CHILL Program)
- Cadillac Fairview
- Camp Kinark Leadership Camp
- Canada Safety Council
- Canadian Amateur Tug-of-War Association
- Canadian Automobile Association
- Canadian Law Enforcement Training College
- Canadian Somali Association
- Central Toronto Youth Services (Pride and Prejudice Program)
- Centre for Addiction and Mental Health
- Child and Family Development Institute
- Chris Bosh Foundation
- churches, mosques
- City of Toronto – refurbishing bicycles
- City of Toronto Parks & Recreation
- City of Toronto Safety Secretariat
- Community CAVE
- Community Dig In
- community Vertical Watch programs
- Community Police Cricket Exhibition Fun Fair
- Conflict Mediation Services of Downsview
- Costa Rican Tico Police Orphanage
- Crime Prevention Association of Toronto
- CTI's Breaking the Cycle Youth Gang Exit & Ambassador Leadership Project
- Daily Bread Food Bank
- Delisle Youth Services
- Department of National Defence - Army Signals Cadet Corps
- Dixon Coalition
- Dixon Community Youth Services
- domestic violence shelters
- 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
- Eva's Place Youth Shelter
- faith leaders
- Five Points Community Action Group
- G2-Net Mobile Art Studio-Any Art Anywhere
- Gabriel Dumont Aboriginal Community Group
- Girl Guides
- Grandravine Tornados Community – Special Needs Interaction
- Guidance of Canadian Somali Youth
- Guildwood Rate Payers Association
- Harbord Village Residents Association
- 'Heart2Heart' Basketball program
- homework clubs
- Horn of Africa Parents Association 'Youth Assisting Youth Leadership Program'
- Horses and Heroes

\*\* If an organization partnered with more than one division/unit, each partnership was counted separately.



- hospitals
- Heron Park Community Centre
- Hudson's Bay Company
- IBM - First Nations School
- Interval House
- Islington BIA
- It's In Me Education and Training Program
- Jabulani
- Jamestown Resident Engagement Group
- Jamestown Safety Committee
- Kids and Kops program
- Kids and Police Posse
- KidSport
- Lamp Community Centre
- Laser Eagles
- Leave Out Violence
- 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
- Native Family Services (Keeping the Circle Strong Camp)
- 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 Iraqi Association
- Ontario Justice Education Network
- Oolagen Community Services
- Operation Springboard
- Oxmen Football
- Parents of Youth
- Parma Court Community
- Play the Ball
- Priority Neighbourhood (Eglinton East / Kennedy Park) youth programs
- Priority Neighbourhood (Kingston/Galloway/Orton Park Rd) Safety Committee
- Priority Neighbourhood (Scarborough Village) Youth Lounge
- ProAction Cops and Kids
- Proctor and Gamble - Junior Achievement Program
- Provincial Probation
- Reading Buddies
- Reconnect – Mental Health Services
- Red Door
- Rexdale Youth Centre
- Rogers Television
- Safe Schools Program
- Salvation Army
- Scarborough Muslim Association Youth Programs
- schools (elementary, middle, high schools, colleges, universities)
- school sports programs
- Second Base Shelter
- Secord Community Centre
- Skyservice
- Somali Parent Coalition
- Somali Youth Organization
- 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 Gatehouse
- The Student Commission
- Thorncliffe Neighbourhood Office
- Tim Hortons 'Earn a Bike' Program
- Toronto Catholic Children's Aid Society
- Toronto Child Abuse Centre
- Toronto Children's Aid Society
- Toronto Community Housing Corporation
- Toronto District and Toronto Catholic District School Boards
- Toronto East Detention Centre
- Toronto Etobicoke North Multi-cultural Association
- Toronto Five-O Basketball
- Toronto Parking Authority
- Toronto Public Health
- Toronto Public Library Youth programs
- Toronto Residents in Partnership
- Toronto Transit Commission Special Constable Services
- Toronto Youth Action Restorative Justice Project
- Toronto Zoo
- TPS (Auxiliary, 41 Division Gang Committee)
- Tumivut Youth Shelter
- Wellesley Community Centre Basketball
- West Hill Community Services Youth Outreach, Education and Mentoring Program
- West Humber Somali Parents Association
- West Indian Volunteers of Jamestown
- West Scarborough Neighbourhood Community Centre
- Westminister Branson Neighbourhood Action Team
- Willowtree Tenant Board
- Women Abuse Council
- York Regional Police
- Youth Advisory Group
- Youth & the Law program (youth outreach program)



- Youth Employment and Local Leadership program
- Youth In Policing Initiative
- Youth Line
- Youth Link – Community Youth Outreach
- Youth Safety Ambassadors program
- Youth Speak
- Youth Workers (Antibes Community Centre)
- Youthdale Treatment Facility
- YWCA Scarborough Branch Youth Program
- YWCA Scarborough Village Employment and Resource Centre

◆ number and type of programs developed

**during 2006:**

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

**during 2007:**

number of programs developed with partners to address involvement of youth in criminal activities = 119

the types of programs developed in 2006 and 2007 include:

*(as reported by the divisions and the Community Mobilisation unit)*

- after-school and homework clubs
- alternative measures program
- anti-bullying programs
- arts/music programs
- assisting students with development of 'core skills' to assist them in making better choices
- bicycle clubs/rodeos
- book clubs/reading programs
- breakfast clubs and after school programs
- Breaking the Cycle - gang intervention program
- Bringing Home the Warmth
- Building Bridges program
- building the BMX track at the Wallace Emerson Community Centre
- camping programs (School Leadership, TROOP, Domestic Violence TROOP, Project Respect)
- Catholic Children's Aid Society High Risk Review Team
- Child Witness to Domestic Violence campaign
- CHILL
- college students volunteer time with kids in community
- community fairs/family fun fairs
- compliance checks (Divisional Offender Management Initiative)
- computer clubs
- counsellors to address youths' concerns
- crime prevention programs/workshops
- cyber/Internet safety/cyber bullying programs
- day trips for at-risk youth
- deterrence interventions – gangs, criminal activities
- domestic violence prevention program for teens
- drinking and driving program
- Drop-in Centre for students for assistance with homework, etc
- drug-proofing education program for parents
- Drum Circle program (youth encouraged to express selves positively)
- Duke of Edinburgh Award to recognize students who volunteer in the community
- Dunk Out The Violence program
- Earn a Bike program
- E-Buddies
- employment mentoring
- Etobicoke Strategy
- expansion of Empowered Student Partnerships program
- family violence prevention presentations
- gang prevention programs
- Gang exit program
- graffiti eradication and community beautification/clean-up programs
- Gun Play, No Way program
- Haunted House
- holiday party
- homework clubs/mentoring
- hotline for reporting homo/transphobic violence and bullying
- interaction/mentoring with students who are banned from attending regular schools due to social and/or criminal difficulties, or to expulsion
- Inward Bound
- job skills training
- joint Police/Children's Aid Society training and information sessions
- karate/self defence classes
- Kids Police Posse
- Knitting Club



- Law in the Mall program
- literacy programs
- meetings of Group Home Administrators
- mentoring programs
- Merry-Go-Round
- Movie Night
- Mural Mentorship Program
- neighbourhood youth council
- Ontario gang association workshops
- outdoor recreation (e.g. hiking, horseback riding, skating)
- outreach programs (youth safety, information, education)
- parent support group (dealing with at-risk youth)
- partners develop/distribute appropriate youth crime prevention literature to their constituents
- PEACE project
- photography programs
- Plant Flower Day
- Play the Ball
- Police Link Project
- police-school orientation sessions
- police-youth workshops
- policing information to ESL classes
- 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 address homo/transphobic violence and eliminate criminogenic conditions for LGBT-identified youth
- 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 Overhaul (police re-building classic vehicles with at-risk youth)
- Project STOP
- project with Eva's Place to develop closer ties with support workers and track occurrences related to homeless youth
- promoting the value of continuing education and employment opportunities
- providing assistance to youth victimized by crime (directly or indirectly)
- providing information on how to make better choices
- providing parents information about issues relating to youth crime
- providing strategies to deal with youth victimization based on sexual orientation
- Reading Buddies (kids writing letters to kids in other countries)
- rebuilding homes in New Orleans
- Replay program
- road safety lectures
- safety patrols
- scholarship/bursary program
- School Trustee forums
- sharing intelligence with gang investigators, 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)
- tutoring program
- violence reduction/intervention and anti-violence projects
- West Justice Committee
- workshops to youth on safety, gang awareness, substance abuse, the legal system, employment (officers take youth from the community to bail court to observe the judicial system; a judge speaks to the youth and answers questions)
- youth advisory group
- Youth Assisting Youth Leadership Safety Ambassadors programs
- youth mentoring youth program
- Youth Criminal Diversion Initiative
- Youth in Policing employment initiative
- Youth in Turmoil program
- Youth Justice Committee
- youth leadership programs
- youth life skills and community ownership programs
- youth radio station
- Youth Safety Training

◆ number and type of programs implemented

**during 2006:**

number of the above programs implemented with partners to address involvement of youth in criminal activities = 125

**during 2007:**

number of the above programs implemented with partners to address involvement of youth in criminal activities = 97



the types of programs implemented include:

*(as reported by the divisions and the Community Mobilisation unit)*

**during 2006**, all of the above programs, **except**

- camping program
- sports program
- project under the PEACE program umbrella
- youth mentoring youth program

**during 2007**, all of the above programs, **except**

- alternative measures program
- anti-bullying programs
- counsellors to address youth concerns
- crime prevention workshops
- cyber/Internet safety/cyber-bullying programs
- Drum Circle program
- police-youth workshops
- providing assistance to youth victimized by crime (directly or indirectly)
- providing information on how to make better choices
- providing parents information about issues relating to youth crime
- tutoring program
- Youth in Turmoil program
- youth life skills and community ownership programs

◆ **number of youth involved in each program**

**during 2006:**

an estimated 42,129 youth received or participated in the above programs/projects/initiatives  
*(as reported by the divisions and the Community Mobilisation unit; youth may have been involved in more than one program/project/initiative)*

**during 2007:**

an estimated 18,811 youth received or participated in the above programs/projects/initiatives  
*(as reported by the divisions and the Community Mobilisation unit; youth may have been involved in more than one program/project/initiative)*

◆ **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 for violent crime = 2,589  
rate per 1,000 youth = 13.1

**in 2007:** total number of youth (12-17 yrs) arrested for violent crime = 2,770  
rate per 1,000 youth = 14.0

**the number of youth arrested for violent crime increased 7.0% between 2006 and 2007**

◆ **increase in number of youth cleared otherwise (diversion)**

**in 2006:** number of youth (12-17 yrs) cleared otherwise = 2,148



**in 2007:** number of youth (12-17 yrs) cleared otherwise = 2,035

**the number of youth cleared otherwise (diversion) decreased 5.3% between 2006 and 2007**

◆ decrease in victimisation of youth by violent crime

**in 2006:** number of youth (12-17 yrs) victimised by violent crime = 4,983  
rate per 1,000 youth = 25.1

**in 2007:** number of youth (12-17 yrs) victimised by violent crime = 4,861  
rate per 1,000 youth = 24.5

**the number of youth victimised by violent crime decreased 2.4% between 2006 and 2007**

◆ role played by police in partnerships

**during 2006 and 2007:**

*(as reported by the divisions and the Community Mobilisation unit)*

- accompanied youth on trips
- acted as liaison to assist program development
- advisor/resource
- assisted with development of strategies
- assisted in evaluation
- assisted with funding applications/fundraising events
- assisted with program development/creation
- assisted with program implementation
- assisted youth in developing technological skills
- collected/sought out required resources
- community mobilisation/capacity building
- conducted safety audits/CPTED reviews
- conducted station tours
- co-ordinated all aspects of program
- co-ordinated/organized event
- delivered information/lectured/participated in discussions
- disseminated information to partners
- equine instruction
- e-mailed kids
- facilitated meetings
- gathered information
- helped eliminate criminogenic conditions for at-risk youth
- helped students with non-policing issues
- hosted fundraising dinner
- interacted with participants/part of the program
- implemented/ran program
- involved in protocol development
- liaised with business community
- liaised with other Service units
- liaised with partners/community
- liaised with schools/community groups/City
- mediation/negotiation
- mentored
- organized resources for program implementation or support
- participated in event/sports programs
- positive role modelling
- promoted opportunities for youth involvement in police-community partnerships
- promoted positive image of police
- promoted understanding of police role/ positive relationships
- promoted youth engagement and life skills development
- provided education/awareness/prevention information
- provided expertise in the development of an on-line reporting tool
- provided program support
- provided referrals
- provided strategies to youth to help them deal with victimization
- refereed/coached/trained
- responded to concerns raised
- sat on committee/provided input on policing issues
- supervision
- transported kids



◆ contribution of each partnership to the Service

**during 2006 and 2007:**

*(as reported by the divisions and the Community Mobilisation unit)*

- addressed under-reporting of victimization
- better understanding of issues facing youth as a contributing factor to criminal activity
- built bridges between the Service and community youth
- business community increased financial support to various community programs
- community problems/concerns addressed
- community problems/concerns identified
- community safety improved
- created a pool of resources to use when solving problems
- created a positive working environment for officers
- created awareness and education for the community to prevent crimes
- created gang exiting strategies
- crime prevented
- crime prevention tool created
- decreased crime, drug use
- decreased number of youth-related crimes at schools involved in the initiatives
- decreased street robberies around schools
- demonstrated a commitment to community safety and crime prevention
- developed Urban Native Youth Riding project
- efforts made to reduce violent crime
- encouraged active involvement in Service initiatives by community partners
- encouraged youth to make positive life choices
- enhanced youth/police relationships
- fewer youth involved in criminal activities
- funding received for programs
- graffiti cleaned up
- identified youth at risk
- identified youth gang activities
- improved communication with youth
- improved relations, level of trust between police and community
- improved the Service's ability to address the safety concerns of vulnerable groups
- increased awareness of Service members re: experiences of victims
- 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
- increased respect
- increased trust between police and students /community
- information gathered
- information shared with community/ community agencies
- mobilized neighbourhood resources
- new Canadians introduced to police
- new partnerships created
- new resources/contacts identified
- opportunity for youth to meet officers in non-traditional setting
- police received information that assisted with arrests and prevented further victimization
- positive community feedback
- prevented duplication/overlap of services
- promoted positive image of police/policing
- provided assistance with program development and implementation
- provided cultural and spiritual knowledge to Service members
- provided resources to support ESP program
- provided support for police programs
- provided transportation, necessary accreditation, and tickets for field trips
- provided venues
- reduced the number of public complaints
- reduction in criminal activity by having youth involved in programs
- Service able to educate a large portion of the community on laws of the country and the city, and about being responsible citizen
- showed youth alternatives to crime/the consequences of criminal activity
- strengthened co-ordinated delivery of services to the community
- strengthened relationships/partnerships
- youth-at-risk identified
- youth diversion component to program
- youth engagement tool developed
- youth exposed to community problems and joint problem-solving by police and community
- youth gang activities identified
- youth provided an opportunity to better understand police roles and functions



## COMMUNITY POLICING PARTNERSHIPS - PRIORITY

**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: Summary Information

**increase in number and type of awareness initiatives:**

**during 2006:** number of awareness initiatives = 146

**during 2007:** number of awareness initiatives = 116

**262 new awareness initiatives were created during 2006 and 2007**

**increase in number of mechanisms for receiving community input on neighbourhood issues/concerns:**

**in 2006:** number of mechanisms = 138

**in 2007:** number of mechanisms = 58

**196 new mechanisms for receiving community input on neighbourhood issues/concerns were created during 2006 and 2007**

**increase in number of people providing input on neighbourhood issues/concerns:**

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

**during 2007:** number of people providing input on neighbourhood concerns = 5,597  
*(from rough estimates by the divisions)*

**(Note:** In both years, 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.)

**the number of people providing input on neighbourhood issues/concerns decreased between 2006 and 2007**





**increase in number of people involved in solving neighbourhood problems:**

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

**during 2007:** number of people involved in solving neighbourhood problems = 3,312  
(from rough estimates by the divisions)

(Note: In both years, 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.)

**the number of people involved in solving neighbourhood problems decreased between 2006 and 2007**

**increase in number of neighbourhood problems addressed:**

**during 2006:** number of neighbourhood problems addressed = 2,107

**during 2007:** number of neighbourhood problems addressed = 10,443

**the number of neighbourhood problems addressed increased between 2006 and 2007**

**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%

**in 2007:** proportion of community who thought the police did very or fairly well consulting with the public – 66%

**the proportion of the community who thought the police did well consulting with the police decreased between 2006 and 2007**

**in 2006:** proportion of community who thought that over the past year there had been an increase in opportunities to provide police with input on policing issues in their neighbourhood – 10%

**in 2007:** proportion of community who thought that over the past year there had been an increase in opportunities to participate with police in neighbourhood problem-solving – 9%

\* Throughout this report, information on community/public perceptions in 2006 was collected through a random survey of 1,200 adult residents of Toronto, conducted for the Service at the end of the year; the results are considered accurate within  $\pm 3\%$ , 95 times out of 100, of what they would have been had the entire adult resident population of Toronto been surveyed. Information on community/public perceptions in 2007 was collected through a random survey of 600 adult residents of Toronto, conducted for the Service at the end of the year; the results are considered accurate within  $\pm 4\%$ , 95 times out of 100.



## Performance Objectives/Indicators:

- ◆ increase in number and type of awareness initiatives

**during 2006:** number of awareness initiatives = 146

**during 2007:** number of awareness initiatives = 116

**262 new awareness initiatives were created during 2006 and 2007**

types of initiatives during 2006 and 2007: *(as reported by the divisions and the Public Information unit)*

- articles/columns in local newspapers, including ethnic newspapers
- attended community meetings/events
- brochures developed by Community Police Liaison Committees (CPLCs)
- business, hotel, motel community e-mail programs
- Closed Circuit Television (CCTV) Committee
- communication initiative regarding community complaint forms
- community bulletins/newsletters
- community bulletin on the Internet/e-mail bulletins
- community complaint forms distributed by CPLC members
- Community Information Package dropped off at each break & enter scene
- Community Mobilisation officer encouraged participation in neighbourhood problem-solving
- community walkabouts
- community youth programs
- CPLC crime prevention programs
- CPLC outreach at community meetings
- crime alerts
- Crime Prevention Association of Toronto meetings
- dedicated community voice mail phone line
- divisional Auxiliaries distributed information/pamphlets
- divisional open houses
- 'E-mail A Cop' program developed (community can e-mail questions/concerns)
- health care/police liaison committees
- home/apartment security audits
- Home Security Academy
- improvements to divisional websites
- increased liaison with neighbourhood-oriented committees/agencies
- Information Contact Card distributed by officers while at/investigating crime scenes
- information sent through auto dialler, e-mail
- liaison with Rogers Cable
- letters hand-delivered to residents and businesses in high crime areas
- 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
- liaison with local media
- liaison with schools
- Media Open House for journalists, broadcasters, representatives from ethnic media
- meetings held by CPLCs
- meetings with Business Improvement Associations, community groups, faith groups, Neighbourhood Action Teams
- neighbourhood 'Safe and Secure' committees
- neighbourhood safety assessments
- online polling on the TPS website
- Operation HOME
- presentations, displays, lectures
- seniors programs
- town hall meetings

- ◆ increase in number of mechanisms for receiving community input on neighbourhood issues/concerns

**in 2006:** number of mechanisms = 138

**in 2007:** number of mechanisms = 58

**196 new mechanisms for receiving community input on neighbourhood issues/concerns were created during 2006 and 2007**



types of initiatives during 2006 and 2007: (as reported by the divisions)

- business, hotel, motel community e-mail programs
- community alert
- community bulletins/newsletters include ways to provide feedback/information
- community e-mail program
- community fairs/events/divisional open houses
- community feedback on the Internet
- Community Information Exchange
- Community Information Package dropped off at each break & enter scene
- community surveys/feedback forms
- CPLC meetings
- CPTED/safety audits
- CR officers forming partnerships with their neighbourhood communities
- created advisory groups/committees
- created Neighbourhood Resource Team
- created position of divisional community mobilisation officer
- created/distributed community complaint forms
- critique sheets for programs
- divisional auxiliaries information programs
- 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 and phone contact awareness set up
- e-mail/dedicated divisional e-mail addresses for reporting community concerns
- ILP forms
- Information Contact Card distributed by officers while at/investigating crime scenes
- liaison with schools (including school boards), colleges, universities
- meetings with communities/neighbourhoods/tenants
- meetings with community groups/agencies, Business Improvement Associations, faith groups, Neighbourhood Action Teams, tenants 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
- Safe Streets Committee
- sessions at high schools
- telephone/dedicated community hot-lines for reporting concerns
- Toronto Transportation Services forwards complaints
- use of local media
- watch programs (Neighbourhood, Vertical, Hotel/Motel)
- youth mentoring programs

◆ increase in number of people providing input on neighbourhood issues/concerns

**during 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.)

**during 2007:** number of people providing input on neighbourhood concerns = 5,597  
(from rough estimates by the divisions)

(Note: Three 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.)

**the number of people providing input on neighbourhood issues/concerns decreased 48.1% between 2006 and 2007**



◆ increase in number of people involved in solving neighbourhood problems

**during 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.)

**during 2007:** number of people involved in solving neighbourhood problems = 3,312  
(from rough estimates by the divisions)

(Note: 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.)

**the number of people involved in solving neighbourhood problems decreased 24.6% between 2006 and 2007**

◆ increase in number of neighbourhood problems addressed

**during 2006:** number of neighbourhood problems addressed = 2,107

**during 2007:** number of neighbourhood problems addressed = 10,443

**the number of neighbourhood problems addressed increased 395% between 2006 and 2007**

types of problems addressed during 2006 and 2007: (as reported by the divisions)

- abandoned autos
- animal complaints
- assaults
- auto thefts
- break and enters
- booze cans
- bullying
- compliance checks
- copyright infringement
- CPTED/crime prevention
- cyber-bullying
- damage to vehicles
- demonstrations
- disorderly behaviour
- disorderly premises
- domestics
- door-to-door scams
- drinking/drunks
- drugs
- drug houses
- elder abuse
- fights
- fraud – seniors
- gangs
- garbage
- graffiti
- grow operations/drug labs
- guns/weapons-related
- harassment
- hate crime
- homicides
- identity theft
- impaired drivers
- indecent acts
- internet fraud and pornography
- landlord and tenant-related
- lighting
- liquor license issues
- loitering
- mental health issues
- mischief
- neighbour disputes
- noise
- panhandlers
- pedestrians
- problem addresses
- property crimes
- prostitution-related
- protestors upset with closure/re-building of mall
- robberies (including swarming, purse snatching, mugging, at ATMs, etc.)
- rooming houses
- sexual assaults
- sexual predators
- shootings
- squeegee kids
- street racing
- suspicious persons/events
- thefts
- thefts from offices
- thefts from vehicles
- threatening
- traffic/parking issues
- trespassing
- vagrancy/homelessness
- vandalism
- violence
- 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%

**in 2007:** proportion of community who thought the police did very or fairly well consulting with the public – 66%

**the proportion of the community who thought the police did well consulting with the police decreased 4% between 2006 and 2007**

**in 2006:** proportion of community who thought that over the past year there had been an increase in opportunities to provide police with input on policing issues in their neighbourhood – 10%

**in 2007:** proportion of community who thought that over the past year there had been an increase in opportunities to participate with police in neighbourhood problem-solving – 9%

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\* Throughout this report, information on community/public perceptions in 2006 was collected through a random survey of 1,200 adult residents of Toronto, conducted for the Service at the end of the year; the results are considered accurate within  $\pm 3\%$ , 95 times out of 100, of what they would have been had the entire adult resident population of Toronto been surveyed. Information on community/public perceptions in 2007 was collected through a random survey of 600 adult residents of Toronto, conducted for the Service at the end of the year; the results are considered accurate within  $\pm 4\%$ , 95 times out of 100.



## COMMUNITY POLICING PARTNERSHIPS - PRIORITY

**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: Summary Information

**number and identification of partnerships created:**

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

**during 2007:** number of partnerships created to address concerns of witnesses providing information on violent crime = 36

**achievements/outcomes of partnerships:**

qualitative information below

**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 12.4 per 1,000 population

**in 2007:** the rate of violent crime was 11.6 per 1,000 population

**the rate of violent crime decreased in the city's 13 priority neighbourhoods between 2006 and 2007**

\* Includes murders & attempts, assaults, robberies, sexual offences, and sexual assaults



**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%

**in 2007:** proportion of students who said they felt comfortable talking to police about problems = 65%

**the proportion of students who said they felt comfortable talking to police about problems increased between 2006 and 2007**

**Performance Objectives/Indicators:**

- ◆ number and identification of partnerships created

**during 2006:**

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

**during 2007:**

number of partnerships created to address concerns of witnesses providing information on violent crime = 36

the agencies/organisations partnerships were created with in 2006 and 2007 include:  
*(new partnerships only, as reported by Intelligence Services, Community Mobilisation, and the divisions)*

- Adult Justice Committee
- 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)
- Court Observation Study Advisory Committee
- CPLC
- Crime Stoppers
- Delisle Youth Services
- East Metro Youth Services
- Empowered Student Partnerships program (ESP)
- 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
- LINC ESL program
- local politicians
- Masjid Toronto Islamic Institute
- media
- 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)
- private schools
- provincial/GTA court houses
- Regent Park Community Health Centre
- Registrar General of Ontario
- rehabilitation centres (province-wide)
- Revenue Canada
- Rexdale Women's Centre
- Rexdale Youth Centre

\*\* 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.



- Royal Canadian Mounted Police 'O' Division
- Safe Schools Program
- San Romanoway Revitalization Association
- Serious Teen Offender Program (STOP)
- Serious Offender Adult Program (SOAP)
- shelters
- Student Crime Stoppers
- Syme-Woolner Neighbourhood & Family Centre
- Toronto Child Abuse Centre (Boost 4 Kids)
- Toronto Community Housing (Community Safety Committees)
- Toronto District, Toronto Catholic District, and Toronto French School Boards
- Toronto Parking Authority
- Toronto Parks & Recreation
- TPS - Covert Operations section
- TPS - Field Intelligence Officers at divisions
- Toronto Transit Commission
- Toronto West Gang Awareness Committee
- Trillium Drug Program
- Tropicana Community Services
- University of Toronto Muslim Students Union
- Victim Witness Assistance Program
- Violent Offender Apprehension Program (VOAP)
- Woman Abuse Centre
- Workplace Safety & Insurance Board
- Youthdale Treatment Facility
- Youth Justice Committee
- Youth Link Facility

◆ achievements/outcomes of partnerships

**during 2006 and 2007:**

*(as reported by Intelligence Services, Community Mobilisation and the divisions)*

- active involvement in managing witnesses/victims in cases, particularly sexual assault cases
- annual police/school administrator information session
- arrangements with witnesses to meet where they cannot be observed by neighbours, etc.
- arrests made/increased arrests
- 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
- awareness of how to anonymously report crimes
- checks conducted for violent offenders wanted by the warrant office
- compliance checks conducted on offenders
- continued to work to develop viable solutions and best practices
- credit checks
- disclosure on criminal offences
- divisional e-mail system to pass on information
- early intervention
- enhanced and increased awareness of Student Crime Stoppers programs in schools
- established and developed youth training/mentoring opportunities
- established new satellite service to work with youth who have been victimized by crime (directly or indirectly)
- exchange of gang intelligence
- Field Intelligence Officers at divisions disseminate information from witnesses who wish to remain anonymous
- funding
- improved relationship between victims and police
- increased awareness of community/agency programs in TPS
- increased communication / information shared
- increased contact with victims and witnesses during court procedure
- increased co-operation
- increased level of co-operation by building residents in TCHC buildings with a Community Safety Committee
- increased number of schools participating in Student Crime Stoppers, Empowered Student Partnerships (ESP), and graffiti eradication programs
- increased reporting of domestic violence, child physical/sexual abuse
- increased resident co-operation
- increased understanding of TPS policies and procedures
- joint forces projects
- legal assistance
- lectures to students on gang awareness/risks associated with involvement in gangs
- mediations conducted
- ongoing liaison/communication with Safe Schools program, students, and school administrators
- open dialogue and exchange of information
- participated in a secondary school retreat
- PEACE partners involved with TPS Witness Relocation Program to help youth to get out of gangs
- people more willing to report violent and property crime





- people more willing to report suspicious behaviour to police
- presentations to secondary schools on Crime Stoppers, the ESP program, Tackle Violence, bullying, cyber bullying, the PEACE program, and drugs
- program developed to provide information to 17 different ethno-cultural women's groups relating to domestic violence, in their languages
- promoted the Witness Protection and Victim/Witness Assistance programs
- protection of victims/witnesses through school transfers and administrator awareness
- reduction in robberies
- reduction in youth deviant behaviour in parks and malls
- referrals for substance abuse treatment
- regular meetings with administrators of group homes
- safety of informants
- safety plans developed for victims of domestic violence
- security liaison
- successful prosecutions of accused persons
- successful working relationships created with members of the Ministry of the Attorney General, Crown Attorney's Office, Duty Counsel, Probation, Victim Witness Program, Woman Abuse Council of Toronto, and BOOST (formally Toronto Child Abuse Centre) victims assisted with their involvement in the judicial system or fears about attending court
- support and housing
- visits to secondary schools
- witness preparation for more successful prosecutions
- worked with the victims of violent crime and at-risk youth

◆ 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 12.4 per 1,000 population

**in 2007:** the rate of violent crime was 11.6 per 1,000 population

**the rate of violent crime decreased 6.5% in the city's 13 priority neighbourhoods between 2006 and 2007**

◆ 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%

**in 2007:** proportion of students who said they felt comfortable talking to police about problems = 65%

**the proportion of students who said they felt comfortable talking to police about problems increased 1% between 2006 and 2007**

\*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.



## COMMUNITY POLICING PARTNERSHIPS - PRIORITY

**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

|                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                         |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|
| <p>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.</p> | <p>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.</p> | <p>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.</p> | <p>Create and implement a specific ethnic community media strategy.</p> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|

### Performance Objectives/Indicators: Summary Information

**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.)

**in 2007:** number of media exposures relating to crime prevention in community media = 1,202\*\*

**the number of media exposures relating to crime prevention in the community media decreased between 2006 and 2007**

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

\*\* This number includes 338 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<sup>\*</sup>

(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.)

**in 2007:** number of media exposures relating to crime prevention in mainstream media = 969<sup>\*\*</sup>

**the number of media exposures relating to crime prevention in the mainstream media decreased between 2006 and 2007**

**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<sup>\*</sup>

(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.)

**in 2007:** number of media exposures relating to crime prevention in ethnic media = 810<sup>\*\*</sup>

(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.)

**the number of media exposures relating to crime prevention in the ethnic media decreased between 2006 and 2007**

**increase in community media perception of a positive relationship with police<sup>†</sup>:**

**in 2006:** proportion of community media surveyed who said the working relationship between their organisation and the Police Service improved over the past year = 0%

**in 2007:** proportion of community media surveyed who said the working relationship between their organisation and the Police Service improved over the past year = 0%

**the proportion of community media surveyed who said the working relationship between their organisation and the Police Service improved over the past year did not change between 2006 and 2007**

**increase in mainstream media perception of a positive relationship with police:**

**in 2006:** proportion of mainstream media surveyed who said the working relationship between their organisation and the Police Service improved over the past year = 17%

**in 2007:** proportion of mainstream media surveyed who said the working relationship between their organisation and the Police Service improved over the past year = 33%

**the proportion of mainstream media surveyed who said the working relationship between their organisation and the Police Service improved over the past year increased between 2006 and 2007**

<sup>\*</sup> This number includes 1,034 media releases from Public information related to crime prevention that were made available to all media outlets.

<sup>\*\*</sup> This number includes 338 media releases from Public information related to crime prevention that were made available to all media outlets.

<sup>†</sup> 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 the working relationship between their organisation and the Police Service improved over the past year = *question not asked*

**in 2007:** proportion of ethnic media surveyed who said the working relationship between their organisation and the Police Service improved over the past year = 40%

**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<sup>\*</sup>

(**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.)

**in 2007:** number of media exposures relating to crime prevention in community media = 1,202<sup>\*\*</sup>

**the number of media exposures relating to crime prevention in the community media decreased 19.9% between 2006 and 2007**

- ◆ 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<sup>\*</sup>

(**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.)

**in 2007:** number of media exposures relating to crime prevention in mainstream media = 969<sup>\*\*</sup>

**the number of media exposures relating to crime prevention in the mainstream media decreased 21.0% between 2006 and 2007**

- ◆ 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<sup>†</sup>

<sup>\*</sup> This number includes 1,034 media releases from Public information related to crime prevention that were made available to all media outlets.

<sup>\*\*</sup> This number includes 338 media releases from Public information related to crime prevention that were made available to all media outlets.

<sup>†</sup> This number includes 1,034 media releases from Public information related to crime prevention that were made available to all media outlets.



(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.)

in 2007: number of media exposures relating to crime prevention in ethnic media = 810\*\*

(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.)

**the number of media exposures relating to crime prevention in the ethnic media decreased 44.6% between 2006 and 2007**

◆ increase in community media perception of a positive relationship with police\*

in 2006: proportion of community media surveyed who said the working relationship between their organisation and the Police Service improved over the past year = 0%

in 2007: proportion of community media surveyed who said the working relationship between their organisation and the Police Service improved over the past year = 0%

**the proportion of community media surveyed who said the working relationship between their organisation and the Police Service improved over the past year did not change between 2006 and 2007**

◆ increase in mainstream media perception of a positive relationship with police

in 2006: proportion of mainstream media surveyed who said the working relationship between their organisation and the Police Service improved over the past year = 17%

in 2007: proportion of mainstream media surveyed who said the working relationship between their organisation and the Police Service improved over the past year = 33%

**the proportion of mainstream media surveyed who said the working relationship between their organisation and the Police Service improved over the past year increased 16% between 2006 and 2007**

◆ increase in ethnic media perception of a positive relationship with police

in 2006: proportion of ethnic media surveyed who said the working relationship between their organisation and the Police Service improved over the past year = *not asked*

in 2007: proportion of ethnic media surveyed who said the working relationship between their organisation and the Police Service improved over the past year = 40%

\*\* This number includes 338 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.



**(Note:** In 2006, a separate 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.)



## SAFETY OF VULNERABLE GROUPS - PRIORITY

**Goal: Increase enforcement activities and education initiatives to encourage reporting of child abuse, child pornography, and the sexual exploitation of children.**

### Strategies

|                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|----------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Increase the number of investigative personnel focused on investigation of child pornography and the sexual exploitation of children.</p> | <p>Develop a prevention and education initiative, in partnership with school boards, relating to chat room and Internet use. The initiative could include:</p> <ul style="list-style-type: none"> <li>→ 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;</li> <li>→ teaching parents how to investigate the sites their children have been visiting;</li> <li>→ 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;</li> <li>→ expanding delivery of the Internet Safety program within the Five Core Curriculum to reduce incidents of luring and sexual exploitation of children;</li> <li>→ promoting education of parental groups regarding the existence of on-line websites aimed at the protection of children from sexual predators.</li> </ul> | <p>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).</p> |
|----------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

### Performance Objectives/Indicators: Summary Information

**increase in number of reported child abuse offences:**

**in 2006:** 2,980

**in 2007:** 2,635

**the number of reported child abuse offences decreased between 2006 and 2007**

**increase in number of persons charged with child abuse:**

**in 2006:** 754

**in 2007:** 694

**the number of persons charged with child abuse decreased between 2006 and 2007**

**increase in number of reported sexual exploitation offences:**

**in 2006:** 511

**in 2007:** 446

**the number of reported sexual exploitation offences decreased between 2006 and 2007**



|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>increase in number of persons charged with sexual exploitation of children:</b><br/>in 2006: 72<br/>in 2007: 54<br/><b>the number of persons charged with sexual exploitation of children decreased between 2006 and 2007</b></p>                                                                                                                                                                                                                                                                                                                                        |
| <p><b>increase in number of reported child pornography offences:</b><br/>in 2006: 123<br/>in 2007: 117<br/><b>the number of reported child pornography offences decreased between 2006 and 2007</b></p>                                                                                                                                                                                                                                                                                                                                                                        |
| <p><b>increase in number of persons charged with child pornography:</b><br/>in 2006: 40<br/>in 2007: 42<br/><b>the number of persons charged with child pornography increased between 2006 and 2007</b></p>                                                                                                                                                                                                                                                                                                                                                                    |
| <p><b>increase in general community perception of police effectiveness in investigating child abuse/exploitation:</b><br/>in 2006: proportion of community who thought the police did very or fairly well investigating child abuse/exploitation = 73%<br/>in 2007: proportion of community who thought the police did very or fairly well investigating child abuse/exploitation = 66%<br/><b>the proportion of the community who thought the police did well investigating child abuse/exploitation decreased between 2006 and 2007</b></p>                                  |
| <p><b>increase in perception of child agency/service workers of police effectiveness in investigating child abuse:</b><br/>in 2006: proportion of child agency/service workers surveyed who felt that police were effective in investigating child abuse = 89%<br/>in 2007: proportion of child agency/service workers surveyed who felt that police were effective in investigating child abuse = 93%<br/><b>the proportion of child agency/service workers surveyed who felt that police were effective in investigating child abuse increased between 2006 and 2007</b></p> |

**Performance Objectives/Indicators:**

- ◆ increase in number of reported child abuse offences

**in 2006:** 2,980

**in 2007:** 2,635

**the number of reported child abuse offences decreased 11.6% between 2006 and 2007**

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





- ◆ increase in number of persons charged with child abuse

in 2006: 754

in 2007: 694

**the number of persons charged with child abuse decreased by 8.0% between 2006 and 2007**

- ◆ increase in number of reported sexual exploitation offences

in 2006: 511

in 2007: 446

**the number of reported sexual exploitation offences decreased 12.7% between 2006 and 2007**

- ◆ increase in number of persons charged with sexual exploitation of children

in 2006: 72

in 2007: 54

**the number of persons charged with sexual exploitation of children decreased 25.0% between 2006 and 2007**

- ◆ increase in number of reported child pornography offences

in 2006: 123

in 2007: 117

**the number of reported child pornography offences decreased 4.9% between 2006 and 2007**

- ◆ increase in number of persons charged with child pornography

in 2006: 40

in 2007: 42

**the number of persons charged with child pornography increased 5.0% between 2006 and 2007**



- ◆ 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%

**in 2007:** proportion of community who thought the police did very or fairly well investigating child abuse/exploitation = 66%

**the proportion of the community who thought the police did well investigating child abuse/exploitation decreased 7% between 2006 and 2007**

- ◆ 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%

**in 2007:** proportion of child agency/service workers surveyed who felt that police were effective in investigating child abuse = 93%

**the proportion of child agency/service workers surveyed who felt that police were effective in investigating child abuse increased 4% between 2006 and 2007**

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



## SAFETY OF VULNERABLE GROUPS - PRIORITY

**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: Summary Information

**decrease in average response time for domestic calls:**

**in 2006:** 44.9 minutes

**in 2007:** 45.4 minutes

**the average response time for domestic calls increased between 2006 and 2007**

**decrease in average response time for domestic assault calls:**

**in 2006:** 31.6 minutes

**in 2007:** 30.1 minutes

**the average response time for domestic assault calls decreased between 2006 and 2007**

**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%

**in 2007:** proportion of victims of domestic violence who said they were satisfied with the time it took police to respond to their call = 80%

**the proportion of domestic violence victims who were satisfied with the time it took police to respond to their call decreased between 2006 and 2007**

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



**increase in victim satisfaction with police helpfulness:**

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

**in 2007:** proportion of victims of domestic violence who said they were satisfied with the helpfulness of the officers who responded to their call = 89%

**the proportion of domestic violence victims who were satisfied with the helpfulness of the officers who responded to their call increased between 2006 and 2007**

**increase in victim satisfaction with police professionalism:**

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

**in 2007:** proportion of victims of domestic violence who said they were satisfied with the professionalism of the officers who responded to their call = 86%

**the proportion of domestic violence victims who were satisfied with the professionalism of the officers who responded to their call decreased between 2006 and 2007**

**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%

**in 2007:** proportion of victims of domestic violence who said they were satisfied with the way the officers handled the incident = 81%

**the proportion of domestic violence victims who were satisfied with the way the officers handled the incident decreased between 2006 and 2007**

**increase in number of domestic-related calls to the Victim Services Program:**

**in 2006:** 6,568

**in 2007:** 10,098

**the number of domestic-related calls to the Victim Services Program increased between 2006 and 2007**

**increase in number of domestic (violence) occurrences reported to police:**

**in 2006:** 7,297

**in 2007:** 7,004

**the number of domestic (violence) occurrences reported to police decreased between 2006 and 2007**

**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%

**in 2007:** proportion of agency/service workers surveyed who felt that police were effective in investigating domestic violence = 85%

**the proportion of agency/service workers surveyed who felt the police were effective in investigating domestic violence increased between 2006 and 2007**



**increase in use of Multilingual Interpreter Services (MCIS) for victims with language barriers:**

**in 2006:** number of domestic violence victims using MCIS = 622

**in 2007:** number of domestic violence victims using MCIS = 703

**the number of domestic violence victims using MCIS increased between 2006 and 2007**

**decrease in average pending time for court orders to be placed on CPIC system:**

**in 2006:** as per the Community Mobilisation unit – under 24 hours

**in 2007:** as per the Community Mobilisation unit – under 4 hours

**the average pending time for court orders to be placed on the CPIC system decreased between 2006 and 2007**

**Performance Objectives/Indicators:**

- ♦ decrease in average response time for domestic calls

**in 2006:** 44.9 minutes

**in 2007:** 45.4 minutes

**the average response time for domestic calls increased 1.1% between 2006 and 2007**

- ♦ decrease in average response time for domestic assault calls

**in 2006:** 31.6 minutes

**in 2007:** 30.1 minutes

**the average response time for domestic assault calls decreased 4.7% between 2006 and 2007**

- ♦ 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%

**in 2007:** proportion of victims of domestic violence who said they were satisfied with the time it took police to respond to their call = 80%

**the proportion of domestic violence victims who were satisfied with the time it took police to respond to their call decreased 1% between 2006 and 2007**

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



◆ increase in victim satisfaction with police helpfulness

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

**in 2007:** proportion of victims of domestic violence who said they were satisfied with the helpfulness of the officers who responded to their call = 89%

**the proportion of domestic violence victims who were satisfied with the helpfulness of the officers who responded to their call increased 3% between 2006 and 2007**

◆ increase in victim satisfaction with police professionalism

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

**in 2007:** proportion of victims of domestic violence who said they were satisfied with the professionalism of the officers who responded to their call = 86%

**the proportion of domestic violence victims who were satisfied with the professionalism of the officers who responded to their call decreased 3% between 2006 and 2007**

◆ 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%

**in 2007:** proportion of victims of domestic violence who said they were satisfied with the way the officers handled the incident = 81%

**the proportion of domestic violence victims who were satisfied with the way the officers handled the incident decreased 1% between 2006 and 2007**

◆ increase in number of domestic-related calls to the Victim Services Program

**in 2006:** 6,568

**in 2007:** 10,098

**the number of domestic-related calls to the Victim Services Program increased 53.7% between 2006 and 2007**

◆ increase in number of domestic (violence) occurrences reported to police

**in 2006:** 7,297

**in 2007:** 7,004

**the number of domestic (violence) occurrences reported to police decreased 4.0% between 2006 and 2007**



- ◆ 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%

**in 2007:** proportion of agency/service workers surveyed who felt that police were effective in investigating domestic violence = 85%

**the proportion of agency/service workers surveyed who felt the police were effective in investigating domestic violence increased 4% between 2006 and 2007**

- ◆ increase in use of Multilingual Interpreter Services (MCIS) for victims with language barriers

**in 2006:** number of domestic violence victims using MCIS = 622

**in 2007:** number of domestic violence victims using MCIS = 703

**the number of domestic violence victims using MCIS increased 13.0% between 2006 and 2007**

(**Note:** Victim Services has its own pool of volunteer interpreters, with 35 languages represented; MCIS is used only when the language barrier cannot be accommodated internally.)

- ◆ decrease in average pending time for court orders to be placed on CPIC system

**in 2006:** as per the Community Mobilisation unit – under 24 hours

**in 2007:** as per the Community Mobilisation unit – under 4 hours

**the average pending time for court orders to be placed on the CPIC system decreased between 2006 and 2007**



## SAFETY OF VULNERABLE GROUPS - PRIORITY

**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: Summary Information

**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

**in 2007:** number of referrals to CAS and CCAS by police with primary reason/code of domestic violence = 2,723

**the number of referrals to CAS and CCAS by police for domestic violence decreased between 2006 and 2007**

**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

**in 2007:** number of domestic-related calls to Victim Services where children were involved = 7,674

**the number of calls to Victim Services for domestic violence situations involving children increased between 2006 and 2007**

**increase in number of relationship violence awareness presentations to schools:**

**in 2006:** 20

**in 2007:** 18

**the number of relationship violence awareness presentations to schools decreased between 2006 and 2007**

**increase in number of schools choosing relationship violence as a platform for their ESP (Empowered Student Partnership) program:**

**in 2006:** 5

**in 2007:** 18

**the number of schools choosing relationship violence as a platform for their ESP program increased between 2006 and 2007**





**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

**in 2007:** number of domestic violence incidents against themselves reported by youth (12-17 years) = 46

**the number of reported domestic violence incidents against themselves reported by youth decreased between 2006 and 2007**

**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

**in 2007:** number of referrals to CAS and CCAS by police with primary reason/code of domestic violence = 2,723

**the number of referrals to CAS and CCAS by police for domestic violence decreased 11.2% between 2006 and 2007**

- ◆ 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

**in 2007:** number of domestic-related calls to Victim Services where children were involved = 7,674

**the number of calls to Victim Services for domestic violence situations involving children increased 34.0% between 2006 and 2007**

- ◆ increase in number of relationship violence awareness presentations to schools

**in 2006:** 20

**in 2007:** 18

**the number of relationship violence awareness presentations to schools decreased 10.0% between 2006 and 2007**

- ◆ increase in number of schools choosing relationship violence as a platform for their ESP (Empowered Student Partnership) program

**in 2006:** 5

**in 2007:** 18

**the number of schools choosing relationship violence as a platform for their ESP program increased 260% between 2006 and 2007**



- ◆ 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

**in 2007:** number of domestic violence incidents against themselves reported by youth (12-17 years)  
= 46

**the number of reported domestic violence incidents against themselves reported by youth decreased 13.2% between 2006 and 2007**



## SAFETY OF VULNERABLE GROUPS - PRIORITY

**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: Summary Information

**decrease in average response time for sexual assault calls:**

**in 2006:** 38.8 minutes

**in 2007:** 46.3 minutes

**the average response time for sexual assault calls increased between 2006 and 2007**

**increase in number of sexual assault-related calls to the Victim Services Program:**

**in 2006:** 472

**in 2007:** 538

**the number of sexual assault-related calls to the Victim Services Program increased between 2006 and 2007**

**increase in ViCLAS compliance for sexual assaults:**

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

**in 2007:** proportion of ViCLAS reports for sexual assault submitted within the prescribed time limits = 99.9%

**the proportion of ViCLAS reports for sexual assault submitted within the prescribed time limits increased between 2006 and 2007**



**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.

**in 2007:** proportion of women in the community who said they felt safe in their neighbourhood = 91%

When asked about perceived likelihood of victimisation in the coming year, 14% of women said they felt it was very or somewhat likely that they would be sexually assaulted in the coming year.

**the proportion of women in the community who felt safe in their neighbourhood increased between 2006 and 2007**

**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%

**in 2007:** proportion of agency/service workers surveyed who felt that police were effective in investigating sexual assault = 84%

**the proportion of agency/service workers surveyed who felt that police were effective in investigating sexual assault did not change between 2006 and 2007**

**Performance Objectives/Indicators:**

- ◆ decrease in average response time for sexual assault calls

**in 2006:** 38.8 minutes

**in 2007:** 46.3 minutes

**the average response time for sexual assault calls increased 19.3% between 2006 and 2007**

- ◆ increase in number of sexual assault-related calls to the Victim Services Program

**in 2006:** 472

**in 2007:** 538

**the number of sexual assault-related calls to the Victim Services Program increased 14.0% between 2006 and 2007**

- ◆ increase in ViCLAS compliance for sexual assaults

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

**in 2007:** proportion of ViCLAS reports for sexual assault submitted within the prescribed time limits = 99.9%



**the proportion of ViCLAS reports for sexual assault submitted within the prescribed time limits increased 0.5% between 2006 and 2007**

- ◆ 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.

**in 2007:** proportion of women in the community who said they felt safe in their neighbourhood = 91%

When asked about perceived likelihood of victimisation in the coming year, 14% of women said they felt it was very or somewhat likely that they would be sexually assaulted in the coming year.

**the proportion of women in the community who felt safe in their neighbourhood increased 6% between 2006 and 2007**

- ◆ 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%

**in 2007:** proportion of agency/service workers surveyed who felt that police were effective in investigating sexual assault = 84%

**the proportion of agency/service workers surveyed who felt that police were effective in investigating sexual assault did not change between 2006 and 2007**



## SAFETY OF VULNERABLE GROUPS - PRIORITY

**Goal: Focusing on violent crime, decrease and prevent victimisation of children and youth, particularly within schools and surrounding communities.**

### Strategies

|                                                                                                                                                                                                                          |                                                                                                  |                                                                                                                                                                                                              |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>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.</p> | <p>Increase use of computer technology to monitor chat rooms/blogs to prevent victimisation.</p> | <p>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.</p> |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

### Performance Objectives/Indicators: Summary Information

**decrease in rate of victimisation of youths by violent crime (by geographic area) :**

**in 2006:** the rate victimization of youth (12-17 yrs) by violent crime in the 13 priority neighbourhoods defined by the city = 28.8 per 1,000 youth population

the rate victimization of youth (12-17 yrs) by violent crime in the rest of the city = 24.1 per 1,000 youth population

**in 2006:** the rate victimization of youth (12-17 yrs) by violent crime in the 13 priority neighbourhoods defined by the city = 24.4 per 1,000 youth population

the rate victimization of youth (12-17 yrs) by violent crime in the rest of the city = 24.6 per 1,000 youth population

**the rate of victimisation of youth by violent crime decreased in the priority neighbourhoods but increased in the rest of the city between 2006 and 2007**

**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%

**in 2007:** proportion of students who said they felt safe in and around the school during the day = 86%

**the proportion of students who felt safe in and around the school during the day did not change between 2006 and 2007**

**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%

**in 2007:** proportion of students who said they were concerned about feeling safe/secure at school = 43%

**the proportion of students who were concerned about feeling safe/secure at school did not change between 2006 and 2007**

\* The rate per 1,000 youth population by neighbourhood is calculated based on the assumption that approximately 22% of the estimated 2006 and 2007 youth population for the city lived in the 13 identified priority neighbourhoods (using 2001 Census data).



**decrease in student perception of level of violence at school:**

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

**in 2007:** proportion of students who said they felt their school was violent = 33%

**the proportion of students who felt their school was violent increased between 2006 and 2007**

**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%

**in 2007:** proportion of community who thought the police did very or fairly well in dealing with the victimisation of youth = 51%

**the proportion of the community who thought the police did well in dealing with the victimisation of youth decreased between 2006 and 2007**

**Performance Objectives/Indicators:**

- ◆ decrease in rate of victimisation of youths by violent crime (by geographic area)\*

**in 2006:** rate of victimization of youth (12-17 yrs) by violent crime in the 13 priority neighbourhoods defined by the city = 28.8 per 1,000 population

rate per 1,000 of victimization of youth (12-17 yrs) by violent crime in the rest of the city = 24.1 per 1,000 population

**in 2007:** rate of victimization of youth (12-17 yrs) by violent crime in the 13 priority neighbourhoods defined by the city = 24.4 per 1,000 population

rate per 1,000 of victimization of youth (12-17 yrs) by violent crime in the rest of the city = 24.6 per 1,000 population

**the rate of victimisation of youth by violent crime decreased 15.3% in the priority neighbourhoods and increased 2.1% in the rest of the city between 2006 and 2007**

- ◆ 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%

**in 2007:** proportion of students who said they felt safe in and around the school during the day = 86%

**the proportion of students who felt safe in and around the school during the day did not change between 2006 and 2007**

\* The rate per 1,000 youth population by neighbourhood is calculated based on the assumption that approximately 22% of the estimated 2006 and 2007 youth population for the city lived in the 13 identified priority neighbourhoods (using 2001 Census data).



◆ 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%

**in 2007:** proportion of students who said they were concerned about feeling safe/secure at school = 43%

**the proportion of students who were concerned about feeling safe/secure at school did not change between 2006 and 2007**

◆ decrease in student perception of level of violence at school

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

**in 2007:** proportion of students who said they felt their school was violent = 33%

**the proportion of students who felt their school was violent increased 2% between 2006 and 2007**

◆ 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%

**in 2007:** proportion of community who thought the police did very or fairly well in dealing with the victimisation of youth = 51%

**the proportion of the community who thought the police did well in dealing with the victimisation of youth decreased 7% between 2006 and 2007**





## COMMUNITY SAFETY & SECURITY - PRIORITY

**Goal: Increase prevention and enforcement efforts to address violent crime, specifically homicides and firearms-related offences.**

### Strategies

|                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                          |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>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.</p> | <p>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.</p> | <p>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.</p> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

### Performance Objectives/Indicators: Summary Information

**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 = 12.4 per 1,000 population  
the rate of violent crime in the rest of the city = 12.2 per 1,000 population

**in 2007:** the rate of violent crime in the 13 priority neighbourhoods defined by the city = 11.6 per 1,000 population  
the rate of violent crime in the rest of the city = 11.8 per 1,000 population

**the rate of violent crime decreased in the priority neighbourhoods and in the rest of the city between 2006 and 2007**

**increase in clearance rate for violent crime (by charges laid):**

**in 2006:** clearance rate for violent crime (by charges laid) = 59.8%

**in 2007:** clearance rate for violent crime (by charges laid) = 60.1%

**the clearance rate (by charges laid) for violent crime increased between 2006 and 2007**

**decrease in number of homicides (by geographic area):**

**in 2006:** the number of homicides in the 13 priority neighbourhoods defined by the city = 27  
the number of homicides in the rest of the city = 43

**in 2007:** the number of homicides in the 13 priority neighbourhoods defined by the city = 21  
the number of homicides in the rest of the city = 63

**the number of homicides decreased in priority neighbourhoods but increased in the rest of the city between 2006 and 2007**

\*Includes murders & attempts, assaults, robberies, sexual offences, and sexual assaults.



**increase in clearance rate for homicides (by charges laid):**

**in 2006:** of the 70 homicides in 2006, 44 were cleared by charge (62.9%)

**in 2007:** of the 84 homicides in 2007, 42 were cleared by charge (50.0%)

**the clearance rate (by charges laid) for homicides decreased between 2006 and 2007**

**decrease in number of firearms-related offences :**

**in 2006:** 2,212

**in 2007:** 1,872

**the number of firearms-related offences decreased between 2006 and 2007**

**increase in firearms seized :**

**in 2006:** 1,561

**in 2007:** 1,658

**the number of firearms seized increased between 2006 and 2007**

**decrease in number of 'person with a gun' calls:**

**in 2006:** 2,008

**in 2007:** 1,839

**the number of 'person with a gun' calls decreased between 2006 and 2007**

**decrease in number of 'shooting' calls:**

**in 2006:** 298

**in 2007:** 277

**the number of 'shooting' calls decreased between 2006 and 2007**

**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%

**in 2007:** proportion of community who thought the police did very or fairly well in dealing with gun crimes = 55%

**the proportion of the community who thought the police did well in dealing with gun crimes decreased between 2006 and 2007**

**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%

**in 2007:** proportion of community who thought the police did very or fairly well in dealing with gangs = 56%

**the proportion of the community who thought the police did well in dealing with gangs decreased between 2006 and 2007**

\* 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.



## 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 = 12.4 per 1,000 population

the rate of violent crime in the rest of the city = 12.2 per 1,000 population

**in 2007:** the rate of violent crime in the 13 priority neighbourhoods defined by the city = 11.6 per 1,000 population

the rate of violent crime in the rest of the city = 11.8 per 1,000 population

**the rate of violent crime decreased 6.5% in the priority neighbourhoods and 3.3% in the rest of the city between 2006 and 2007**

- ◆ increase in clearance rate for violent crime (by charges laid)

**in 2006:** clearance rate for violent crime (by charges laid) = 59.8%

**in 2007:** clearance rate for violent crime (by charges laid) = 60.1%

**the clearance rate (by charges laid) for violent crime increased 0.3% between 2006 and 2007**

- ◆ decrease in number of homicides (by geographic area)

**in 2006:** the number of homicides in the 13 priority neighbourhoods defined by the city = 27

the number of homicides in the rest of the city = 43

**in 2007:** the number of homicides in the 13 priority neighbourhoods defined by the city = 21

the number of homicides in the rest of the city = 63

**the number of homicides decreased 22.2% in the priority neighbourhoods, but increased 46.5% in the rest of the city between 2006 and 2007**

- ◆ increase in clearance rate for homicides (by charges laid)

**in 2006:** of the 70 homicides in 2006, 44 were cleared by charge (62.9%)

**in 2007:** of the 84 homicides in 2007, 42 were cleared by charge (50.0%)

**the clearance rate (by charges laid) for homicides decreased 12.9% between 2006 and 2007**

---

\* Includes murders & attempts, assaults, robberies, sexual offences, and sexual assaults



- ◆ decrease in number of firearms-related offences<sup>\*</sup>

in 2006: 2,212

in 2007: 1,872

**the number of firearms-related offences decreased 15.4% between 2006 and 2007**

- ◆ increase in firearms seized<sup>\*\*</sup>

in 2006: 1,561

in 2007: 1,658

**the number of firearms seized increased 6.2% between 2006 and 2007**

- ◆ decrease in number of 'person with a gun' calls

in 2006: 2,008

in 2007: 1,839

**the number of 'person with a gun' calls decreased 8.4% between 2006 and 2007**

- ◆ decrease in number of 'shooting' calls

in 2006: 298

in 2007: 277

**the number of 'shooting' calls decreased 7.0% between 2006 and 2007**

- ◆ 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%

in 2007: proportion of community who thought the police did very or fairly well in dealing with gun crimes = 55%

**the proportion of the community who thought the police did well in dealing with gun crimes decreased 5% between 2006 and 2007**

- ◆ 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%

<sup>\*</sup> Includes murders & attempts, sexual assaults, assaults, and robberies where a firearm was used.

<sup>\*\*</sup> Includes firearms processed at the TPS Property & Evidence Management unit – evidence, found, or investigation.



**in 2007:** proportion of community who thought the police did very or fairly well in dealing with gangs  
= 56%

**the proportion of the community who thought the police did well in dealing with gangs  
decreased 3% between 2006 and 2007**



## COMMUNITY SAFETY & SECURITY - PRIORITY

**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: Summary Information

**increase in number of reported hate crime offences:**

**in 2006:** 162

**in 2007:** 130

**the number of reported hate crime offences decreased between 2006 and 2007**

**increase in outreach to community services or agencies dealing with hate crime or with groups at-risk for victimisation by hate crime:**

**during 2006:** 69

**during 2007:** 61

**the number of community services/agencies dealing with hate crime with whom outreach activities were undertaken decreased between 2006 and 2007**

**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%

**in 2007:** proportion of community who thought the police did very or fairly well in investigating hate crime = 60%

**the proportion of the community who thought the police did well in investigating hate crime decreased between 2006 and 2007**

### Performance Objectives/Indicators:

- ◆ increase in number of reported hate crime offences

**in 2006:** 162

**in 2007:** 130



**the number of reported hate crime offences decreased 19.8% between 2006 and 2007**

- ◆ increase in outreach to community services or agencies dealing with hate crime or with groups at-risk for victimisation by hate crime

during 2006: 69

during 2007: 61

**the number of community services/agencies dealing with hate crime with whom outreach activities were undertaken decreased 11.6% between 2006 and 2007**

types of outreach activities undertaken during 2006 and 2007: *(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
- dialoguing with community representatives for ways to improve Service initiatives to reduce hate/bias crimes
- diversity and hate/bias crime awareness training provided to officers on divisional training days
- education/awareness presentation to the CPLC
- education/awareness lectures to community groups, seniors groups
- education/awareness lectures/presentations to students (e.g. RESPECT, Stop the Hatred, VIP, Project PEACE)
- eradication of hate graffiti with community groups
- forums held by the Muslim Student Association and Jewish Student Association to denounce hate crime
- information on hate crimes and reporting provided as part of the ESP program
- information sharing with the Jewish Community Centre and the Islamic Prayer Centre
- involvement in community activities (e.g. Black History month, Junior Caribana, Martin Luther King Jr. Day, International Day for the Elimination of Racism)
- joined the provincially-funded Hate Crime Extremism Investigative Team (HCEIT) for the joint collection and sharing of information, enforcement, and education
- lectures to divisional personnel on hate/bias crime investigations
- liaison with religious organizations (e.g. synagogues, mosques, etc.)
- liaison with the University of Toronto Police and Student Safety Co-ordinator regarding hate crime issues
- meetings and consultations with community organisations
- meetings specifically with local religious leaders/groups
- meetings with the Masjid Toronto Islamic Institute
- meetings with Community Mobilisation 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)
- membership on the Anti-Black Hate Crimes Committee
- monitored religious buildings for mischief, vandalism, damages, etc.
- outreach/education/awareness lectures to ESL classes
- participated in community cultural celebrations
- participated in community events/activities (e.g. Martin Luther King Day, Black History Month, International Day for the Elimination of Racial Discrimination, etc.)
- 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)
- participated in the development of the African Canadian Legal Clinic
- participated in the development of the Anti-Black Hate Crime Hotline
- partnership with the Empowered Students Partnership (ESP) program as part of ongoing program development in the area of hate crime education in the public school system
- partnership with the Kim Phuc Foundation
- police/community information centres provide information on hate crime issues



- partnership with Ryerson University students resulting in posters that advocate reporting of hate crime by faculty/students
- partnership between the Ministry of the Attorney General, the Toronto Police Services Board, and Service units to implement recommendations from the Hate Crime Working Group
- presentations on hate/bias crime to educational institutions, community groups, and others
- provided officers with information on locations of divisional religious sites
- regular contact with Jewish organizations (e.g. Canadian Jewish Congress) regarding hate crime investigations
- representative from B'Nai Brith joined the CPLC to increase outreach to the Jewish community
- 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%

**in 2007:** proportion of community who thought the police did very or fairly well in investigating hate crime = 60%

**the proportion of the community who thought the police did well in investigating hate crime decreased 2% between 2006 and 2007**





## TRAFFIC SAFETY - PRIORITY

**Goal: Improve response to neighbourhood traffic concerns.**

### Strategies

|                                                                                                                                                                                                                                                                    |                                                                                                                                                   |                                                                                                                                                                                                                                                                           |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>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).</p> | <p>Publicise Toronto's positive accomplishments with respect to neighbourhood roadway safety concerns.</p>                                        | <p>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.</p> |
| <p>Publicise, through regular communication between traffic response units, successful initiatives that might result in similar successes in other neighbourhoods.</p>                                                                                             | <p>Conduct high visibility enforcement initiatives, involving community stakeholders where possible, targeting local traffic safety problems.</p> | <p>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.</p>                                      |

### Performance Objectives/Indicators: Summary Information

**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%

**in 2007:** proportion of community who were concerned with red light or stop sign running in their neighbourhoods = 68%

**the proportion of the community who were concerned with red light or stop sign running in their neighbourhoods increased between 2006 and 2007**

**decrease in concern related to speeding in neighbourhoods:**

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

**in 2007:** proportion of community who were concerned with speeding in their neighbourhoods = 72%

**the proportion of the community who were concerned with speeding in their neighbourhoods increased between 2006 and 2007**



**decrease in concern related to aggressive driving in neighbourhoods:**

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

**in 2007:** proportion of community who were concerned with aggressive driving in their neighbourhoods = 72%

**the proportion of the community who were concerned with aggressive driving in their neighbourhoods increased between 2006 and 2007**

**decrease in concern related to parking in neighbourhoods:**

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

**in 2007:** proportion of community who were concerned with parking in their neighbourhoods = 47%

**the proportion of the community who were concerned with parking in their neighbourhoods increased between 2006 and 2007**

**decrease in concern related to traffic congestion in neighbourhoods:**

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

**in 2007:** proportion of community who were concerned with traffic congestion in their neighbourhoods = 57%

**the proportion of the community who were concerned with traffic congestion in their neighbourhoods decreased between 2006 and 2007**

**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%

**in 2007:** proportion of community who were concerned with red light or stop sign running in their neighbourhoods = 68%

**the proportion of the community who were concerned with red light or stop sign running in their neighbourhoods increased 1% between 2006 and 2007**

- ◆ decrease in concern related to speeding in neighbourhoods

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

**in 2007:** proportion of community who were concerned with speeding in their neighbourhoods = 72%

**the proportion of the community who were concerned with speeding in their neighbourhoods increased 5% between 2006 and 2007**

- ◆ decrease in concern related to aggressive driving in neighbourhoods

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

**in 2007:** proportion of community who were concerned with aggressive driving in their neighbourhoods = 72%



**the proportion of the community who were concerned with aggressive driving in their neighbourhoods increased 1% between 2006 and 2007**

- ◆ decrease in concern related to parking in neighbourhoods

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

**in 2007:** proportion of community who were concerned with parking in their neighbourhoods = 47%

**the proportion of the community who were concerned with parking in their neighbourhoods increased 4% between 2006 and 2007**

- ◆ decrease in concern related to traffic congestion in neighbourhoods

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

**in 2007:** proportion of community who were concerned with traffic congestion in their neighbourhoods = 57%

**the proportion of the community who were concerned with traffic congestion in their neighbourhoods decreased 1% between 2006 and 2007**



## TRAFFIC SAFETY - PRIORITY

**Goal: Increase focus on pedestrian safety, especially seniors.**

### Strategies

|                                                                                                                                                                                                                                                |                                                                                                                                                                                                                           |                                                                                                                                                                                                          |                                                                                                                                                                                                                                          |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>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.</p>                                            | <p>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.</p> | <p>Focus educational initiatives on pedestrian safety, including the use of crosswalks and automatic traffic signals. Distribute educational pamphlets in high volume, problematic pedestrian areas.</p> | <p>Conduct lectures on traffic safety at seniors' homes, seniors' community centres, and grade schools.</p>                                                                                                                              |
| <p>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.</p> | <p>Use collision analysis data to design focused educational and enforcement-based initiatives that address high risk senior pedestrian issues.</p>                                                                       | <p>Liaise with Toronto Transportation to ensure audits are conducted on identified high risk intersections to ensure the safest possible design is being used.</p>                                       | <p>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.</p> |

### Performance Objectives/Indicators: Summary Information

**decrease in number of pedestrian traffic-related injuries**

in 2006: 2,125

in 2007: 2,274

the number of pedestrian traffic-related injuries increased between 2006 and 2007

**decrease in number of senior pedestrian traffic-related injuries**

in 2006: 302

in 2007: 288

the number of senior pedestrian traffic-related injuries decreased between 2006 and 2007

**decrease in number of pedestrian traffic-related fatalities**

in 2006: 30

in 2007: 23

the number of pedestrian traffic-related fatalities decreased between 2006 and 2007



**decrease in number of senior pedestrian traffic-related fatalities**

in 2006: 12

in 2007: 10

**the number of senior pedestrian traffic-related fatalities decreased between 2006 and 2007**

**increase in pedestrian perception of safety**

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

in 2007: proportion of community who said they felt safe as pedestrians = 74%

**the proportion of the community who felt safe as pedestrians increased between 2006 and 2007**

**Performance Objectives/Indicators:**

- ◆ decrease in number of pedestrian traffic-related injuries

in 2006: 2,125

in 2007: 2,274

**the number of pedestrian traffic-related injuries increased 7.0% between 2006 and 2007**

- ◆ decrease in number of senior pedestrian traffic-related injuries

in 2006: 302

in 2007: 288

**the number of senior pedestrian traffic-related injuries decreased 4.6% between 2006 and 2007**

- ◆ decrease in number of pedestrian traffic-related fatalities

in 2006: 30

in 2007: 23

**the number of pedestrian traffic-related fatalities decreased 23.3% between 2006 and 2007**

- ◆ decrease in number of senior pedestrian traffic-related fatalities

in 2006: 12

in 2007: 10

**the number of senior pedestrian traffic-related fatalities decreased 16.7% between 2006 and 2007**



- ◆ increase in pedestrian perception of safety

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

**in 2007:** proportion of community who said they felt safe as pedestrians = 74%

**the proportion of the community who felt safe as pedestrians increased 1% between 2006 and 2007**



## TRAFFIC SAFETY - PRIORITY

**Goal: Increase enforcement related to aggressive driving and speeding offences.**

### Strategies

|                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                  |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Include educational and awareness-based components in traffic safety programs and campaigns to support the focused enforcement activity.</p>                                                                                                | <p>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).</p>     | <p>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).</p> | <p>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.</p> |
| <p>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.</p>                               |                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                  |
| <p>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.</p> | <p>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.</p> | <p>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.</p>                                                                                                                                    | <p>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.</p>          |

### Performance Objectives/Indicators: Summary Information

**increase in number of relevant charges (follow too close, unsafe lane change, fail to signal lane change, careless driving, traffic lights, speeding)\***

**in 2006: 222,354**

**in 2007: 245,456**

**the number of relevant charges increased between 2006 and 2007**

\* From POA system.



|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>decrease in number of traffic collisions</b><br/>in 2006: 53,699<br/><br/>in 2007: 56,026<br/><br/><b>the number of traffic collisions increased between 2006 and 2007</b></p>                                                                                                                                                                                                                                                                                                                              |
| <p><b>decrease in number of traffic-related fatalities</b><br/>in 2006: 57<br/><br/>in 2007: 52<br/><br/><b>the number of traffic-related fatalities decreased between 2006 and 2007</b></p>                                                                                                                                                                                                                                                                                                                      |
| <p><b>decrease in number of traffic-related injuries</b><br/>in 2006: 15,373<br/><br/>in 2007: 16,519<br/><br/><b>the number of traffic-related injuries increased between 2006 and 2007</b></p>                                                                                                                                                                                                                                                                                                                  |
| <p><b>increase in perception of police effectiveness in dealing with traffic collisions</b><br/>in 2006: proportion of community who thought the police did very or fairly well in dealing with traffic collisions = 79%<br/><br/>in 2007: proportion of community who thought the police did very or fairly well in dealing with traffic collisions = 77%<br/><br/><b>the proportion of the community who thought the police did well in dealing with traffic collisions decreased between 2006 and 2007</b></p> |
| <p><b>increase in perception of police effectiveness in enforcing traffic laws</b><br/>in 2006: proportion of community who thought the police did very or fairly well in enforcing traffic laws = 81%<br/><br/>in 2007: proportion of community who thought the police did very or fairly well in enforcing traffic laws = 82%<br/><br/><b>the proportion of the community who thought the police did well in enforcing traffic laws increased between 2006 and 2007</b></p>                                     |
| <p><b>increase in perception of police effectiveness in dealing with aggressive drivers</b><br/>in 2006: proportion of community who thought the police did very or fairly well in dealing with aggressive drivers = 67%<br/><br/>in 2007: proportion of community who thought the police did very or fairly well in dealing with aggressive drivers = 69%<br/><br/><b>the proportion of the community who thought the police did well in dealing with aggressive drivers increased between 2006 and 2007</b></p> |
| <p><b>increase in perception of police effectiveness in dealing with speeding</b><br/>in 2006: proportion of community who thought the police did very or fairly well in dealing with speeding = 75%<br/><br/>in 2007: proportion of community who thought the police did very or fairly well in dealing with speeding = 75%<br/><br/><b>the proportion of the community who thought the police did well in dealing with speeding did not change between 2006 and 2007</b></p>                                    |





**decreased in number of trial applications for traffic offences**

**in 2006:** 250,403

**in 2007:** 281,158

**the number of trial applications for traffic offences increased between 2006 and 2007**

**Performance Objectives/Indicators:**

- ◆ increase in number of relevant charges (follow too close, unsafe lane change, fail to signal lane change, careless driving, traffic lights, speeding)\*

**in 2006:** 222,354

**in 2007:** 245,456

**the number of relevant charges increased 10.4% between 2006 and 2007**

- ◆ decrease in number of traffic collisions

**in 2006:** 53,699

**in 2007:** 56,026

**the number of traffic collisions increased 4.3% between 2006 and 2007**

- ◆ decrease in number of traffic-related fatalities

**in 2006:** 57

**in 2007:** 52

**the number of traffic-related fatalities decreased 8.8% between 2006 and 2007**

- ◆ decrease in number of traffic-related injuries

**in 2006:** 15,373

**in 2007:** 16,519

**the number of traffic-related injuries increased 7.4% between 2006 and 2007**

- ◆ 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%

\* From POA system.



**in 2007:** proportion of community who thought the police did very or fairly well in dealing with traffic collisions = 77%

**the proportion of the community who thought the police did well in dealing with traffic collisions decreased 2% between 2006 and 2007**

◆ 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%

**in 2007:** proportion of community who thought the police did very or fairly well in enforcing traffic laws = 82%

**the proportion of the community who thought the police did well in enforcing traffic laws increased 1% between 2006 and 2007**

◆ 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%

**in 2007:** proportion of community who thought the police did very or fairly well in dealing with aggressive drivers = 69%

**the proportion of the community who thought the police did well in dealing with aggressive drivers increased 2% between 2006 and 2007**

◆ 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%

**in 2007:** proportion of community who thought the police did very or fairly well in dealing with speeding = 75%

**the proportion of the community who thought the police did well in dealing with speeding did not change between 2006 and 2007**

◆ decreased in number of trial applications for traffic offences

**in 2006:** 250,403\*

**in 2007:** 281,158

**the number of trial applications for traffic offences increased 12.3% between 2006 and 2007**

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\* 2006 figure has been revised.



## TRAFFIC SAFETY - PRIORITY

**Goal: Increase focus on cyclist safety and enforcement of cycling offences.**

### Strategies

|                                                                                                                                                                                                        |                                                                                                                                                                                                                                           |                                                                                                                                                                                                   |                                                                                                                                                                                                      |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Develop additional programs, using currently established initiatives as a model, to further education, awareness, and enforcement-based efforts directed at addressing cycling safety concerns.</p> | <p>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.</p> | <p>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.</p> | <p>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.</p> |
| <p>Develop training resources for front-line officers regarding bicycle-specific offences.</p>                                                                                                         | <p>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.</p>                          | <p>Develop partnerships with bicycle retailers and local cycling organisations to ensure a wide distribution of resource material promoting cycling safety.</p>                                   |                                                                                                                                                                                                      |

### Performance Objectives/Indicators: Summary Information

**decrease in number of traffic collisions involving cyclists**

in 2006: 1,103

in 2007: 1,153

the number of traffic collisions involving cyclists increased between 2006 and 2007

**increase in number of initiatives on cycling safety, targeting cyclists**

during 2006: 4

during 2007: 3

7 new initiatives on cycling safety, targeting cyclists were created during 2006 and 2007

**increase in number of initiatives on cycling safety, targeting drivers**

during 2006: 3

during 2007: 1

4 new initiatives on cycling safety, targeting drivers were created during 2006 and 2007



|                                                                                                                                                                                                                                                                                                                                          |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>increase in number of enforcement initiatives targeting cyclists</b><br/>during 2006: 3<br/><br/>during 2007: 4<br/><br/><b>7 new enforcement initiatives targeting cyclists were created during 2006 and 2007</b></p>                                                                                                             |
| <p><b>increase in number of bicycle-specific charges laid</b><br/>in 2006: 1,518<br/><br/>in 2007: 2,822<br/><br/><b>the number of bicycle-specific charges laid increased between 2006 and 2007</b></p>                                                                                                                                 |
| <p><b>increase in perception of police effectiveness in dealing with aggressive cycling</b><br/><i>This information was not available in 2006.</i><br/><br/>in 2007: proportion of community who thought the police did very or fairly well in dealing with aggressive cycling = 42%</p>                                                 |
| <p><b>increase in cyclist perception of safety</b><br/>in 2006: proportion of community who said they felt safe as cyclists = 35%<br/><br/>in 2007: proportion of community who said they felt safe as cyclists = 35%<br/><br/><b>the proportion of the community who felt safe as cyclists did not change between 2006 and 2007</b></p> |

**Performance Objectives/Indicators:**

- ◆ decrease in number of traffic collisions involving cyclists  
  
in 2006: 1,103  
  
in 2007: 1,153  
  
**the number of traffic collisions involving cyclists increased 4.5% between 2006 and 2007**
  
- ◆ increase in number of initiatives on cycling safety, targeting cyclists  
  
during 2006: 4  
  
during 2007: 3  
  
**7 new initiatives on cycling safety, targeting cyclists were created during 2006 and 2007**

---

\* From POA ticket system.



- ◆ increase in number of initiatives on cycling safety, targeting drivers

during 2006: 3

during 2007: 1

**4 new initiatives on cycling safety, targeting drivers were created during 2006 and 2007**

- ◆ increase in number of enforcement initiatives targeting cyclists

during 2006: 3

during 2007: 4

**7 new enforcement initiatives targeting cyclists were created during 2006 and 2007**

- ◆ increase in number of bicycle-specific charges laid\*

in 2006: 1,518

in 2007: 2,822

**the number of bicycle-specific charges laid increased 85.9% between 2006 and 2007**

- ◆ increase in perception of police effectiveness in dealing with aggressive cycling

*This information was not available in 2006.*

in 2007: proportion of community who thought the police did very or fairly well in dealing with aggressive cycling = 42%

- ◆ increase in cyclist perception of safety

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

in 2007: proportion of community who said they felt safe as cyclists = 35%

**the proportion of the community who felt safe as cyclists did not change between 2006 and 2007**

---

\* From POA ticket system.



## DELIVERY OF SERVICE - PRIORITY

**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: Summary Information

**increase in general community satisfaction with police**

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

in 2007: proportion of community who said they were satisfied with the Police Service overall = 93%

**the proportion of the community who said they were satisfied with the Police Service overall decreased between 2006 and 2007**

**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%

in 2007: proportion who said they were satisfied with police during that contact = 82%

**of people who'd had contact with police, the proportion who said they were satisfied with police during that contact increased between 2006 and 2007**

**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 overall behaviour as excellent or good = 80.7%

in 2007: proportion who rated the officer's overall behaviour as excellent or good = 79.0%

**the proportion who rated the officer's overall behaviour as excellent or good decreased between 2006 and 2007**

**decrease in number of public complaints related to officer conduct**

in 2006: conduct complaints investigated = 461

in 2007: conduct complaints investigated = 374

**the number of conduct complaints investigated decreased between 2006 and 2007**



**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 began in 2007.*

**in 2007:** proportion of PRS survey respondents who, overall, were satisfied with their experience with the complaints process = 42%

**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%

**in 2007:** proportion of community who said they believed that Toronto police officers targeted members of minority or ethnic groups for enforcement = 29%

**the proportion of the community who believed Toronto Police officers targeted members of minority or ethnic groups for enforcement decreased between 2006 and 2007**

**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%

**in 2007:** proportion of community who said they were satisfied with the Police Service overall = 93%

**the proportion of the community who said they were satisfied with the Police Service overall decreased 1% between 2006 and 2007**

- ◆ 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%

**in 2007:** proportion who said they were satisfied with police during that contact = 82%

**of people who'd had contact with police, the proportion who said they were satisfied with police during that contact increased 3% between 2006 and 2007**



- ◆ 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:

the proportion rating the officer as excellent or good on:

|                                                                            | <u>2006</u>  | <u>2007</u>  |
|----------------------------------------------------------------------------|--------------|--------------|
| professionalism                                                            | 81%          | 80%          |
| courtesy                                                                   | 82%          | 79%          |
| conduct                                                                    | 79%          | 78%          |
| <b>aggregate behaviour score</b><br><i>(issues above weighted equally)</i> | <b>80.7%</b> | <b>79.0%</b> |

**of people who'd had contact with police, the proportion who rated the officer's overall behaviour as excellent or good decreased 1.7% between 2006 and 2007**

- ◆ decrease in number of public complaints related to officer conduct

**in 2006:** conduct complaints investigated = 461

**in 2007:** conduct complaints investigated = 374

**the number of conduct complaints investigated decreased 18.9% between 2006 and 2007**

- ◆ 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 began in early 2007.*

**in 2007:** proportion of PRS survey respondents who, overall, were satisfied with their experience with the complaints process = 42%

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%

**in 2007:** of those who said that they'd had experience with the complaints process, proportion who said they were satisfied with the process = 60%

**of those who said they'd had experience with the complaints process, the proportion of who said they were satisfied with the process increased 6% between 2006 and 2007**





- ◆ 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%

**in 2007:** proportion of community who said they believed that Toronto police officers targeted members of minority or ethnic groups for enforcement = 29%

**the proportion of the community who believed Toronto Police officers targeted members of minority or ethnic groups for enforcement decreased 4% between 2006 and 2007**



## DELIVERY OF SERVICE - PRIORITY

**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: Summary Information

**increase in perception that officers do a good job of being visible in neighbourhoods**

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

**in 2007:** proportion of community who said that officers do a good job of being visible in neighbourhoods = 47%

**the proportion of the community who said that officers do a good job of being visible in neighbourhoods decreased between 2006 and 2007**

**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%

**in 2007:** proportion of community who said they were satisfied with number of police patrolling on foot or bike = 51%

**the proportion of the community who were satisfied with the number of police patrolling the neighbourhood on foot or bike increased between 2006 and 2007**

**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 = 3.4%\*

**in 2007:** proportion of time spent by divisional constables, sergeants, and staff sergeants on foot patrol, bike patrol, and community response = 3.9%\*

**the proportion of time spent by divisional front-line officers on foot/bike patrol and community response increased between 2006 and 2007**

\* Based on data from TRMS database.



**decrease in proportion of community concerned with neighbourhood disorder issues**

**in 2006:** proportion of community concerned with neighbourhood disorder issues = 50.2%

**in 2007:** proportion of community concerned with neighbourhood disorder issues = 50.2%

**the proportion of the community concerned with neighbourhood disorder issues did not change between 2006 and 2007**

**increase in perceived neighbourhood safety**

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

**in 2007:** proportion of community who said they felt safe in their neighbourhood = 91%

**the proportion of the community who felt safe in their neighbourhood increased between 2006 and 2007**

**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%

**in 2007:** proportion of community who said that relations between police and people in their neighbourhood were excellent or good = 70%

**the proportion of the community who said that relations between police and people in their neighbourhood were excellent or good increased between 2006 and 2007**

**increase in number of divisional projects involving Auxiliary**

**during 2006:** 351

**during 2007:** 340

**the number of divisional projects involving Auxiliary decreased between 2006 and 2007**

**Performance Objectives/Indicators:**

- ◆ increase in perception that officers do a good job of being visible in neighbourhoods

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

**in 2007:** proportion of community who said that officers do a good job of being visible in neighbourhoods = 47%

**the proportion of the community who said that officers do a good job of being visible in neighbourhoods decreased 1% between 2006 and 2007**



◆ 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%

**in 2007:** proportion of community who said they were satisfied with number of police patrolling on foot or bike = 51%

**the proportion of the community who were satisfied with the number of police patrolling the neighbourhood on foot or bike increased 4% between 2006 and 2007**

◆ 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 = 3.4%

**in 2007:** proportion of time spent by divisional constables, sergeants, and staff sergeants on foot patrol, bike patrol, and community response = 3.9%\*

**the proportion of time spent by divisional front-line officers on foot/bike patrol and community response increased 0.5% between 2006 and 2007**

◆ 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:

|                                                                           | <u>2006</u>  | <u>2007</u>  |
|---------------------------------------------------------------------------|--------------|--------------|
| vandalism                                                                 | 57%          | 60%          |
| graffiti                                                                  | 42%          | 45%          |
| the homeless                                                              | 47%          | 44%          |
| litter                                                                    | 61%          | 60%          |
| being harassed on the street                                              | 44%          | 42%          |
| <b>aggregate disorder score</b><br><i>(issues above weighted equally)</i> | <b>50.2%</b> | <b>50.2%</b> |

**the proportion of the community concerned with neighbourhood disorder issues did not change between 2006 and 2007**

◆ increase in perceived neighbourhood safety

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

**in 2007:** proportion of community who said they felt safe in their neighbourhood = 91%

**the proportion of the community who felt safe in their neighbourhood increased 5% between 2006 and 2007**

\* Based on data from TRMS database.



- ◆ 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%

**in 2007:** proportion of community who said that relations between police and people in their neighbourhood were excellent or good = 70%

**the proportion of the community who said that relations between police and people in their neighbourhood were excellent or good increased 5% between 2006 and 2007**

- ◆ increase in number of divisional projects involving Auxiliary

**during 2006:** 351

**during 2007:** 340

**the number of divisional projects involving the Auxiliary decreased 3.1% between 2006 and 2007**

types of projects in 2006 and 2007 with Auxiliary assistance/involvement:  
(as reported by the divisions)

- bike rodeos, safety, and registration clinics
- camping trips for at-risk youth
- canvassing/passing out crime prevention information at crime scenes/investigations
- car seat clinics
- career fairs
- charitable events
- child fingerprint clinics
- children's playground built
- Christmas toy drives
- city-wide or city-sponsored events
- CNE
- community clean-up days
- community festivals/events
- crime prevention displays at malls/school fun fairs/community events
- crime prevention initiatives, including distribution of information
- CPTED/robbery prevention audits
- delivery of letters to the community
- distribution of flyers to residents and small businesses re: public meetings
- distribution of fraud recognition kits to help identify counterfeit money/credit cards
- distribution of sex crimes awareness pamphlets
- distribution of TAVIS pamphlets, gun tip hotline pamphlets
- divisional community appreciation days/open houses/police week
- divisional crime management initiatives
- ESL translation
- evacuation/disaster/operations training exercises
- food programs for those in need, seniors
- For Kicks clinics and lectures
- graffiti eradication
- input data to weekly community news bulletins
- International Day for the Elimination of Racial Discrimination
- investigations/searches/canvasses
- literacy programs
- missing person searches
- night directory/night listing updates
- parades
- patrols of parks, neighbourhoods, malls, mall parking lots
- pedestrian safety programs
- performed safety audits for small businesses
- program delivery in different languages
- public safety initiatives/education
- rallies/protests
- recruitment drive at Humber College
- Remembrance Day
- Rogers Pumpkin Patrol
- school trips/camping trips
- school liaison/station tours



- security details for international delegates/visitors
- senior safety initiatives
- sports events/programs
- TAVIS-related initiatives
- town hall meetings
- traffic initiatives, including RIDE
- translation for recruiting officers in Asian communities
- visits to seniors in the Meals on Wheels program



## DELIVERY OF SERVICE - PRIORITY

**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: Summary Information

**increase in number and type of initiatives**

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

**during 2007:** number of initiatives to improve understanding of police roles/responsibilities and services provided = 2

**5 new initiatives to improve understanding of police roles/responsibilities and services provided were created during 2006 and 2007**

**communities receiving information**

qualitative information below

**increase in number of visits to TPS website**

**during 2006:** 496,446

**during 2007:** 652,582

**the number of visits to the TPS website increased between 2006 and 2007**

**increase in number of languages in which such information is available**

**in 2006:** information is available in 22 different languages (including English and French)  
*(not all information is available in all languages)*

**in 2007:** information is available in 24 different languages (including English and French)  
*(not all information available in all languages)*

**the number of languages in which such information is available increased between 2006 and 2007**



## Performance Objectives/Indicators:

### ◆ increase in number and type of initiatives

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

**during 2007:** number of initiatives to improve understanding of police roles/responsibilities and services provided = 2

### **5 new initiatives to improve understanding of police roles/responsibilities and services provided were created during 2006 and 2007**

types of initiatives: *(as reported by the Community Mobilisation 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.
- Community Mobilisation Workshop: this is an intensive one-day workshop that focuses on community problem-solving and crime prevention. Participants receive information on how to make themselves and their property safer, as well as information on the programs and services available in their community.
- The First Nations School Program, a partnership between IBM, the Aboriginal Peacekeeping unit, and the First Nations School, improved levels of understanding of Aboriginal youth on police roles, and youth rights and responsibilities.

### ◆ communities receiving information

**in 2006:** Information on the Newcomer Outreach Program was sent out to 129 agencies and organizations 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.

**in 2007:** Communities receiving information included the Black, South Asian, Muslim, Chinese, French, and East Asian communities.





- ◆ increase in number of visits to TPS website

during 2006: 496,446

during 2007: 652,582

**the number of visits to the TPS website increased 31.5% between 2006 and 2007**

- ◆ increase in number of languages in which such information is available

**in 2006: 22**

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).

**in 2007: 24**

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 21 different languages (although not all pamphlets are available in all 21 languages).

Information is also available in American Sign Language (ASL).

**the number of languages in which such information is available increased 9.1% between 2006 and 2007**



## HUMAN RESOURCES - PRIORITY

**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, 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: Summary Information

**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%

**in 2007:** proportion of Service members who said that they were satisfied with their work environment = 87%

**the proportion of Service members who said they were satisfied with their work environment increased between 2006 and 2007**

**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%

**in 2007:** proportion of Service members who agreed with the statement "I believe there is a lot of discrimination within the Service" = 61%

**the proportion of Service members who agreed with the statement "I believe there is a lot of discrimination within the Service" increased between 2006 and 2007**

**decrease in number of internal complaints related to harassment and discrimination**

**in 2006:** 18 (includes OHRC complaints)

**in 2007:** 15 (includes OHRC complaints)

**the number of internal complaints related to harassment and discrimination decreased between 2006 and 2007**



### 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%

**in 2007:** proportion of Service members who said that they were satisfied with their work environment = 87%

**the proportion of Service members who said they were satisfied with their work environment increased 6% between 2006 and 2007**

- ◆ 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%

**in 2007:** proportion of Service members who agreed with the statement “I believe there is a lot of discrimination within the Service” = 61%

**the proportion of Service members who agreed with the statement “I believe there is a lot of discrimination within the Service” increased 26% between 2006 and 2007**

- ◆ decrease in number of internal complaints related to harassment and discrimination

**in 2006:** 18 (includes OHRC complaints)

**in 2007:** 15 (includes OHRC complaints)

**the number of internal complaints related to harassment and discrimination decreased 16.7% between 2006 and 2007**



## HUMAN RESOURCES - PRIORITY

**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: Summary Information

**increase in number of uniform and civilian applicants from each identified group**

quantitative information for each group outlined below

**in general, where information was available, more of the identified groups showed an increase rather than a decrease between 2006 and 2007 in the number of uniform applicants**

**in general, where information was available, more of the identified groups showed an increase rather than a decrease between 2006 and 2007 in the number of civilian applicants**

**increase in proportion of new uniform and civilian hires from each identified group**

quantitative information for each group outlined below

**in general, where information was available, more of the identified groups showed an increase rather than a decrease between 2006 and 2007 in the proportion of new uniform hires**

**in general, where information was available, more of the identified groups showed an increase rather than a decrease between 2006 and 2007 in the proportion of new civilian hires**

**increase in proportion of uniform members promoted from each identified group**

quantitative information for each group outlined below

**in general, where information was available, more of the identified groups showed an increase rather than a decrease between 2006 and 2007 in the proportion of uniform members promoted**



decrease in number of uniform and civilian members from each identified group who leave the Service  
quantitative information for each group outlined below

in general, where information was available, more of the identified groups showed an increase rather than a decrease between 2006 and 2007 in the number of uniform members who left the Service

in general, where information was available, more of the identified groups showed a decrease rather than an increase between 2006 and 2007 in the number of civilian members who left the Service

increase in total proportion of uniform and civilian members from each identified group  
quantitative information for each group outlined below

in general, where information was available, more of the identified groups showed an increase rather than a decrease between 2006 and 2007 in the proportion of total uniform members

in general, where information was available, more of the identified groups showed a decrease rather than an increase between 2006 and 2007 in the proportion of total civilian members

**Performance Objectives/Indicators:**

- ◆ increase in number of uniform and civilian applicants from each identified group

|        |          |             |             |
|--------|----------|-------------|-------------|
|        |          | <u>2006</u> | <u>2007</u> |
| Female | Uniform  | 85          | 156         |
|        | Civilian | 1,275*      | 1,428       |

the number of female uniform applicants increased 83.5% between 2006 and 2007  
the number of female civilian applicants increased 12.0% between 2006 and 2007

|                  |          |             |             |
|------------------|----------|-------------|-------------|
|                  |          | <u>2006</u> | <u>2007</u> |
| Visible Minority | Uniform  | 307         | 369         |
|                  | Civilian | 1,584*      | 1,933       |

the number of visible minority uniform applicants increased 20.2% between 2006 and 2007  
the number of visible minority civilian applicants increased 22.0% between 2006 and 2007

|            |          |             |             |
|------------|----------|-------------|-------------|
|            |          | <u>2006</u> | <u>2007</u> |
| Aboriginal | Uniform  | 18          | 13          |
|            | Civilian | 2*          | 31          |

the number of Aboriginal uniform applicants decreased 27.8% between 2006 and 2007  
the number of Aboriginal civilian applicants increased 1450% between 2006 and 2007

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

\*\* Data collection instrument not implemented.



|                 |          | <u>2006</u> | <u>2007</u>   |
|-----------------|----------|-------------|---------------|
| With Disability | Uniform  | 0           | not avail. ** |
|                 | Civilian | 0           | 12            |

the number of uniform applicants with a disability was not available  
the number of civilian applicants with a disability increased 1200% between 2006 and 2007

|      |          | <u>2006</u>   | <u>2007</u>   |
|------|----------|---------------|---------------|
| LGBT | Uniform  | not avail. ** | not avail. ** |
|      | Civilian | not avail. ** | not avail. ** |

the number of LGBT uniform applicants was not available  
the number of LGBT civilian applicants was not available

|              |          | <u>2006</u>   | <u>2007</u>   |
|--------------|----------|---------------|---------------|
| > 1 Language | Uniform  | not avail. ** | not avail. ** |
|              | Civilian | 1,238         | 1,149         |

the number of uniform applicants with more than one language was not available  
the number of civilian applicants with more than one language decreased 7.2% between 2006 and 2007

**in general, where information was available, more of the identified groups showed an increase rather than a decrease between 2006 and 2007 in the number of uniform applicants**

**in general, where information was available, more of the identified groups showed an increase rather than a decrease between 2006 and 2007 in the number of civilian applicants**

- ◆ increase in proportion of new uniform and civilian hires from each identified group (not including lateral hires)

proportion of all new hires:

|        |          | <u>2006</u> | <u>2007</u> |
|--------|----------|-------------|-------------|
| Female | Uniform  | 15.1%       | 19.1%       |
|        | Civilian | 37.5%       | 41.6%       |

the proportion of female new uniform hires increased 4.0% between 2006 and 2007  
the proportion of female new civilian hires increased 4.1% between 2006 and 2007

\*\* Data collection instrument not implemented.



proportion of all new hires:

|                  |                         | <u>2006</u> | <u>2007</u> |
|------------------|-------------------------|-------------|-------------|
| Visible Minority | Uniform                 | 39.3%       | 31.7%       |
|                  | Civilian <sup>***</sup> | 22.3%       | 26.9%       |

the proportion of visible minority new uniform hires decreased 7.6% between 2006 and 2007

the proportion of visible minority new civilian hires increased 4.6% between 2006 and 2007

proportion of all new hires:

|            |          | <u>2006</u> | <u>2007</u> |
|------------|----------|-------------|-------------|
| Aboriginal | Uniform  | 2.2%        | 3.1%        |
|            | Civilian | 0.2%        | 0.6%        |

the proportion of Aboriginal new uniform hires increased 0.9% between 2006 and 2007

the proportion of Aboriginal new civilian hires increased 0.4% between 2006 and 2007

proportion of all new hires:

|                 |          | <u>2006</u> | <u>2007</u> |
|-----------------|----------|-------------|-------------|
| With Disability | Uniform  | 0%          | 0%          |
|                 | Civilian | 0%          | 0%          |

the proportion of new uniform hires with a disability did not change between 2006 and 2007

the proportion of new civilian hires with a disability did not change between 2006 and 2007

proportion of all new hires:

|      |          | <u>2006</u>             | <u>2007</u>             |
|------|----------|-------------------------|-------------------------|
| LGBT | Uniform  | not avail. <sup>*</sup> | not avail. <sup>*</sup> |
|      | Civilian | not avail. <sup>*</sup> | not avail. <sup>*</sup> |

the proportion of LGBT new uniform hires was not available

the proportion of LGBT new civilian hires was not available

proportion of all new hires:

|              |                        | <u>2006</u> | <u>2007</u> |
|--------------|------------------------|-------------|-------------|
| > 1 Language | Uniform                | 52.0%       | 63.4%       |
|              | Civilian <sup>**</sup> | 44.4%       | 22.7%       |

the proportion of new uniform hires with more than one language increased 11.4% between 2006 and 2007

the proportion of new civilian hires with more than one language decreased 21.7% between 2006 and 2007

\*\*\* Does not include school crossing guards.

\* Data collection instrument not implemented.

\*\* Does not include school crossing guards.



**in general, where information was available, more of the identified groups showed an increase rather than a decrease between 2006 and 2007 in the proportion of new uniform hires**

**in general, where information was available, more of the identified groups showed an increase rather than a decrease between 2006 and 2007 in the proportion of new civilian hires**

◆ increase in proportion of uniform members promoted from each identified group

proportion of all promotions:

|        |             |             |
|--------|-------------|-------------|
|        | <u>2006</u> | <u>2007</u> |
| Female | 18.2%       | 20.9%       |

the proportion of female uniform members promoted increased 2.7% between 2006 and 2007

proportion of all promotions:

|                  |             |             |
|------------------|-------------|-------------|
|                  | <u>2006</u> | <u>2007</u> |
| Visible Minority | 12.8%       | 11.1%       |

the proportion of visible minority uniform members promoted decreased 1.7% between 2006 and 2007

proportion of all promotions:

|            |             |             |
|------------|-------------|-------------|
|            | <u>2006</u> | <u>2007</u> |
| Aboriginal | 0%          | 2.0%        |

the proportion of Aboriginal uniform members promoted increased 2.0% between 2006 and 2007

proportion of all promotions:

|                 |                         |                         |
|-----------------|-------------------------|-------------------------|
|                 | <u>2006</u>             | <u>2007</u>             |
| With Disability | not avail. <sup>†</sup> | not avail. <sup>†</sup> |

the proportion of uniform members with a disability promoted was not available

proportion of all promotions:

|      |                         |                         |
|------|-------------------------|-------------------------|
|      | <u>2006</u>             | <u>2007</u>             |
| LGBT | not avail. <sup>†</sup> | not avail. <sup>†</sup> |

the proportion of LGBT uniform members promoted was not available

<sup>†</sup> Not available from current information systems.





proportion of all promotions:

|              |                         |                         |
|--------------|-------------------------|-------------------------|
|              | <u>2006</u>             | <u>2007</u>             |
| > 1 Language | not avail. <sup>†</sup> | not avail. <sup>†</sup> |

the proportion of uniform members with more than one language promoted was not available

**in general, where information was available, more of the identified groups showed an increase rather than a decrease between 2006 and 2007 in the proportion of uniform members promoted**

- ◆ decrease in number of uniform and civilian members from each identified group who leave the Service

|        |          |                 |             |
|--------|----------|-----------------|-------------|
|        |          | <u>2006</u>     | <u>2007</u> |
| Female | Uniform  | 21 <sup>*</sup> | 21          |
|        | Civilian | 65 <sup>*</sup> | 51          |

the number of female uniform members who left the Service did not change between 2006 and 2007

the number of female civilian members who left the Service decreased 21.5% between 2006 and 2007

|                  |          |             |             |
|------------------|----------|-------------|-------------|
|                  |          | <u>2006</u> | <u>2007</u> |
| Visible Minority | Uniform  | 16          | 20          |
|                  | Civilian | 33          | 20          |

the number of visible minority uniform members who left the Service increased 25.0% between 2006 and 2007

the number of visible minority civilian members who left the Service decreased 39.4% between 2006 and 2007

|            |          |             |             |
|------------|----------|-------------|-------------|
|            |          | <u>2006</u> | <u>2007</u> |
| Aboriginal | Uniform  | 2           | 4           |
|            | Civilian | 0           | 0           |

the number of Aboriginal uniform members who left the Service increased 100% between 2006 and 2007

the number of Aboriginal civilian members who left the Service did not change between 2006 and 2007

<sup>†</sup> Includes 2 deaths.

<sup>\*\*</sup> Not available from current information systems.



|                 |          | <u>2006</u> | <u>2007</u>  |
|-----------------|----------|-------------|--------------|
| With Disability | Uniform  | 6           | not avail.** |
|                 | Civilian | 3           | not avail.** |

the number of uniform members with a disability who left the Service was not available  
 the number of civilian members with a disability who left the Service was not available

|      |          | <u>2006</u>  | <u>2007</u>  |
|------|----------|--------------|--------------|
| LGBT | Uniform  | not avail.** | not avail.** |
|      | Civilian | not avail.** | not avail.** |

the number of LGBT uniform members who left the Service was not available  
 the number of LGBT civilian members who left the Service was not available

|              |          | <u>2006</u>  | <u>2007</u>  |
|--------------|----------|--------------|--------------|
| > 1 Language | Uniform  | not avail.** | not avail.** |
|              | Civilian | not avail.** | not avail.** |

the number of uniform members with more than one language who left the Service was not available  
 the number of civilian members with more than one language who left the Service was not available

**in general, where information was available, more of the identified groups showed an increase rather than a decrease between 2006 and 2007 in the number of uniform members who left the Service**

**in general, where information was available, more of the identified groups showed a decrease rather than an increase between 2006 and 2007 in the number of civilian members who left the Service**

◆ increase in total proportion of uniform and civilian members from each identified group

proportion of Service as of December 31<sup>st</sup>:

|        |          | <u>2006</u> | <u>2007</u> |
|--------|----------|-------------|-------------|
| Female | Uniform  | 16.2%       | 16.7%       |
|        | Civilian | 55.6%       | 54.5%       |

the proportion of female uniform members increased 0.5% between 2006 and 2007  
 the proportion of female civilian members decreased 1.1% between 2006 and 2007



proportion of Service as of December 31<sup>st</sup>:

|                  |          | <u>2006</u> | <u>2007</u> |
|------------------|----------|-------------|-------------|
| Visible Minority | Uniform  | 15.6%       | 16.9%       |
|                  | Civilian | 22.3%       | 22.1%       |

the proportion of visible minority uniform members increased 1.3% between 2006 and 2007

the proportion of visible minority civilian members decreased 0.2% between 2006 and 2007

proportion of Service as of December 31<sup>st</sup>:

|            |          | <u>2006</u> | <u>2007</u> |
|------------|----------|-------------|-------------|
| Aboriginal | Uniform  | 1.0%        | 1.1%        |
|            | Civilian | 0.6%        | 0.6%        |

the proportion of Aboriginal uniform members increased 0.1% between 2006 and 2007

the proportion of Aboriginal civilian members did not change between 2006 and 2007

proportion of Service as of December 31<sup>st</sup>:

|                 |          | <u>2006</u> | <u>2007</u> |
|-----------------|----------|-------------|-------------|
| With Disability | Uniform  | 0.9%        | 0.8%        |
|                 | Civilian | 1.8%        | 1.7%        |

the proportion of uniform members with a disability decreased 0.1% between 2006 and 2007

the proportion of civilian members with a disability decreased 0.1% between 2006 and 2007

proportion of Service as of December 31<sup>st</sup>:

|      |          | <u>2006</u> | <u>2007</u> |
|------|----------|-------------|-------------|
| LGBT | Uniform  | not avail.  | not avail.  |
|      | Civilian | not avail.  | not avail.  |

the proportion of LGBT uniform members was not available

the proportion of LGBT civilian members was not available

proportion of Service as of December 31<sup>st</sup>:

|              |          | <u>2006</u> | <u>2007</u> |
|--------------|----------|-------------|-------------|
| > 1 Language | Uniform  | 5.0%        | 6.2%        |
|              | Civilian | 11.2%       | 10.7%       |

the proportion of uniform members with more than one language increased 1.2% between 2006 and 2007

the proportion of civilian members with more than one language decreased 0.5% between 2006 and 2007



**in general, where information was available, more of the identified groups showed an increase rather than a decrease between 2006 and 2007 in the proportion of total uniform members**

**in general, where information was available, more of the identified groups showed a decrease rather than an increase between 2006 and 2007 in the proportion of total civilian members**



## HUMAN RESOURCES - PRIORITY

**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: Summary Information

**training curriculum/activities revised to reflect increased training in identified areas**

training in problem identification, problem solving, identifying community resources, building community partnerships, and community mobilisation:

**were all provided to more students in 2007 than in 2006**

**increase in proportion of front-line divisional officers receiving training**

**in 2006:** proportion of front-line divisional officers receiving the community mobilisation course = 2.3%

**in 2007:** proportion of front-line divisional officers receiving the community mobilisation course = 0.6%

**the proportion of front-line divisional officers receiving the community mobilisation course decreased between 2006 and 2007**

**performance evaluation for front-line officers revised to reflect the identified community-oriented activities**

no revision in 2006 or 2007 – qualitative information below

**decrease in proportion of community concerned with neighbourhood disorder issues**

**in 2006:** proportion of community concerned with neighbourhood disorder issues = 50.2%

**in 2007:** proportion of community concerned with neighbourhood disorder issues = 50.2%

**the proportion of the community concerned with neighbourhood disorder issues did not change between 2006 and 2007**



**increase in perceived neighbourhood safety**

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

**in 2007:** proportion of community who said they felt safe in their neighbourhood = 91%

**the proportion of the community who felt safe in their neighbourhood increased between 2006 and 2007**

**Performance Objectives/Indicators:**

- ♦ training curriculum/activities revised to reflect increased training in identified areas

**during 2006 and 2007:** (as reported by the Training & Education unit)

| <u>Training in Problem Identification</u> | students trained in 2006 | students trained in 2007 |
|-------------------------------------------|--------------------------|--------------------------|
| Course                                    |                          |                          |
| Crime Prevention Level 2                  | 35                       | 30                       |
| Crime Prevention (seminar)                | 20                       | 44                       |
| Crime Prevention through... CPTED         |                          | 1,337                    |
| Community Mobilisation Orientation        | 87                       | 23                       |
| Plainclothes                              | 73                       | 75                       |
| Plainclothes Update                       |                          | 40                       |
| Undercover Foundations                    |                          | 98                       |
| The Leadership Program                    | 35                       | 72                       |
| Supervisory Leadership                    | 36                       | 115                      |
| Advanced Leadership                       | 31                       |                          |
| Senior Officer Orientation                |                          | 35                       |
| Traffic Generalist                        | 220                      | 234                      |
| Provincial Statutes                       | 228                      | 199                      |
| Staged Accident Seminar                   | 56                       |                          |
| At Scene Collision Invest                 | 49                       | 20                       |
| Technical Collision Investigation         |                          | 29                       |
| Technical Reconstruction Level III        | 13                       |                          |
| Ministry Transportation Seminars          | 172                      |                          |

**training in problem identification was provided to 1,296 more students in 2007 than in 2006**

| <u>Training in Problem Solving</u>   | students trained in 2006 | students trained in 2007 |
|--------------------------------------|--------------------------|--------------------------|
| Course                               |                          |                          |
| Recruit Training (completed in year) | 446                      | 376                      |
| Uniform Coach Officer                | 184                      | 144                      |
| Parking Enforcement                  | 20                       |                          |
| CPLC Training                        | 200                      |                          |
| Plainclothes                         | 73                       | 75                       |
| Plainclothes Update                  |                          | 40                       |
| Twenty-Four Seven Lectures           | 100                      | 150                      |
| Supervisory Leadership               | 36                       | 115                      |
| Advanced Leadership                  | 31                       |                          |
| Senior Officer Orientation           |                          | 35                       |
| Ethics & Professionalism in Policing | 804                      | 89                       |



|                                   |     |       |
|-----------------------------------|-----|-------|
| PACE                              |     | 1,676 |
| Traffic Generalist                | 220 | 234   |
| Provincial Statutes               | 228 | 199   |
| Staged Accident Seminar           | 56  |       |
| At Scene Collision Investigation  | 49  | 20    |
| Technical Collision Investigation |     | 29    |

**training in problem solving was provided to 735 more students in 2007 than in 2006**

| <b><u>Training in Identifying Community Resources</u></b> | <b>students trained in 2006</b> | <b>students trained in 2007</b> |
|-----------------------------------------------------------|---------------------------------|---------------------------------|
| <b>Course</b>                                             |                                 |                                 |
| Community Policing Seminar                                | 135                             |                                 |
| PACE                                                      |                                 | 1,676                           |
| Plainclothes                                              | 76                              | 75                              |
| Plainclothes Update                                       |                                 | 40                              |
| Twenty-Four Seven Lectures                                | 100                             | 150                             |
| Traffic Generalist                                        | 220                             | 234                             |
| Provincial Statutes                                       | 228                             | 199                             |
| Staged Accident Seminar                                   | 56                              |                                 |
| At Scene Collision Investigation                          | 49                              | 20                              |
| Technical Collision Investigation                         |                                 | 29                              |
| Technical Reconstruction Level III                        | 13                              |                                 |
| Ministry Transportation Seminars                          | 172                             |                                 |

**training in identify community resources was provided to 1,374 more students in 2007 than in 2006**

| <b><u>Training in Building Community Partnerships</u></b> | <b>students trained in 2006</b> | <b>students trained in 2007</b> |
|-----------------------------------------------------------|---------------------------------|---------------------------------|
| <b>Course</b>                                             |                                 |                                 |
| Community Policing Seminar                                | 135                             |                                 |
| PACE                                                      |                                 | 1,676                           |
| Plainclothes                                              | 76                              | 75                              |
| Plainclothes Update                                       |                                 | 40                              |
| Twenty-Four Seven Lectures                                | 100                             | 150                             |
| APT EDP / Crisis Resolution Officer Safety                | 2,679                           | 3,477                           |
| Traffic Generalist                                        | 220                             | 234                             |
| Provincial Statutes                                       | 228                             | 199                             |
| Staged Accident Seminar                                   | 56                              |                                 |
| At Scene Collision Investigation                          | 49                              | 20                              |
| Technical Collision Investigation                         |                                 | 29                              |
| Technical Reconstruction Level III                        | 13                              |                                 |
| Ministry Transportation Seminars                          | 172                             |                                 |
| CPLC Training                                             | 200                             |                                 |

**training in building community partnerships was provided to 1,972 more students in 2007 than in 2006**



| <b><u>Training in Community Mobilisation</u></b> | <b>students trained in 2006</b> | <b>students trained in 2007</b> |
|--------------------------------------------------|---------------------------------|---------------------------------|
| <b>Course</b>                                    |                                 |                                 |
| Recruit Training (completed in year)             | 446                             | 376                             |
| CPLC Training                                    | 200                             |                                 |
| Crisis Resolution Officer Safety                 |                                 | 3,477                           |
| Community Mobilisation Orientation               | 87                              | 23                              |
| Twenty-Four Seven Lectures                       | 100                             | 150                             |
| Uniform Coach Officer                            | 184                             | 144                             |
| PACE                                             |                                 | 1,676                           |
| Advanced Leadership                              | 31                              |                                 |
| Plainclothes                                     | 76                              | 75                              |
| Senior Officer Orientation                       |                                 | 35                              |
| Traffic Generalist                               | 220                             | 234                             |
| Provincial Statutes                              | 228                             | 199                             |
| Staged Accident Seminar                          | 56                              |                                 |
| Ministry Transportation Seminars                 | 172                             |                                 |

**training in community mobilisation was provided to 4,589 more students in 2007 than in 2006**

◆ **increase in proportion of front-line divisional officers receiving training**

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

Community Mobilisation Orientation 87 officers  
proportion of front-line divisional officers\* = 2.3%

in addition, 446 Recruits received training

**during 2007:** (as reported by the Training & Education unit)

Community Mobilisation Orientation 23 officers  
proportion of front-line divisional officers\* = 0.6%

in addition, 376 Recruits received training

**the proportion of front-line divisional officers receiving the Community Mobilisation training course decreased 1.7% between 2006 and 2007**

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

\* As per the 2007 TPS Annual Statistics Report, there were 3,877 Staff Sergeants, Sergeants, and Constables in Divisional Policing Command.





- ◆ 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.

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 their current duties, including the provision of community-oriented and mobilisation-oriented police services. In particular, it evaluates officers' success with respect to a number of specific core competencies, including problem-solving, community and customer orientation.

The capacity of unit management to evaluate members in terms of community mobilisation will be improved with revisions that are anticipated after the review of the TPS staff development process.

**in 2007:** (as reported by Staff Planning)

The revision of the evaluation process has not yet begun. Prior to the establishment of a working group to address this issue, further action on other recommendations arising from the Employment Systems Review are required, since the evaluation process is linked to other business processes, including succession planning, career pathway mapping, and development of competency-based position profiles.

- ◆ 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:

|                                                                           | <b><u>2006</u></b> | <b><u>2007</u></b> |
|---------------------------------------------------------------------------|--------------------|--------------------|
| vandalism                                                                 | 57%                | 60%                |
| graffiti                                                                  | 42%                | 45%                |
| the homeless                                                              | 47%                | 44%                |
| litter                                                                    | 61%                | 60%                |
| being harassed on the street                                              | 44%                | 42%                |
| <b>aggregate disorder score</b><br><i>(issues above weighted equally)</i> | <b>50.2%</b>       | <b>50.2%</b>       |

**the proportion of the community concerned with neighbourhood disorder issues did not change between 2006 and 2007**



◆ increase in perceived neighbourhood safety

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

**in 2007:** proportion of community who said they felt safe in their neighbourhood = 91%

**the proportion of the community who felt safe in their neighbourhood increased 5% between 2006 and 2007**



## HUMAN RESOURCES - PRIORITY

**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: Summary Information

**diversity training course revised to reflect continuous learning**  
quantitative information provided below

**process for continuous Service member learning developed and implemented**  
quantitative information provided below

**proportion of Service members participating in learning each year**  
**in 2006:** proportion of constables, sergeants/detectives, staff/detective sergeants attending APT = 50.7%  
**in 2007:** proportion of constables, sergeants/detectives, staff/detective sergeants attending CROS (formerly APT) = 63.7%  
 in addition, 30.7% of constables, sergeants/detectives, staff/detective sergeants attended the new PACE course (*Note: Training & Education reports that there is relatively little duplication of officers attending the PACE and APT courses*)

**decrease in number of public complaints related to officer conduct**  
**in 2006:** conduct complaints investigated = 461  
**in 2007:** conduct complaints investigated = 374  
**the number of conduct complaints investigated decreased between 2006 and 2007**

**increase in community perception that officers are providing service in a manner that is sensitive to cultural contexts**  
*This information was not available in 2006.*  
**in 2007:** proportion of community who said they felt officers are providing service in a manner that is sensitive to cultural contexts = 74%



### Performance Objectives/Indicators:

- ◆ diversity training course revised to reflect continuous learning

**during 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

**during 2007:** (as reported by the Training & Education unit)

The Policing and Community Expectations (PACE) course is a mandatory course designed to address the needs of the Toronto Police Service on several different levels. It is a refresher course that builds on the diversity training that officers previously received. It also serves to address the constantly changing needs of the Service and the diverse communities that officers serve. Finally, it provides tools to members, assisting them as they continue to conduct themselves in a manner representative of the core values and professionalism of the agency responsible for policing one of the most culturally diverse cities in the world.

All sworn members of the Toronto Police Service up to and including the rank of staff/detective sergeant (excluded are sworn officers who undergo the annual APT program).

The objectives of this course are to: acknowledge that biases exist within the Service and within our community, to examine the causes of these biases, attitudes, and behaviours, and to examine their impact on our personal and professional relationships.

- ◆ process for continuous Service member learning developed and implemented

**during 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          |

**during 2007:** (as reported by the Training & Education unit)

- Development and practice of continuous learning has been ingrained in the philosophy of Training and Education for many years, as evidenced through the implementation of the Advanced Patrol Training (APT) Program, now referred to as Crisis Resolution and Officer Safety (CROS).
- In 2007, the Service approved start-up funding for the implementation and development of in-house e-learning courses. Hardware, software, and other resources were acquired, staff put into appropriate positions, and development was begun. These courses will be rolled out in 2008.



- In 2007, the Service purchased licences for two Canadian Police Knowledge Network (CPKN) e-learning courses (Urban Gang Dynamics and General Investigator). Both these courses were piloted by serving members of TPS in 2007 and they gained excellent reviews. Acquisition of these licences will increase the Service’s ability to engage officers in e-learning. Urban Gang Dynamics is part of CROS for 2008 and the number of members able to take the General Investigators course has been increased significantly.
- In 2007, the Service also partnered with the CPKN to host e-learning developed by Toronto. E-learning materials will be rolled out in 2008, including titles such as ‘Characteristics of an Armed Person’ (part of CROS for 2008), ‘Drinking and Driving’, ‘Cultural Competency’, and others.
- Access to e-learning remains available to members throughout the year; officers can use their courses as reference for future inquiries.
- In 2007, the Service extended it’s partnership with Humber College and the University of Guelph Humber. This partnership enables members to pursue a Police Foundations Leadership Profile Diploma from Humber College and/or a Bachelor of Applied Science Degree in Justice Studies from the University of Guelph Humber. Enrolment in both programs is increasing.

◆ proportion of Service members participating in learning each year

Training & Education report that diversity training/information is woven through all training at the C.O. Bick College.

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

|     |                                                   |
|-----|---------------------------------------------------|
| APT | 2,679 officers<br>proportion of officers* = 50.7% |
|-----|---------------------------------------------------|

**during 2007:** (as reported by the Training & Education unit)

|                     |                                                   |
|---------------------|---------------------------------------------------|
| CROS (formerly APT) | 3,477 officers<br>proportion of officers* = 63.7% |
|---------------------|---------------------------------------------------|

|                  |                                                   |
|------------------|---------------------------------------------------|
| <b>new:</b> PACE | 1,676 officers<br>proportion of officers* = 30.7% |
|------------------|---------------------------------------------------|

*(Note: Training & Education reports that there is relatively little duplication of officers attending the PACE and APT courses)*

◆ decrease in number of public complaints related to officer conduct

**in 2006:** conduct complaints investigated = 461

**in 2007:** conduct complaints investigated = 374

**the number of conduct complaints investigated decreased 18.9% between 2006 and 2007**

\* Used as a basis for calculating the proportion of officers for this indicator is the total number of constables, sergeants/detectives, and staff/detective sergeants (5,279 in 2006; 5,458 in 2007).



- ◆ increase in community perception that officers are providing service in a manner that is sensitive to cultural contexts

*This question was not included in the 2006 community survey.*

**in 2007:** proportion of community who said they felt officers are providing service in a manner that is sensitive to cultural contexts = 74%



### 2007 SERVICE PERFORMANCE – ADDITIONAL ADEQUACY STANDARDS REPORTING REQUIREMENTS

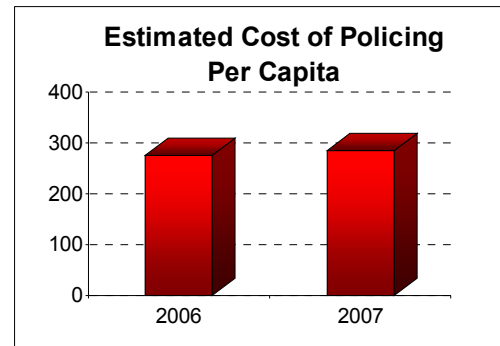
#### SERVICE BUDGET AND COST OF POLICING PER CAPITA:

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.

In 2007, the Service's Council-approved net operating budget was \$784.95 million, an increase of 4.3% over the 2006 net operating budget.\*\* The final Service favourable variance in 2007, was \$6.8 million. The surplus was attributed to under-expenditures in court security costs, medical and dental benefits, computer maintenance accounts, city chargeback (mainly for utilities), and greater revenues than anticipated.

The figure to the right shows the estimated cost of policing per capita for 2006 and 2007. 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.

In comparison, based on the net operating budget of \$784.95 million and an estimated population of 2,749,564 the cost of policing per capita in 2007 was about \$285.

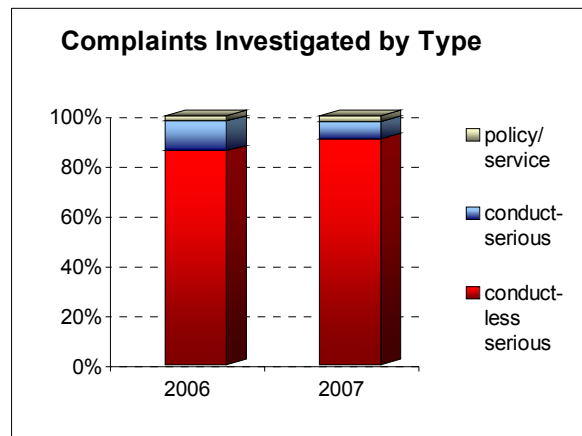


#### COMPLAINTS ABOUT POLICE SERVICE:

The total number of public complaints received increased 3.6% between 2006 and 2007, from 662 complaints in 2006 to 686 in 2007. Of the complaints received, 71.1% (471) were investigated in 2006, while 55.8% (383) were investigated in 2007. In both years, the largest proportions of complaints not investigated were those deemed frivolous (63.9% in 2006, 72.3% in 2007).

As shown in the figure, in both years, most of the investigated complaints involved allegations of conduct of a less serious nature: 85.8% in 2006 and 90.6% in 2007. While there was a 14.1% decrease between the two years in the number of less serious conduct complaints investigated, the proportion of less serious conduct complaints was greater in 2007 than in 2006.

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 (12.1% in 2006, 7.0% in 2007). The total number of investigated complaints related to serious conduct decreased 52.6%. Complaints relating to policy or service formed the smallest proportion of investigated



\* Information from Police Services Board Minute P115/07 (meeting of March 22, 2007).

\*\* Information from Police Services Board Minute P66/08 (meeting of March 27, 2008).



complaints in both years (2.1% in 2006, 2.3% in 2007).

With regard to the specific type of complaint, the largest proportion of investigated complaints in each year related to allegations of discreditable conduct (49.3% in 2006, 60.3% in 2007).

As can be seen in the figure below, in 2006, 54.1% of investigated complaints were found unsubstantiated, while misconduct was identified in 2.5% of investigated complaints. Just under one-third (29.2%) of the investigated complaints in 2007 were found to be unsubstantiated; misconduct was identified in 1.3% of the investigated complaints. Informal resolution was the outcome of 13.0% of investigated complaints in 2006 and 15.4% of investigated complaints in 2007. It should be noted that a large proportion of the 2007 investigations have not yet been completed.

