2008
SERVICE PERFORMANCE
Year End Report

May 2009

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2006 - 2008 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.

This document reports on the Priorities from the just completed 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 reaffirmed 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. The Priorities were based on a commitment to accountability, transparency, and to our City's diverse communities, 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 were certain goals we wished to achieve. Partnerships played a vital role in accomplishing these goals, since many issues and problems could not be addressed by the Police Service alone. The goals, along with the strategies we used 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 during the period of the Business Plan, 2006-2008, 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** (fewer 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.

PRIORITY: COMMUNITY POLICING PARTNERSHIPS

> **GOAL: Develop partnerships with youth, community, and/or government/public agencies/services/organisations to address problems in neighbourhoods with high levels of violent crime.**

STRATEGIES:

Create a resource database of agencies/services/ groups/individuals who have demonstrated a willingness to work with the police. The database will be updated regularly, usable, and accessible to all Unit Commanders.	Identify priority neighbourhoods in each division with the potential for violent crime and assign neighbourhood officer(s) to each area to be responsible for identifying, developing, and working with community partners who will assist in reducing violent crime in those neighbourhoods.	Increase community mobilisation by holding regular and on-going community meetings in conjunction with the divisional Community Police Liaison Committee to identify community concerns, disseminate information, and develop community capacity and relationships to deal with local issues. Such meetings may take the form of, but are not limited to, seminars, focus groups, town hall meetings, partnership development, and community walkabouts.	Identify high risk neighbourhoods, buildings, and public spaces and conduct safety audits and CPTED initiatives in partnership with local stakeholders.

PERFORMANCE OBJECTIVES/INDICATORS: 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

   during 2008:   number of new partnerships created to address problems in high crime neighbourhoods = 168

   between 2006 and 2008, Service units reported creating 575 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 11.7 per 1,000 population

in 2008: 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 2008

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

during 2008:
number of new partnerships created to address problems in high crime neighbourhoods = 168

between 2006 and 2008, divisions and the Community Mobilisation unit reported creating 575 new partnerships [†]

the agencies/organisations partnerships were created with include:
(partnerships created in 2006, 2007, and 2008 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 all years have been combined into the list below)

- 4Life Foundation
- Across Boundaries Association
- Action for Neighbourhood Change groups
- Afghani Women's Counselling Centre
- African Canadian Christian Network
- Agincourt Community Services Association
- Albion Neighbourhood Services
- Alcohol and Gaming Commission of Ontario (AGCO)
- Amedeo Gardens
- Anishnawbe Health Services
- Art Starts
- Asian Communities Council of Canada
- Bail and Parole
- Bass Pro Stores
- Bay Mills Working Group

- Beat the Heat Volleyball Program
- BEELKA Youth Association
- 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 Opera Company

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[*] Includes murders & attempts, assaults, robberies, sexual offences, and sexual assaults.
[†] If an organisation partnered with more than one division/unit, each partnership was counted separately.

- Canadian Tamil Youth Development Association
- 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
- CHILL
- Chinese Christian Ministry
- Chinese Youth Mentoring and Leadership
- Chris Bosh Foundation
- Christian Resource Centre
- churches/mosques
- Cineplex
- City of Toronto Assessment Rolls
- City of Toronto By-Law Enforcement
- City of Toronto Economic Development, Culture, & Tourism
- City of Toronto Municipal Licensing & Standards
- City of Toronto Councillors
- City of Toronto Parks, Recreation, & Forestry
- City of Toronto Public Health
- City of Toronto Safety Secretariat
- City of Toronto Shelter, Support, & Housing
- City of Toronto Social Services – Investigations
- 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
- Community World Cup
- Compass Outreach Community Advisory 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
- Darlington Soccer Club
- Dixon Coalition
- Dixon Community Youth Services
- Dixon Hall

- Dovercourt Boys & Girls Club
- Downsview Conflict Mediation
- Downsview Park
- Duke of Edinburgh Award Program
- Durham Regional Police
- 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
- Eaton Centre Emergency Preparedness Committee
- Eglinton East/ Kennedy Park – Youth Programs Committee
- Elmbank School Parents Association Volunteers
- Empowered Student Partnerships
- Empringham Hope House
- ESL classes
- Eva's Place
- Evergreen Mission
- Exchange Canada
- Family Service Toronto
- Five Points Community Action
- Foster Parents
- Four Villages Community Health Care Group
- Future Shop
- Gabriel Dumont Aboriginal Community Group
- Gatehouse
- George Brown Security
- Glenn Andrew Community Association
- GO Transit
- Good Neighbours Club
- Good Sheppard
- Green Hill Community Association
- Griffin Centre
- Hazelton Co-Op
- Henry's Camera
- Heritage Toronto
- High Park Advisory Committee
- Hincks-Dellcrest Centre
- homework clubs
- Hong Fook Mental Health Management
- hospitals
- Hotel Security Directors
- Hudson's Bay Company
- IBM
- Imdadul Islamic Centre
- Insurance Bureau of Canada
- Islamic Oromo's Association of Canada
- Islamic Society of Toronto
- It's In Me Education and Training Program
- Jamaat Al-Moqaddat el Islamiah
- Jamaica Constabulary & Youth Initiatives
- Jamestown Resident Engagement Group
- Jamestown Safety Committee
- Jesse Centre for Teens
- JT Printing

- Juliet's Place Women's Shelter
- Junior Blues
- Junior Officers Program
- Kidfest Canada
- KidSport Ontario
- Kingston Road Working Group
- Kipling Acres Advisory Committee
- Knights of Columbus – Knights Village
- Kwan & Kwan Business Association
- Landlord and Tenant Tribunal
- Learning Enrichment Foundation
- Leave Out Violence
- Legal Aid
- Leisure World Seniors
- Leslie/Finch Business Community
- LGBT Community
- 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
- McAulay Child Development Centre
- Meals on Wheels Program
- media
- Merry-Go-Round E-Buddies
- Midaynta
- Ministry of Natural Resources
- Ministry of the Attorney General (Probation and Parole)
- Miss Behav'n
- Montage Support Services
- Mothercraft – Breaking the Cycle
- Mothers Against Drunk Driving (MADD)
- Mount Pleasant Cemetery
- Native Child and Family Services
- Neighbourhood Watch/Vertical Watch programs
- neighbourhood/community action teams
- neighbourhood/community safety/security committees
- neighbourhood/local community centres
- Neighbourhood Link
- Neptune Community
- New Balance Athletic Shoe, Inc.
- North American Security Services – Kingston Square Plaza
- North Central Community Network
- North York Lions Club
- O'Connor Neighbourhood Committee
- Operation Springboard
- Office of the Public Guardian and Trustee
- Oxmen Foot Ball League
- Ontario Cycling Federation
- Ontario Iraqi Association
- Ontario Provincial Police
- Paragon Security – Centrepoint Mall

- parents' groups/associations
- Parkdale Drug Strategy Committee
- Parkdale Probation
- Pathways for Youth
- Pathways to Education
- Peel Regional Police
- Pine Tree Seniors Centre
- Pizza Pizza Inc.
- Play the Ball
- ProAction Cops & Kids
- Problem Properties Task Force
- Proctor and Gamble
- property management groups
- Providence Villa Tamil Caregiver Project Bail & Parole /Probation
- ratepayers/residents/tenants associations
- Reconnect – Mental Health Services
- Redwood Women's Shelter
- Regent Park Community/Community Health Centres
- religious groups/faith groups
- Restorative Justice Committee
- Retail Council of Canada
- Rexdale Ethnic Seniors
- Rexdale Youth Centre
- Riding Academy at the Horse Palace
- Rio Can Property Services
- Rites of Passage Program
- Roarrockit Skateboard Company
- Rogers Television
- Rouge Valley Health System
- Ryerson Security
- Safe & Beautiful City
- Safer Tomorrows Through Education & Play
- 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 Support Services
- Scarborough Wellness Group
- schools (elementary, middle, high schools, colleges, universities)
- Seaton House
- Second Base Shelter
- seniors associations
- Sheriffs Office
- Silayan Centre
- Skyservice
- small businesses
- Somali Youth Organization
- Sony Centre
- Southeast Asian Services Centre
- Speech That Enlightens People, Uplifts Places (STEP UP)
- St. Aiden's Out of the Cold program

- St. Bartholomew's Homeless Persons Breakfast program
- St. Stephens House
- Street Helpline
- Student Commission
- SU Sportz
- Sunnybrook Stables
- Sunshine Club
- Ted Reeve Arena
- The Torchin Group /Agincourt Business Centre
- The Warehouse
- Tim Horton's
- Toronto Argonauts
- Toronto Association of Police & Private Security
- Toronto Azzurri Community Centre
- Toronto Central Lions Club
- Toronto Committee on Community Race & Ethnic Relations
- Toronto Community Housing
- Toronto and Catholic District School Boards
- Toronto East Detention Centre
- Toronto East General Withdrawal Management Centre
- Toronto East Probation Office
- Toronto Etobicoke North Multicultural Association
- Toronto Fire
- Toronto Football Club
- Toronto Hatzolah
- Toronto Public Library
- Toronto Railside Probation Office
- Toronto Raptors Foundation
- Toronto Transit Commission
- Toronto Zoo
- TPS units/task forces

- Touchstone Youth Centre
- 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
- Walmart Canada
- Waste Watch
- West Hill Centre for Early Learning
- West Hill Community Services Youth Safety Facilitator
- West Indian Volunteers of Jamestown
- West Scarborough Neighbourhood Community Centre
- Westin Hotel
- Woodgreen Community Centre and Shelter
- YMCA
- Yonge Street Mission Services
- Yonge/Eglinton Centre Security
- York Regional Police
- York South-Weston Family Network
- Young Presidents Organization
- Youth Advisory Council
- Youth Assisting Youth
- Youth Link – Community Youth Outreach
- Youth Speak
- YWCA Scarborough Branch Youth Program
- YWCA Scarborough Village Employment Centre

♦ resources identified

during 2006, 2007, and 2008:
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
- after-school programs
- Alcohol and Gaming Commission Ontario
- arts programs
- athletic training
- 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

- capacity to access government grants
- Centre for Addiction and Mental Health
- City of Toronto By-Law Enforcement
- City of Toronto councillors
- City of Toronto Municipal Licensing & Standards
- City of Toronto Parks & Recreation
- City of Toronto Parks & Recreation Ambassador Program
- City of Toronto Public Works
- City of Toronto Social Services
- City of Toronto Streets to Homes Program
- 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 leaders
- Community Police Liaison Committees (and the organizations represented)
- community research
- community/resident and student volunteers
- computers and training
- Conflict Mediation Services of Downsview – Youth Conflict Resolution Project
- contacts
- 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)
- delivery of services, information, materials
- Delta Family Resources-Duncanwoods Youth Drop In Centre
- distribution/display of pamphlets/educational material
- domestic violence programs/assistance
- 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
- facilities/accommodations
- 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)
- food and beverages in support of Homeless Persons Breakfast program
- Gang Exit Program
- Gang Intervention Program
- gang prevention strategies
- GO Transit security
- government and business-sponsored youth programs
- government contacts that can provide resources to communities
- 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, housing support, and outreach
- information/awareness programs/lectures
- information/research
- instruction in money management and planning
- Keele Street Correctional Centre Community Assessment Team
- Kidfest Reading and Running Program
- Language Instruction for Newcomers to Canada program
- Language Settlement Services
- Landlord & Tenant Tribunal
- Lawrence Heights Inter-Agency Organization Network
- lecturers/guest speakers
- life skills/organisational skills classes
- literacy organizations
- local community group websites
- local politicians/town hall meetings
- mall displays
- Mayor's Community Safety Awards
- media
- meeting space
- mental illness support programs
- mentors/mentoring
- movie passes for youth
- 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)
- Paragon Security
- Parkdale Community Mobilisation
- ProAction Cops & Kids
- Probation & Parole (extrajudicial measures and sanction programs)
- Problem Address Task Force
- programs assisting new Canadians
- program development, implementation, and maintenance
- promotional materials for programs
- property access
- protocols for rooming houses
- ratepayers organisations
- recreational programs
- rental facilities
- resident safety committees
- resources (personnel, materials, equipment)
- schools
- Second Harvest foodbank
- Security Directors of office towers
- seniors outreach programs
- Sheriff's Office
- social services
- Southeast Asian Services Centre
- sports programs
- St. Joseph's Health Centre
- structure and support for community events
- technology equipment and education
- tenants committees
- tickets to sporting events for at-risk youth
- Toronto Community Housing

- Toronto District School Board
- Toronto Entertainment District Association
- Toronto Fire
- Toronto Hydro
- Toronto Public Health
- Toronto Transit Commission
- Toronto Transit Commission Security
- 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
- training
- tutoring
- volunteer instructors
- Wii games systems
- youth employment programs
- Youth Hostel Services
- youth mentoring
- youth outreach workers
- youth support services
- youth teen violence prevention programs

♦ types of achievements/outcome of use of resources

during 2006, 2007, and 2008:
(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
- after-school programs developed
- anti-violence outreach programs held
- appropriate facilities located
- 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
- assistance with investigation of crimes
- assistance to homeless victims of crime
- at-risk youth diverted to creative arts programs and away from gangs
- 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 held
- community input on crime

- community involvement in local problem solving
- community meetings/events hosted
- community mobilisation 30-minute programs completed
- community needs assessment completed
- community/neighbourhood clean-ups and restoration projects in high crime areas
- community safety walks
- community, social, and industry partners donated computers for after-school programs for youth and employment training for adults
- compliance checks at problem properties
- compliance orders issued at problem properties
- contacts provided for resources to meet the needs of the community
- co-operative development of after-school children's program
- co-ordination of resources
- corporate sponsorship of 'Art Starts' in identified neighbourhoods (music and painting done)
- CPLC sponsored breakfast club, reading initiative, youth activities
- crime prevention activities
- crime prevention information distributed
- crime report forms developed
- criminal activities identified
- decrease in auto thefts
- decrease in most major crime indicators
- decrease in reported violent crime
- decreased number of community complaints
- decreased reliance on primary response services

- decreased street robberies targeting portable electronic entertainment devices
- disorder reduced
- effective outreach to community
- enhanced youth leadership and life skills
- equestrian program for girls at risk
- eviction hearings held
- external and internal community mobilisation awareness
- community feedback through surveys
- fewer calls for disorderly behaviour
- fewer drugs/drug traffic in area
- fewer police resources required
- fewer radio calls
- financial support to programs
- garbage removed
- graffiti removed
- guns removed from the street
- heightened community awareness of safety, security, and crime prevention issues
- homework mentoring program started
- identification and access to private property locations for covert observations
- illegal street vending in two communities was addressed
- improved communication and information sharing
- improved communication between police and community, especially youth
- improved community involvement and co-operation
- improved crime prevention and community capacity building
- improved lighting in areas
- improved partnerships, information sharing, and program delivery with community service providers
- improved quality of life for area residents
- improved relations with the LGBT community
- improved relationships and better understanding of responsibilities between city staff and Service members
- improved resource sharing
- improved response to crime in targeted areas
- improved service delivery
- improved site security after action on CPTED/safety audit findings
- improved student understanding of technology and applications
- improved understanding by youth of police roles, youth rights, and responsibilities
- 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 communication between mall owners, tenants, community, and police
- increased community mobilisation/community engagement and knowledge of local crime issues
- increased community ownership of neighbourhood issues
- increased community satisfaction

- increased community understanding of police role and resources
- increased enforcement/targeted enforcement
- 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 police visibility/more directed patrols
- increased referral to agencies by officers
- increased release compliance
- increased support for solving community problems
- increased support services to victims
- increased use of community complaint form
- information on crime and police provided to new residents of Canada
- information on crime prevention and personal safety provided to college students
- joint identification of and efforts to address problems and problem areas/individuals
- life skills (including cooking) classes for youth
- liquor licenses temporarily or permanently suspended at problem establishments
- media marketing of crime prevention and youth outreach programs
- meetings with members of specific communities to deal with crime and safety problems
- monies raised to spend on community outreach programs
- more information from community to better address crime issues/concerns
- 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
- new educational programs/lectures set-up
- new partnership between youth workers and neighbourhood officers
- operational plan created that decreased calls for service to a community mental health agency
- opportunities for feedback provided
- opportunities for youth to be involved in community projects
- opportunities to resolve youth crime issues and related investigations
- pamphlets handed out at schools and on the TTC

- parks safer
- partners, community members educated
- people more willing to come forward and report crimes
- persons investigated
- police invited to and attended community meetings
- positive interaction between police, youth, and the community as a whole
- positive media attention for youth
- 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 level of drug trafficking
- reduced number of complaints about youth-related crime and disorderly behaviour
- 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
- residents better prepared to recognise and address crime issues
- residents more proactive in program participation
- 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
- stabilised level of crime
- street racers kept from loitering by closing Tim Horton's 10pm-4am, fencing off Home Depot lot
- stronger sense of security in neighbourhood residents
- successful prosecutions involving young witnesses
- support and growth of at-risk outreach youth programs
- support provided for victims/children of domestic violence
- surplus food/beverages supplied to Homeless Persons Breakfast program
- threat assessments completed
- used facilities to hold police-community events
- volunteers delivered crime prevention/crime awareness bulletins
- volunteers delivered notices regarding upcoming community meetings
- walkabouts with city councillors, BIA & community members, municipal licensing inspectors, and AGCO inspectors
- 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 exposed to diverse employment opportunities
- 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 outreach programs
- youth prevented from joining gangs
- youth received instruction and mentoring in financial management

♦   decrease in violent crime[*] in the zones containing the identified neighbourhoods

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

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

in 2007:   the rate of violent crime was 11.7 per 1,000 population[**]

in 2008:   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 2008

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[*] Includes murders & attempts, assaults, robberies, sexual offences, and sexual assaults. NOTE: **Throughout the document, due to regular updates to the Service's live database, crime and arrest/charge data for previous years may have been revised/recalculated to reflect the latest available data and for the sake of fair comparison**.

[‡] 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 roughly 9% of records that were not geo-coded for each of the three years examined.

[**] The rate per 1,000 population by neighbourhood is calculated based on the assumption that a total of 20% of the estimated Toronto population lived in the 13 identified priority neighbourhoods (according to the 2001 Census).

PRIORITY: COMMUNITY POLICING PARTNERSHIPS

> **GOAL: Create partnerships with youth, community, and/or government/public services/agencies/organisations to assist in the development and implementation of initiatives to decrease involvement of youth in criminal activities, especially violent crime.**

STRATEGIES:

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

PERFORMANCE OBJECTIVES/INDICATORS: 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

   during 2008: number of partnerships created to address involvement of youth in criminal activities = 86

   between 2006 and 2008, Service units reported creating 361 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

   during 2008: number of programs developed with partners to address involvement of youth in criminal activities = 56

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

   during 2008: number of the above programs implemented with partners to address involvement of youth in criminal activities = 54

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)

    during 2008: an estimated 8,454 youth received or participated in the above programs/projects/initiatives
(youth may have been involved in more than one program/project/initiative)

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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 = 2,590
             rate per 1,000 youth = 13.1

    in 2007: total number of youth (12-17 yrs) arrested for violent crime = 2,777
             rate per 1,000 youth = 14.0

    in 2008: total number of youth (12-17 yrs) arrested for violent crime = 2,664
             rate per 1,000 youth = 13.4

    the number of youth arrested for violent crime increased between 2006 and 2008

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increase in number of youth cleared otherwise (diversion):
    in 2006: number of youth (12-17 yrs) cleared otherwise = 2,170

    in 2007: number of youth (12-17 yrs) cleared otherwise = 2,078

    in 2008: number of youth (12-17 yrs) cleared otherwise = 1,872

    the number of youth cleared otherwise (diversion) decreased between 2006 and 2008

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decrease in victimisation of youth by violent crime [*] :
    in 2006: number of youth (12-17 yrs) victimised by violent crime = 4,988
             rate per 1,000 youth = 25.2

    in 2007: number of youth (12-17 yrs) victimised by violent crime = 4,869
             rate per 1,000 youth = 24.5

    in 2008: number of youth (12-17 yrs) victimised by violent crime = 4,690
             rate per 1,000 youth = 23.6

    the number of youth victimised by violent crime decreased between 2006 and 2008

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role played by police in partnerships:
    qualitative information below

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contribution of each partnership to the Service:
    qualitative information below

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* 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

during 2008:
number of partnerships created to address involvement of youth in criminal activities = 86

> **between 2006 and 2008, divisions and the Community Mobilisation unit reported creating 361 new partnerships to address youth involvement in criminal activities**[**]

the agencies/organisations partnerships were created with include:
(partnerships created in 2006, 2007, and 2008 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 all years have been combined into the list below)

- 4Life Foundation
- Action for Neighbourhood Change groups
- African Canadian Christian Network
- Albion Neighbourhood Services
- Argos Foundation Stop the Violence
- Art Starts/Tim Hortons
- Aussie X (Australian Rules Football Organisation)
- B4Life Program
- Bail and Parole – diversion program
- Bass Pro Stores
- Bell Canada
- Breaking the Cycle
- Building Bridges
- Burton Snowboards (CHILL Program)
- business improvement associations
- Cadillac Fairview
- Camp Kinark Leadership Camp
- Canada Safety Council
- Canadian Amateur Tug-of-War Association
- Canadian Automobile Association
- Canadian Emergency Services Boxing Association
- Canadian Law Enforcement Training College
- Canadian Somali Association
- Canadian Tamil Youth Development Program
- Central Toronto Youth Services (Pride and Prejudice Program)
- Centre for Addiction and Mental Health
- Child and Family Development Institute
- Chris Bosh Foundation
- churches, mosques
- Cineplex
- City of Toronto Councillors
- City of Toronto Economic Development, Culture, & Tourism
- City of Toronto – refurbishing bicycles
- City of Toronto Parks & Recreation
- City of Toronto Safety Secretariat
- Community CAVE
- Community Dig In
- Community Police Cricket Exhibition Fun Fair
- community Vertical Watch programs
- Community World Cup
- Conflict Mediation Services of Downsview
- Corrections Canada
- Costa Rican Tico Police Orphanage
- CPLCs
- 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

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

- East Scarborough Boys & Girls Club
- East York Strategy
- Elevated Grounds
- Elmbank School Parents Association Volunteers
- Empowered Students Partnerships program
- ESL classes
- Eva's Place Youth Shelter
- Exchange Canada
- faith leaders
- Firstgroup
- Five Points Community Action Group
- Four Villages Community Health Care Group
- Future Shop
- G2-Net Mobile Art Studio-Any Art Anywhere
- Gabriel Dumont Aboriginal Community Group
- Girl Guides
- Grandravine Tornados Community – Special Needs Interaction
- Green Dolphin Environmental
- Green Hill Community Association
- Guidance of Canadian Somali Youth
- 'Heart2Heart' Basketball program
- Heart and Stroke Foundation
- Hincks-Dellcrest Centre
- Hockey Hall of Fame
- homework clubs
- Horn of Africa Parents Association 'Youth Assisting Youth Leadership Program'
- Horses and Heroes
- hospitals
- Hudson's Bay Company
- IBM – First Nations School
- International Special Needs Hockey Tournament
- Interval House
- It's In Me Education and Training Program
- Jabulani
- Jamaica Police Constabulary
- Jamaica Youth Council and Schools
- Jamestown Resident Engagement Group
- Jamestown Safety Committee
- Jewish Vocational Services
- Junior Blues
- Junior Officers Youth Program
- Kabul/Afghanistan Youth Initiative
- Kidfest Canada
- Kids and Kops program
- Kids and Police Posse
- KidSport
- Kingston Road Working Group
- Lamp Community Centre
- Larry Grossman Arena
- Laser Eagles
- Learning Enrichment Foundation
- Leave Out Violence
- Mabelle Housing Association
- Maritz Canada Incorporated
- Mayor's Neighbourhood Youth Action Team
- McDonald's Restaurants

- Merry-Go-Round Foundation
- Metro East Detention Centre
- Metro Youth Services
- Microsoft Canada
- Mimico Corrections Youth Facility
- Ministry of Natural Resources
- Ministry of the Attorney General
- Ministry of Youth and Family Services
- Moss Park Youth Group
- Mothers Against Drunk Driving (MADD)
- MuchMusic
- National Hockey League Players Association
- Native Family Services (Keeping the Circle Strong Camp)
- neighbourhood action teams
- neighbourhood community centres
- North Central Community Network
- North Etobicoke Revitalization Project - Arts & Culture and Safety Committees
- O'Connor Neighbourhood Committee
- Ojibway First Nations
- Ontario Crime Analyst Network
- Ontario Cycling Federation
- Ontario Gang Association
- Ontario Iraqi Association
- Ontario Justice Education Network
- Ontario Provincial Police
- Oolagen Community Services
- Operation Springboard
- Overseas School Pen Pal Program
- Oxmen Football
- Parents of Youth
- Parma Court Community
- Pathways for Youth
- 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 & Kids
- Proctor and Gamble - Junior Achievement Program
- Provincial Probation
- ratepayers associations, residents associations
- Reading Buddies
- Reconnect – Mental Health Services
- Red Door
- Rexdale Youth Centre
- Rio Can Property Management Services
- Roarrockit Skateboard Company
- 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

- Skyservice
- Somali Parent Coalition
- Somali Youth Organization
- South Etobicoke Hoops (Basketball Program)
- Speech That Enlightens People, Uplifts Places (STEP UP)
- SportsNet
- Stage Kids
- Student Crime Stoppers
- Supra Soccer Association
- Syme-Woolner Neighbourhood & Family Centre
- Tamil Parents Association
- The Gatehouse
- The Hangar
- The Student Commission
- Thorncliffe Neighbourhood Office
- Tim Hortons 'Earn a Bike' Program
- Toronto Blue Jays
- 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 Football Club
- Toronto Parking Authority
- Toronto Public Health
- Toronto Public Library Youth programs
- Toronto Raptors Foundation

- Toronto Residents in Partnership
- Toronto Transit Commission Special Constable Services
- Toronto Youth Action Restorative Justice Project
- Toronto Zoo
- TPS (Auxiliary, 41 Division Gang Committee)
- Touchstone Youth Centre
- Tumivut Youth Shelter
- University Settlement Recreation Centre
- Ward 10 Youth Service Network
- West Hill Community Services Youth Outreach, Education and Mentoring Program
- West Humber Somali Parents Association
- West Indian Volunteers of Jamestown
- Westminister Branson Neighbourhood Action Team
- Willowtree Tenant Board
- Women Abuse Council
- York Regional Police
- York South-Weston Family Network
- Youth Advisory Council
- Youth Assisting Youth
- 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

during 2008:
number of programs developed with partners to address involvement of youth in criminal activities = 56

the types of programs developed in 2006, 2007, and 2008 include:
   (as reported by the divisions and the Community Mobilisation unit)

- 4Life Foundation
- after-school and homework clubs
- alternative measures program
- anti-bullying programs
- anti-drug campaign

- arts/music programs
- assisting students with development of 'core skills' to assist them in making better choices
- B4Life Program
- 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
- computer clubs
- computer training and literacy programs
- cooking programs
- Cops and Kids Sharing the Ball
- 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 programs for adults and youths
- 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
- Early Years Learning Centre Safety and Crime Prevention Program
- Earn a Bike program
- E-Buddies
- Elevated Grounds
- employment mentoring
- Empowered Student Partnerships
- Etobicoke Strategy
- Exchange Canada
- Family Fishing Day
- family violence prevention presentations
- fence constructed in community
- gang prevention programs
- Gang exit program
- graffiti eradication and community beautification/clean-up programs
- Gun Play, No Way program
- hate crime lectures
- Haunted House
- high school bursaries
- high school liaison
- holiday parties

- 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
- Junior Officers program
- karate/self defence classes
- Kidfest Reading and Running Program
- Kids Police Posse
- Knitting Club
- Law in the Mall program
- leadership training
- literacy programs
- meetings of Group Home Administrators
- mentoring programs
- Merry-Go-Round
- Movie Night
- Mural Mentorship Program
- neighbourhood and school programs
- neighbourhood change programs
- neighbourhood youth council
- newcomers safety and crime prevention program
- Ontario gang association workshops
- outdoor recreation (e.g. hiking, horseback riding, skating
- outreach programs (youth safety, information, education)
- Overseas School Pen Pal Program
- 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 interaction with youth
- 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
- Race for Race
- Reading Buddies (kids writing letters to kids in other countries)
- rebuilding homes in New Orleans
- Replay program
- Restorative Justice Circle
- road safety lectures
- Rookie Ball
- safety patrols
- scholarship/bursary program
- School Trustee forums
- sewing programs
- sharing intelligence with gang investigators, crime analysts from other Ontario jurisdictions
- South East Scarborough Aboriginal Community Pow Wow
- sports programs (basketball, volleyball, soccer)

- Stay in School program
- Stop the Hatred program for schools
- Students Together Embracing Peace (STEP)
- The Students Commission
- Touchstone Youth Centre Partnership
- tutoring program
- violence reduction/intervention and anti-violence projects
- West Justice Committee
- Wii and Math program
- 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 camera club
- youth mentoring youth program
- Youth Criminal Diversion Initiative
- youth gang intervention/investigation
- Youth in Policing employment initiative
- Youth in Turmoil program
- Youth Justice Committee
- youth leadership programs
- youth life skills and community ownership programs
- youth pre-charge diversion program
- youth 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

during 2008:
number of the above programs implemented with partners to address involvement of youth in criminal activities = 54

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

during 2008, all of the above programs, **except**
- compliance checks program
- music program

♦ 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)

during 2008:
an estimated 8,454 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 = 2,590
rate per 1,000 youth = 13.1

in 2007: total number of youth (12-17 yrs) arrested for violent crime = 2,777
rate per 1,000 youth = 14.0

in 2008: total number of youth (12-17 yrs) arrested for violent crime = 2,664
rate per 1,000 youth = 13.4

the number of youth arrested for violent crime increased 2.9% between 2006 and 2008

- ♦ increase in number of youth cleared otherwise (diversion)

    in 2006:   number of youth (12-17 yrs) cleared otherwise = 2,170

    in 2007:   number of youth (12-17 yrs) cleared otherwise = 2,078

    in 2008:   number of youth (12-17 yrs) cleared otherwise = 1,872

    the number of youth cleared otherwise (diversion) decreased 13.7% between 2006 and 2008

- ♦ decrease in victimisation of youth by violent crime

    in 2006:   number of youth (12-17 yrs) victimised by violent crime = 4,988
    rate per 1,000 youth = 25.2

    in 2007:   number of youth (12-17 yrs) victimised by violent crime = 4,869
    rate per 1,000 youth = 24.5

    in 2008:   number of youth (12-17 yrs) victimised by violent crime = 4,690
    rate per 1,000 youth = 23.6

    the number of youth victimised by violent crime decreased 6.0% between 2006 and 2008

- ♦ role played by police in partnerships

    during 2006, 2007, and 2008:
    (as reported by the divisions and the Community Mobilisation unit)

- academic instruction/tutoring
- accompanied youth on trips
- acted as liaison to assist program development
- advisor/information resource
- anti-violence and anti-gang intervention
- assisted in evaluation
- assisted with community capacity building, community development
- assisted with development of strategies
- assisted with funding applications/fundraising events
- assisted with program development/creation
- assisted with program implementation
- assisted with security and enforcement of crimes on TCH property
- 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
- established relationships with kids from problem areas
- facilitated meetings
- gathered information
- helped eliminate criminogenic conditions for at-risk youth
- helped students with non-policing issues
- hosted fundraising dinner
- implemented/ran program
- interacted with participants/part of the program
- interacted with the community
- involved in protocol development
- liaised with business community
- liaised with other Service units
- liaised with partners/community
- liaised with schools/community groups/City
- liaised with social services for enforcement on derelict properties/irresponsible landlords
- listened and responded to community concerns, issues
- mediation/negotiation
- mentored
- organised, co-ordinated, and/or supported events, programs
- organised resources for program

- participated in events, sports, programs
- positive role modelling
- promoted a positive lifestyle, life skills development
- promoted community involvement and unity
- promoted cultural understanding
- promoted opportunities for youth involvement in police-community partnerships
- promoted positive image of police
- promoted positive police-youth relationships
- promoted problem-solving skills
- promoted understanding of police role
- promoted the value of education
- promoted youth engagement
- provided a better understanding of the role of police in youth issues
- provided back-up for GO Transit Security
- provided community safety, and policing information
- provided education/awareness/prevention information

- provided expertise in the development of an on-line reporting tool
- provided facility
- provided guidance, role models for youth at risk
- provided leadership, leadership skills
- provided opportunities for youth engagement with community members and organisations assisting at-risk youth
- provided program resources/funding
- provided referrals
- provided safety awareness information
- provided strategies to youth to help them deal with victimization
- provided support to Parks staff and security
- refereed/coached/trained
- sat on committee/provided input on policing issues
- served dinner
- supervised
- transported kids
- worked with students
- worked with TTC Security

♦ contribution of each partnership to the Service

during 2006, 2007, and 2008:
(as reported by the divisions and the Community Mobilisation unit)

- addressed under-reporting of victimization
- anti-drug campaign raised awareness about impact of drugs and the crime related to drug use
- assisted with security and enforcement
- at-risk youth provided with organised activities to encourage positive lifestyle choices
- better police-youth relations
- better understanding of issues facing youth as a contributing factor to criminal activity
- bridged cultural gaps for better understanding between police and community
- 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
- community services partners networked, shared resources, and co-ordinated service delivery to the community
- 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, violent 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
- domestic violence prevention initiative promoted within community
- efforts made to reduce violent crime
- encouraged active involvement in Service initiatives by community partners
- encouraged students to stay in school or to acquire skills needed for employment
- encouraged youth to make positive life choices
- enhanced co-operation between police and youth
- enhanced youth/police relationships
- facility provided
- fence constructed
- fewer calls for service
- fewer problems to deal with in malls
- fewer public complaints
- fewer youth involved in criminal activities
- funding received for programs
- graffiti cleaned up
- identified youth at risk
- identified youth gang activities
- implemented program
- improved communication
- improved communication with youth
- improved community-police relations

- improved co-operation/information provided in relation to criminal matters
- improved international relations
- improved quality of life and security for residents
- improved the Service's ability to address the safety concerns of vulnerable groups
- increased agency referrals
- increased awareness of Service members re: experiences of victims
- increased communication with community, partner agencies/organisation
- increased community engagement
- increased community understanding of police role in dealing with youth crime and violence
- increased public perception of safety
- increased information flow between public and police
- increased leadership in community
- increased reporting of crime, community concerns
- increased respect
- increased trust between police and students, community
- information/intelligence gathered
- information shared with community/ community agencies
- mobilized neighbourhood resources
- more participation in problem-solving
- new Canadians introduced to police
- new partnerships created
- new resources/contacts identified
- Ontario Provincial Police provided training
- opportunity for youth to meet officers in non-traditional setting
- other involved agencies provided staff to be trained as facilitators
- police received information that assisted with arrests and prevented further victimization
- positive community feedback
- positive interaction between police and youth
- positive role models for youth

- prevented duplication/overlap of services
- proactive involvement of community partners in Services initiatives
- promoted positive image of police/policing
- promoted the Service as a future employer for diverse communities
- provided assistance with program development and implementation
- provided cultural and spiritual knowledge to Service members
- provided information to youth to raise awareness of consequences of drinking and driving
- provided positive media coverage of youth
- provided resources to support ESP program
- provided support for police programs
- provided transportation, necessary accreditation, and tickets for field trips
- provided venues
- 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
- sponsored police-youth sporting events
- strengthened co-ordinated delivery of services to the community
- strengthened relationships/partnerships
- trust built between youth and police
- 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
- youth supported in continuing their education

PRIORITY: COMMUNITY POLICING PARTNERSHIPS

GOAL: Increase community awareness of and opportunities to provide input on neighbourhood policing issues/concerns and/or to participate in neighbourhood problem-solving.

STRATEGIES:

Develop and implement unit-level Internet web pages that may include, but are not limited to, up-to-date crime management information, opportunities for community involvement, wanted persons, crime prevention information, divisional community bulletins, specific contact information, the ability for members of the public to send information, and the ability to record the number of times the site was accessed.	Create and implement a unit-specific e-mail distribution list of interested persons to allow for the mass e-mail distribution of crime information, requests for public assistance, community events, media releases, public safety concerns, and notices.	Review and adjust the membership of each Community Police Liaison Committee (CPLC) to ensure that each includes representation of youth and residents of the divisional priority neighbourhoods, and that each reflects the cultural demographics of the division.	Identify high risk neighbourhoods, buildings, and public spaces and conduct safety audits and CPTED initiatives in partnership with local stakeholders.

PERFORMANCE OBJECTIVES/INDICATORS: SUMMARY INFORMATION

increase in number and type of awareness initiatives:

    during 2006: number of awareness initiatives = 146

    during 2007: number of awareness initiatives = 116

    during 2008: number of awareness initiatives = 298

        the number of awareness initiatives increased between 2006 and 2008

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

    in 2008: number of mechanisms = 159

        the number of mechanisms for receiving community input on neighbourhood issues/concerns increased between 2006 and 2008

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)*
>
>   **during 2008:**   number of people providing input on neighbourhood concerns = 3,491
>   *(from rough estimates by the divisions)*
>
>   (**Note**: In all years, some 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 2008**

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)*
>
>   **during 2008:**   number of people involved in solving neighbourhood problems = 3,944
>   *(from rough estimates by the divisions)*
>
>   (**Note**: In all years, some 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 2008**

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
>
>   **during 2008:**   number of neighbourhood problems addressed = 6,713
>
>   **the number of neighbourhood problems addressed increased between 2006 and 2008**

increase in community perception of opportunities to provide input on neighbourhood policing issues and to participate in problem-solving:[*]
>   **in 2007:**   proportion of community who thought that over the past year there had been an increase in opportunities to <u>provide police with input on policing issues</u> in their neighbourhood – 10%
>
>   **in 2008:**   proportion of community who thought that over the past year there had been an increase in opportunities to <u>provide police with input on policing issues</u> in their neighbourhood – 13%
>
>   **the proportion of the community who thought that there had been an increase in opportunities to <u>provide police with input on policing issues</u> increased between 2007 and 2008**
>
>   **in 2007:**   proportion of community who thought that over the past year there had been an increase in opportunities to <u>participate with police in neighbourhood problem-solving</u> – 9%

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[*] Throughout this report, community/public perceptions in 2006 and 2008 were 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 ±3%, 95 times out of 100, of what they would have been had the entire adult resident population of Toronto been surveyed. 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 ±4%, 95 times out of 100.

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in 2008: proportion of community who thought that over the past year there had been an increase in opportunities to <u>participate with police in neighbourhood problem-solving</u> – 10%

<u>the proportion of the community who thought that there had been an increase in opportunities to participate with police in neighbourhood problem-solving</u> increased between 2007 and 2008

(**Note**: Neither question was asked in the 2006 community survey.)

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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

during 2008: number of awareness initiatives = 298

the number of awareness initiatives increased 104.1% between 2006 and 2008

types of initiatives during 2006, 2007, and 2008:
(as reported by the divisions and the Public Information unit)

- articles/columns in local newspapers, including ethnic newspapers
- attended community meetings/events/festivals
- 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 Development and Community Safety committees
- Community Information Package dropped off at each break & enter scene
- Community Mobilisation officer encouraged participation in neighbourhood problem-solving
- Community Response officers
- community walkabouts
- community youth programs
- CPLC crime prevention programs
- CPLC outreach at community meetings
- crime/community alerts
- crime management meetings
- Crime Prevention Association of Toronto meetings
- crime prevention/awareness initiatives
- Crime Prevention officers
- CPTED audits
- dedicated community voice mail phone line
- divisional Auxiliaries distributed information/ pamphlets
- divisional open houses
- 'e-Buddies' program
- 'e-mail A Cop' program developed (community can e-mail questions/concerns)
- Eaton Centre Emergency Preparedness committee
- ESL classes
- ESP program in schools
- Etobicoke Strategy
- 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, universities, colleges
- 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, consulates
- Neighbourhood Offices
- neighbourhood 'Safe and Secure' committees
- neighbourhood safety assessments
- Neighbourhood Watch meetings
- newspaper articles
- officers in neighbourhoods/communities/schools

- Operation HOME
- PEACE lectures
- presentations, displays, lectures
- ratepayers meetings
- seniors programs
- tenant meetings
- town hall meetings
- YIPI students
- youth leadership camps/sessions

♦ 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

in 2008: number of mechanisms = 159

the number of mechanisms for receiving community input on neighbourhood issues/ concerns increased 15.2% between 2006 and 2008

types of mechanisms available during 2006, 2007, and 2008:
(as reported by the divisions)

- automatic dialler feedback
- business, hotel, motel community e-mail programs
- community alert
- community bulletins/newsletters include ways to provide feedback/information
- community committees
- community e-mail program
- community fairs/events/meetings
- community feedback on the Internet
- Community Information Exchange
- Community Information Package dropped off at each break & enter scene
- community presentations/lectures
- community surveys/feedback forms
- CPLC e-mail address
- 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
- Crime Prevention and Community Service officers' voice and e-mail systems
- 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 open houses

- divisional/Service websites and e-mail
- '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
- increased interaction with community
- Information Contact Card distributed by officers while at/investigating crime scenes
- liaison with schools (including school boards), colleges, universities
- liaison with Toronto Community Housing staff/management
- meetings with communities/neighbourhoods/ tenants
- meetings with community groups/agencies, Business Improvement Associations, faith groups, Neighbourhood Action Teams, tenants groups
- meetings with local councillors/politicians discussing the concerns of their constituents
- Neighbourhood Action Team meetings
- officers in neighbourhoods/schools
- 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
- TAVIS officers

- telephone/dedicated community hot-lines for reporting concerns
- Toronto Transportation Services forwards complaints
- use of local media

- walk-ins
- 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.)

during 2008:   number of people providing input on neighbourhood concerns = 3,491
(from rough estimates by the divisions)

(**Note**: Five 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 67.6% between 2006 and 2008

♦ 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.)

during 2008:   number of people involved in solving neighbourhood problems = 3,944
(from rough estimates by the divisions)

(**Note**: Six 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 10.2% between 2006 and 2008

♦ 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

during 2008: number of neighbourhood problems addressed = 6,713

the number of neighbourhood problems addressed increased 218.6% between 2006 and 2008

types of problems addressed during 2006, 2007, and 2008:
(as reported by the divisions)

- abandoned autos
- animal complaints
- arsons
- assaults
- auto thefts
- break and enters
- booze cans
- bullying
- community complaints
- compliance checks
- copyright infringement
- CPTED/crime prevention
- criminal activity at shopping malls, TTC stations
- 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/gang activities
- garbage
- graffiti

- grow operations/drug labs
- guns/weapons-related
- harassment
- hate crime
- homicides
- identity theft
- impaired drivers
- indecent acts/exposures
- internet fraud and pornography
- intimidation
- landlord and tenant issues
- lighting
- liquor license issues
- loitering
- massage parlours
- mental health issues/ emotionally disturbed persons
- mischief
- neighbour disputes
- noise
- panhandlers
- pedestrians
- personal safety
- problem addresses
- property crimes
- prostitution-related
- protestors upset with closure/re-building of mall

- prowl by night
- public assessment of handicap by-laws
- robberies (including swarming, purse snatching, mugging, at ATMs, etc.)
- rooming houses
- safety of religious buildings
- school violence
- sexual assaults/sexual offences
- sexual predators
- shootings
- snow removal
- squeegee kids
- street racing
- suspicious persons/events
- thefts
- thefts from offices
- thefts from vehicles
- threatening
- traffic/parking issues
- trespassing
- vagrancy/homelessness
- vandalism
- violence
- weapons in schools
- youth crime/youth gangs

♦ increase in community perception of opportunities to provide input on neighbourhood policing issues and to participate in problem-solving[*]

in 2007: proportion of community who thought that over the past year there had been an increase in <u>opportunities to provide police with input</u> on policing issues in their neighbourhood – 10%

in 2008: proportion of community who thought that over the past year there had been an increase in <u>opportunities to provide police with input</u> on policing issues in their neighbourhood – 13%

the proportion of the community who thought that there had been an increase in opportunities to provide input to police increased 3% between 2007 and 2008

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

in 2008: proportion of community who thought that over the past year there had been an increase in <u>opportunities to participate with police in neighbourhood problem-solving</u> – 10%

the proportion of the community who thought that there had been an increase in opportunities to participate in neighbourhood problem-solving increased 1% between 2007 and 2008

(***Note***: *Neither question was asked in 2006.*)

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[*] Throughout this report, community/public perceptions in 2006 and 2008 were 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 ±3%, 95 times out of 100, of what they would have been had the entire adult resident population of Toronto been surveyed. 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 ±4%, 95 times out of 100.

PRIORITY: COMMUNITY POLICING PARTNERSHIPS

GOAL: Develop partnerships with community and/or government agencies/services to address concerns related to the comfort or protection of witnesses, especially youth, in providing police with information on violent crime.

STRATEGIES:

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

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

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

PERFORMANCE OBJECTIVES/INDICATORS: 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

   during 2008: number of partnerships created to address concerns of witnesses providing information on violent crime = 49

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 11.7 per 1,000 population

   in 2008: 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 2008

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

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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 = 61%

    in 2008: proportion of students who said they felt comfortable talking to police about problems = 57%

    the proportion of students who said they felt comfortable talking to police about problems decreased between 2006 and 2008

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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

during 2008:
number of partnerships created to address concerns of witnesses providing information on violent crime = 49

the agencies/organisations partnerships were created with, in 2006, 2007, and 2008 include:
*(**new** partnerships only, as reported by the Intelligence Division, Community Mobilisation, and the divisions)*

- Adult Justice Committee
- Alberta Criminal Justice
- anti-bullying program
- BC Integrated Gang Task Force
- Belleville Police Service – The Remix Project Outreach Community Partnership
- Bureau de lutte au crime organise (Quebec)
- Calgary Police Service
- Catholic Archdiocese of Toronto
- Central Toronto Youth Services
- Centre for Information and Community Service (CICS)
- Chatham-Kent Police Service
- Children's Aid Societies
- committee of youth officers
- Community Crime Awareness Association (CCAA)
- community groups (including parents, youth, seniors groups)
- Community Policing Cadet program
- Court Observation Study Advisory Committee
- Covenant House
- CPLCs, Youth CPLCs
- Crime Stoppers
- Delisle Youth Services
- Department of Justice, Canada
- Department of Justice, US
- East Metro Youth Services
- Empowered Student Partnerships program (ESP)
- Equifax
- Extrajudicial Measures Framework Implementation Regional Advisory Group
- faith leaders/groups
- Family Responsibility Office
- Future Aces – Positive Ticketing
- Government of Saskatchewan Policing Services
- Halifax Regional Police

[**] Throughout this report, information from students and school administrators was collected through surveys conducted by the Service at the end of each year.

- Help4Youth organisations
- high schools (all Boards)
- hospitals and clinics (province-wide)
- housing authorities (nation-wide)
- law offices
- Leave Out Violence
- Legal Aid
- LINC ESL program
- local politicians
- Manitoba Criminal Organisation Unit
- Masjid Toronto Islamic Institute
- media
- META Centre (adults & children with special needs)
- Ministry of the Attorney General – Crown Attorneys
- Ministry of the Attorney General – Domestic Violence Advisory Committee
- Ministry of Public Safety (Canada)
- New Identities for Victims of Abuse (NIVA)
- new immigrant/refugees services/organisations
- North York Seniors' Centre
- 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
- Organised Crime Agency, United Kingdom
- other municipal school boards (Peel, Halton, York)
- PACT program
- 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
- Royal Canadian Mounted Police 'O' Division

- Safe Schools Program
- San Romanoway Revitalization Association
- Scarborough York Chinese Business Association
- Serious Teen Offender Program (STOP)
- Serious Offender Adult Program (SOAP)
- shelters
- Student Crime Stoppers
- Syme-Woolner Neighbourhood & Family Centre
- Toronto Chinese Business Association
- Toronto Child Abuse Centre (Boost 4 Kids)
- Toronto Community Housing (Community Safety Committees, Security)
- Toronto District, Toronto Catholic District, and Toronto French School Boards
- Toronto Hotel Association
- Toronto Parking Authority
- Toronto Parks & Recreation
- TPS – Covert Operations section
- TPS – Field Intelligence Officers at divisions
- TPS – Witness Protection Section
- Toronto Transit Commission
- Toronto West Gang Awareness Committee
- Trillium Drug Program
- Tropicana Community Services
- US Federal Witness Protection Program
- US Marshall Service Witness Protection Program
- University of Toronto Muslim Students Union
- Vancouver Police Service
- Victim Witness Assistance Program
- Vietnamese, Cambodian, & Laotian Community Service Association
- Violent Offender Apprehension Program (VOAP)
- White Tiger Group (violence against women)
- Winnipeg Integrated Gang Task Force
- Woman Abuse Centre
- Workplace Safety & Insurance Board
- Youthdale Treatment Facility
- youth groups, minority youth groups
- Youth Justice Committee
- Youth Link Facility
- Youth Services Ontario (Youth Reach program)

♦ achievements/outcomes of partnerships

during 2006, 2007, and 2008:
 (as reported by the Intelligence Division, 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
- attendance at conference strengthened relationship between Chinese communities and police
- awareness of how to anonymously report crimes

- checks conducted for violent offenders wanted by the warrant office
- community agency addressing needs of local victims and witnesses of domestic violence
- 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 relations and communication between police and youth, police and community
- improved relations between victims and police
- improved relations with community/social agencies
- increased awareness of community/agency programs in TPS
- increased awareness of witness protection plan and options among investigators
- increased communication/information shared
- increased communication with students about school violence
- increased community engagement and leadership
- 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, procedures, and roles
- individuals debriefed
- information provided to new immigrants, refugees regarding Canadian law and reporting crime to police
- joint forces projects
- legal assistance
- lectures to students on bullying and how to report it
- 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
- partnerships and working relationships with law enforcement agencies, Crown Attorneys, schools, government departments, Victim Witness program, and community/social agencies
- 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 community agencies, particularly those dealing with young offenders and gang members, about the kind of protection that can be offered for youth, especially youth involved in a gang
- 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, protection of witnesses
- 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
- TPS Witness Protection officers have access to information outside the Province, reducing the amount of time spent trying to find a new locale for protected witnesses
- victims and witnesses in child abuse cases better prepared to testify in court, recognise, and report crimes
- visits to secondary schools
- witness preparation for more successful prosecutions
- worked with the victims of violent crime and at-risk youth
- youth trained to make presentations to their peers about their rights

♦ 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 11.7 per 1,000 population

in 2008: 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 2008

♦ 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 = 61%

in 2008: proportion of students who said they felt comfortable talking to police about problems = 57%

the proportion of students who said they felt comfortable talking to police about problems decreased 7% between 2006 and 2008

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

PRIORITY: COMMUNITY POLICING PARTNERSHIPS

GOAL: Improve partnerships with the community media, the mainstream media, and the ethnic media to increase the amount of crime prevention information available to Toronto's neighbourhoods and diverse communities.

STRATEGIES:

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

PERFORMANCE OBJECTIVES/INDICATORS: 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 = 466

   (**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 = 864

   in 2008: number of media exposures relating to crime prevention in community media = 457

   (**Note**: One division reported they were unable to determine the number of community media exposures; they noted that there were a substantial number of visits to the divisional website, that more than 1,500 Internet/e-mail alerts were sent out weekly, and that the two local community newspapers carried local crime information on a regular basis.)

   the number of media exposures relating to crime prevention in the community media decreased between 2006 and 2008

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[*] These numbers do not include media releases from Public information related to crime prevention available to all media outlets.

increase in number of media exposures (Service members writing articles or being interviewed on radio/television) relating to crime prevention in mainstream media:

in 2006: number of media exposures relating to crime prevention in mainstream media = 1,227

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

in 2007: number of media exposures relating to crime prevention in mainstream media = 969

in 2008: number of media exposures relating to crime prevention in mainstream media = 662

(**Note**: Two divisions reported they were unable to determine the number of mainstream media exposures. One division noted that there were a substantial number of visits to the divisional website and that more than 1,500 Internet/e-mail alerts were sent out weekly. The other division noted that members spoke to media on a wide range of crime prevention issues.)

the number of media exposures relating to crime prevention in the mainstream media decreased between 2006 and 2008

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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 = 429

(**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 = 472

(**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 2008: number of media exposures relating to crime prevention in ethnic media = 1,998

(**Note**: Two divisions reported they were unable to determine the number of ethnic media exposures. One division noted that the divisional website and community alerts reached all segments of the community. The other division noted that articles from the divisional community bulletin are often translated and included in various ethnic newspapers, and that representatives from ethnic media attend community meetings.)

the number of media exposures relating to crime prevention in the ethnic media increased between 2006 and 2008

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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%

in 2008: proportion of community media surveyed who said the working relationship between their organisation and the Police Service improved over the past year = 14%

the proportion of community media surveyed who said the working relationship between their organisation and the Police Service improved over the past year increased between 2006 and 2008

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[*] These numbers do not include media releases from Public information related to crime prevention available to all media outlets.
[†] Throughout this report, information from community, ethnic, and mainstream media was collected through surveys conducted by the Service.

increase in 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%

> **in 2008:** proportion of mainstream media surveyed who said the working relationship between their organisation and the Police Service improved over the past year = 50%

> **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 2008**

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%

> **in 2008:** proportion of ethnic media surveyed who said the working relationship between their organisation and the Police Service improved over the past year = 17%

> **the proportion of ethnic media surveyed who said the working relationship between their organisation and the Police Service improved over the past year decreased between 2007 and 2008**

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 = 466

> (**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 = 864

> **in 2008:** number of media exposures relating to crime prevention in community media = 457

> (**Note**: One division reported they were unable to determine the number of community media exposures; they noted that there were a substantial number of visits to the divisional website, that more than 1,500 Internet/e-mail alerts were sent out weekly, and that the two local community newspapers carried local crime information on a regular basis.)

> **the number of media exposures relating to crime prevention in the community media decreased 1.9% between 2006 and 2008**

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[*] These numbers do not include media releases from Public information related to crime prevention available to all media outlets.

♦ increase in number of media exposures (Service members writing articles or being interviewed on radio/television) relating to crime prevention in mainstream media

in 2006: number of media exposures relating to crime prevention in mainstream media = 1,227

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

in 2007: number of media exposures relating to crime prevention in mainstream media = 969

in 2008: number of media exposures relating to crime prevention in mainstream media = 662

(**Note**: Two divisions reported they were unable to determine the number of mainstream media exposures. One division noted that there were a substantial number of visits to the divisional website and that more than 1,500 Internet/e-mail alerts were sent out weekly. The other division noted that members spoke to media on a wide range of crime prevention issues.)

the number of media exposures relating to crime prevention in the mainstream media decreased 46.0% between 2006 and 2008

♦ 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 = 429

(**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 = 472

(**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 2008: number of media exposures relating to crime prevention in ethnic media = 1,998

(**Note**: Two divisions reported they were unable to determine the number of ethnic media exposures. One division noted that the divisional website and community alerts reached all segments of the community. The other division noted that articles from the divisional community bulletin are often translated and included in various ethnic newspapers, and that representatives from ethnic media attend community meetings.)

the number of media exposures relating to crime prevention in the ethnic media increased 365.7% between 2006 and 2008

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[*] These numbers do not include media releases from Public information related to crime prevention available to all media outlets.

♦ 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%

in 2008: proportion of community media surveyed who said the working relationship between their organisation and the Police Service improved over the past year = 14%

the proportion of community media surveyed who said the working relationship between their organisation and the Police Service improved over the past year increased 14% between 2006 and 2008

♦ 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%

in 2008: proportion of mainstream media surveyed who said the working relationship between their organisation and the Police Service improved over the past year = 50%

the proportion of mainstream media surveyed who said the working relationship between their organisation and the Police Service improved over the past year increased 33% between 2006 and 2008

♦ 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%

in 2008: proportion of mainstream media surveyed who said the working relationship between their organisation and the Police Service improved over the past year =17%

the proportion of ethnic media surveyed who said the working relationship between their organisation and the Police Service improved over the past year decreased 23% between 2007 and 2008

(**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.

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

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

PRIORITY: SAFETY OF VULNERABLE GROUPS

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

STRATEGIES:

Increase the number of investigative personnel focused on investigation of child pornography and the sexual exploitation of children.

Develop a prevention and education initiative, in partnership with school boards, relating to chat room and Internet use. The initiative could include:
→ holding a community meeting for parents to discuss the use of chat rooms and the Internet, creating an awareness of what to look for in their child's behaviour;
→ teaching parents how to investigate the sites their children have been visiting;
→ dedicating a portion of the divisional Crime Bulletins and websites to create awareness on the Internet and chat rooms as a conduit for sexual offences, provide Internet safety information, and include child-related crime prevention tips;
→ expanding delivery of the Internet Safety program within the Five Core Curriculum to reduce incidents of luring and sexual exploitation of children;
→ promoting education of parental groups regarding the existence of on-line websites aimed at the protection of children from sexual predators.

Co-ordinate and enhance victim assistance by ensuring that victims and witnesses are provided with follow-up phone calls, by educating officers with respect to victim/witness sensitivity, and by encouraging divisional members to use services available to assist victims (including Victim Services, the Victim Witness Assistance Program, the Special Committee on Child Abuse–Court Preparation Program, and the Victim Compensation Board).

PERFORMANCE OBJECTIVES/INDICATORS: SUMMARY INFORMATION

increase in number of reported child abuse offences:
in 2006: 2,980
in 2007: 2,672
in 2008: 2,543

the number of reported child abuse offences decreased between 2006 and 2008

increase in number of persons charged with child abuse:
in 2006: 754
in 2007: 694
in 2008: 668

the number of persons charged with child abuse decreased between 2006 and 2008

increase in number of reported sexual exploitation offences:
    in 2006: 608

    in 2007: 566

    in 2008: 539

        the number of reported sexual exploitation offences decreased between 2006 and 2008

increase in number of persons charged with sexual exploitation of children:
    in 2006: 72

    in 2007: 54

    in 2008: 75

        the number of persons charged with sexual exploitation of children increased between 2006 and 2008

increase in number of reported child pornography offences:
    in 2006: 124

    in 2007: 126

    in 2008: 111

        the number of reported child pornography offences decreased between 2006 and 2008

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

    in 2007: 42

    in 2008: 44

        the number of persons charged with child pornography increased between 2006 and 2008

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%

    in 2008: 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 between 2006 and 2008

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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%

    in 2008: 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 between 2006 and 2008

Performance Objectives/Indicators:

♦ increase in number of reported child abuse offences

    in 2006: 2,980

    in 2007: 2,672

    in 2008: 2,543

    the number of reported child abuse offences decreased 14.7% between 2006 and 2008

♦ increase in number of persons charged with child abuse

    in 2006: 754

    in 2007: 694

    in 2008: 668

    the number of persons charged with child abuse decreased 11.4% between 2006 and 2008

♦ increase in number of reported sexual exploitation offences

    in 2006: 608

    in 2007: 566

    in 2008: 539

    the number of reported sexual exploitation offences decreased 11.3% between 2006 and 2008

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

♦ increase in number of persons charged with sexual exploitation of children

in 2006: 72

in 2007: 54

in 2008: 75

> **the number of persons charged with sexual exploitation of children increased 4.2% between 2006 and 2008**

♦ increase in number of reported child pornography offences

in 2006: 124

in 2007: 126

in 2008: 111

> **the number of reported child pornography offences decreased 10.5% between 2006 and 2008**

♦ increase in number of persons charged with child pornography

in 2006: 40

in 2007: 42

in 2008: 44

> **the number of persons charged with child pornography increased 10.0% between 2006 and 2008**

♦ 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%

in 2008: 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 2008**

♦ 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%

in 2008: 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 2008

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

PRIORITY: SAFETY OF VULNERABLE GROUPS

GOAL: Improve response to victims of domestic violence.

STRATEGIES:

Develop a standardised position description for Domestic Violence Officers (DVOs). The description of the function will mandate the completion of a standardised Service template that ensures all relevant activities for a quality investigation are completed and appropriate resources are used. The divisional DVOs will ensure the completed tracking template is forwarded to the Domestic Violence Co-ordinator in the Community Mobilisation Unit for review.	Incorporate the Newcomer Outreach Program in presentations to community groups.	Encourage victims of domestic violence to come forward and report incidents of violence through education in collaboration with victim/witness groups and agencies.

PERFORMANCE OBJECTIVES/INDICATORS: SUMMARY INFORMATION

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

    in 2007: 45.4 minutes

    in 2008: 46.7 minutes

        the average response time for domestic calls increased between 2006 and 2008

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

    in 2007: 30.1 minutes

    in 2008: 32.2 minutes

        the average response time for domestic assault calls increased between 2006 and 2008

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%

in 2008: proportion of victims of domestic violence who said they were satisfied with the time it took police to respond to their call = 86%

the proportion of domestic violence victims who were satisfied with the time it took police to respond to their call increased between 2006 and 2008

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%

in 2008: proportion of victims of domestic violence who said they were satisfied with the helpfulness of the officers who responded to their call = 85%

the proportion of domestic violence victims who were satisfied with the helpfulness of the officers who responded to their call decreased between 2006 and 2008

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%

in 2008: 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 2008

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%

in 2008: 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 2008

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

increase in number of domestic-related calls to the Victim Services Program:
   in 2006: 6,568

   in 2007: 10,098

   in 2008: 10,239

   the number of domestic-related calls to the Victim Services Program increased between 2006 and 2008

---

increase in number of domestic (violence) occurrences reported to police:
   in 2006: 7,297

   in 2007: 7,004

   in 2008: 6,850

   the number of domestic (violence) occurrences reported to police decreased between 2006 and 2008

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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%

   in 2008: proportion of agency/service workers surveyed who felt that police were effective in investigating domestic violence = 80%

   the proportion of agency/service workers surveyed who felt the police were effective in investigating domestic violence decreased between 2006 and 2008

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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

   in 2008: number of domestic violence victims using MCIS = 614

   the number of domestic violence victims using MCIS decreased between 2006 and 2008

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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

   in 2008: as per the Community Mobilisation unit – *information not available*

   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

in 2008: 46.7 minutes

the average response time for domestic calls increased 4.0% between 2006 and 2008

♦ decrease in average response time for domestic assault calls

in 2006: 31.6 minutes

in 2007: 30.1 minutes

in 2008: 32.2 minutes

the average response time for domestic assault calls increased 1.9% between 2006 and 2008

♦ 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%

in 2008: proportion of victims of domestic violence who said they were satisfied with the time it took police to respond to their call = 86%

the proportion of domestic violence victims who were satisfied with the time it took police to respond to their call increased 5% between 2006 and 2008

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

♦ increase in victim satisfaction with police 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%

in 2008: proportion of victims of domestic violence who said they were satisfied with the helpfulness of the officers who responded to their call = 85%

the proportion of domestic violence victims who were satisfied with the helpfulness of the officers who responded to their call decreased 1% between 2006 and 2008

♦ 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%

in 2008: 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 2008

♦ 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%

in 2008: 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 2008

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

in 2006: 6,568

in 2007: 10,098

in 2008: 10,239

the number of domestic-related calls to the Victim Services Program increased 55.9% between 2006 and 2008

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

in 2006: 7,297

in 2007: 7,004

in 2008: 6,850

the number of domestic (violence) occurrences reported to police decreased 6.1% between 2006 and 2008

♦ 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%

in 2008: proportion of agency/service workers surveyed who felt that police were effective in investigating domestic violence = 80%

the proportion of agency/service workers surveyed who felt the police were effective in investigating domestic violence decreased 1% between 2006 and 2008

♦ 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

in 2008: number of domestic violence victims using MCIS = 614

the number of domestic violence victims using MCIS decreased 1.3% between 2006 and 2008

(**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

in 2008: as per the Community Mobilisation unit – *information not available*

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

PRIORITY: SAFETY OF VULNERABLE GROUPS

GOAL: Increase referrals for support and assistance for child witnesses of domestic violence.

STRATEGIES:

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

Hold information sessions for social workers and school administrators to discuss the role of agencies and the role of the police in domestic calls.

PERFORMANCE OBJECTIVES/INDICATORS: 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

in 2008:   number of referrals to CAS and CCAS by police with primary reason/code of domestic violence = 4,053

the number of referrals to CAS and CCAS by police for domestic violence increased between 2006 and 2008

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

in 2008: number of domestic-related calls to Victim Services where children were involved = 7,669

the number of calls to Victim Services for domestic violence situations involving children increased between 2006 and 2008

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

in 2007: 18

in 2008: 15

the number of relationship violence awareness presentations to schools decreased between 2006 and 2008

> **increase in number of schools choosing relationship violence as a platform for their ESP (Empowered Student Partnership) program:**
>
> **in 2006:** 5
>
> **in 2007:** 18
>
> **in 2008:** 35
>
> **the number of schools choosing relationship violence as a platform for their ESP program increased between 2006 and 2008**

> **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
>
> **in 2008:** number of domestic violence incidents against themselves reported by youth (12-17 years) = 45
>
> **the number of reported domestic violence incidents against themselves reported by youth decreased between 2006 and 2008**

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

in 2008: number of referrals to CAS and CCAS by police with primary reason/code of domestic violence = ...4,053

the number of referrals to CAS and CCAS by police for domestic violence increased 32.2% between 2006 and 2008

♦ 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

in 2008: number of domestic-related calls to Victim Services where children were involved = 7,669

the number of calls to Victim Services for domestic violence situations involving children increased 33.9% between 2006 and 2008

- increase in number of relationship violence awareness presentations to schools

    in 2006: 20

    in 2007: 18

    in 2008: 15

    the number of relationship violence awareness presentations to schools decreased 25.0% between 2006 and 2008

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

    in 2006: 5

    in 2007: 18

    in 2008: 35

    the number of schools choosing relationship violence as a platform for their ESP program increased 600% between 2006 and 2008

- 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

    in 2008: number of domestic violence incidents against themselves reported by youth (12-17 years) = 45

    the number of reported domestic violence incidents against themselves reported by youth decreased 15.1% between 2006 and 2008

PRIORITY: SAFETY OF VULNERABLE GROUPS

GOAL: Improve response to adult victims of sexual assault.

STRATEGIES:

Develop a tracking template that will be used to ensure quality in all sexual assault investigations and compliance with Service procedures. Divisional detective sergeants will review the template for compliance and results before sending it to the Staff Inspector, Sex Crimes. The Staff Inspector, Sex Crimes will report on the submitted results in a quarterly report to the Chief and Command.

Ensure strict adherence to ViCLAS protocols and the Service's Sexual Assault procedure. Track the ViCLAS compliance rate and educate officers on why timely submissions are required. Investigators will train front-line members on the significance of ViCLAS and why certain information is required. Build the ViCLAS booklet into eCOPS and CIPS so that it will produce 'tombstone' information and create the booklet. Include ViCLAS compliance rates in corporate measurement processes (e.g. Stat Com).

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

PERFORMANCE OBJECTIVES/INDICATORS: SUMMARY INFORMATION

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

in 2007: 46.3 minutes

in 2008: 41.6 minutes

the average response time for sexual assault calls increased between 2006 and 2008

increase in number of sexual assault-related calls to the Victim Services Program:
in 2006: 472

in 2007: 538

in 2008: 373

the number of sexual assault-related calls to the Victim Services Program decreased between 2006 and 2008

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%

in 2008: proportion of ViCLAS reports for sexual assault submitted within the prescribed time limits = 98.7%

the proportion of ViCLAS reports for sexual assault submitted within the prescribed time limits decreased between 2006 and 2008

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%

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

in 2008: proportion of women in the community who said they felt safe in their neighbourhood = 88%

the proportion of women in the community who felt safe in their neighbourhood increased between 2006 and 2008

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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%

in 2008: proportion of agency/service workers surveyed who felt that police were effective in investigating sexual assault = 88%

the proportion of agency/service workers surveyed who felt that police were effective in investigating sexual assault increased between 2006 and 2008

Performance Objectives/Indicators:

♦ decrease in average response time for sexual assault calls

in 2006: 38.8 minutes

in 2007: 46.3 minutes

in 2008: 41.6 minutes

the average response time for sexual assault calls increased 7.2% between 2006 and 2008

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

in 2006: 472

in 2007: 538

in 2008: 373

the number of sexual assault-related calls to the Victim Services Program decreased 21.0% between 2006 and 2008

♦ 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%

in 2008: proportion of ViCLAS reports for sexual assault submitted within the prescribed time limits = 98.7%

the proportion of ViCLAS reports for sexual assault submitted within the prescribed time limits decreased 0.7% between 2006 and 2008

♦ 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%

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

in 2008: proportion of women in the community who said they felt safe in their neighbourhood = 88%

the proportion of women in the community who felt safe in their neighbourhood increased 3% between 2006 and 2008

♦ 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%

in 2008: proportion of agency/service workers surveyed who felt that police were effective in investigating sexual assault = 88%

the proportion of agency/service workers surveyed who felt that police were effective in investigating sexual assault increased 4% between 2006 and 2008

PRIORITY: SAFETY OF VULNERABLE GROUPS

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

STRATEGIES:

Communicate a standard definition of 'violent crime' that will be integrated into the crime management/ intelligence-led policing (ILP) process for routine reporting of victimisation of youth by violent crime.

Increase use of computer technology to monitor chat rooms/blogs to prevent victimisation.

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

PERFORMANCE OBJECTIVES/INDICATORS: SUMMARY INFORMATION

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

in 2006: the rate of victimisation of youth (12-17 yrs) by violent crime in the 13 priority neighbourhoods defined by the city = 28.2 per 1,000 youth population

the rate of victimisation of youth (12-17 yrs) by violent crime in the rest of the city = 19.4 per 1,000 youth population

in 2007: the rate of victimisation of youth (12-17 yrs) by violent crime in the 13 priority neighbourhoods defined by the city = 24.6 per 1,000 youth population

the rate of victimisation of youth (12-17 yrs) by violent crime in the rest of the city = 20.3 per 1,000 youth population

in 2008: the rate of victimisation of youth (12-17 yrs) by violent crime in the 13 priority neighbourhoods defined by the city = 25.3 per 1,000 youth population

the rate of victimisation of youth (12-17 yrs) by violent crime in the rest of the city = 19.7 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 2008

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%

in 2008: proportion of students who said they felt safe in and around the school during the day = 88%

the proportion of students who felt safe in and around the school during the day increased between 2006 and 2008

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[*] 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%

    in 2008: proportion of students who said they were concerned about feeling safe/secure at school = 41%

    the proportion of students who were concerned about feeling safe/secure at school decreased between 2006 and 2008

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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%

    in 2008: proportion of students who said they felt their school was violent = 18%

    the proportion of students who felt their school was violent decreased between 2006 and 2008

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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%

    in 2008: proportion of community who thought the police did very or fairly well in dealing with the victimisation of youth = 63%

    the proportion of the community who thought the police did well in dealing with the victimisation of youth increased between 2006 and 2008

Performance Objectives/Indicators:

♦ decrease in rate of victimisation of youths by violent crime (by geographic area)[*]

    in 2006: rate of victimisation of youth (12-17 yrs) by violent crime in the 13 priority neighbourhoods defined by the city = 28.2 per 1,000 population

                rate of victimisation of youth (12-17 yrs) by violent crime in the rest of the city = 19.4 per 1,000 population

    in 2007: rate of victimisation of youth (12-17 yrs) by violent crime in the 13 priority neighbourhoods defined by the city = 24.6 per 1,000 population

                rate of victimisation of youth (12-17 yrs) by violent crime in the rest of the city = 20.3 per 1,000 population

    in 2008: rate of victimisation of youth (12-17 yrs) by violent crime in the 13 priority neighbourhoods defined by the city = 25.3 per 1,000 population

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

rate of victimisation of youth (12-17 yrs) by violent crime in the rest of the city = 19.7 per 1,000 population

the rate of victimisation of youth by violent crime decreased 10.3% in the priority neighbourhoods and increased 1.5% in the rest of the city between 2006 and 2008

♦ 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%

in 2008: proportion of students who said they felt safe in and around the school during the day = 88%

the proportion of students who felt safe in and around the school during the day increased 2% between 2006 and 2008

♦ 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%

in 2008: proportion of students who said they were concerned about feeling safe/secure at school = 41%

the proportion of students who were concerned about feeling safe/secure at school decreased 2% between 2006 and 2008

♦ 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%

in 2008: proportion of students who said they felt their school was violent = 18%

the proportion of students who felt their school was violent decreased 13% between 2006 and 2008

♦ 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%

in 2008: proportion of community who thought the police did very or fairly well in dealing with the victimisation of youth = 63%

the proportion of the community who thought the police did well in dealing with the victimisation of youth increased 5% between 2006 and 2008

PRIORITY: COMMUNITY SAFETY & SECURITY

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

STRATEGIES:

Establish the Toronto Anti-Violence Intervention Strategy (TAVIS) as a long-term, Service-wide initiative, involving both divisional and corporate-level activities, to mobilise on a priority basis to identified problem neighbourhoods to reduce violence, increase safety, and improve the quality of life within those communities.

Increase the use of and compliance with targeted divisional intelligence-led policing (ILP) initiatives directed at issues dealing with areas of violent crime, individuals who are involved in violent crime, and community mobilisation and crime prevention programs.

Establish or expand existing offender management and offender monitoring and compliance programs in all divisions, units, and squads within the Service, as appropriate, to target violent offenders on judicial release or conditional sentence.

PERFORMANCE OBJECTIVES/INDICATORS: 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 = 11.2 per 1,000 population

in 2007: the rate of violent crime in the 13 priority neighbourhoods defined by the city = 11.7 per 1,000 population

the rate of violent crime in the rest of the city = 11.0 per 1,000 population

in 2008: 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 = 10.6 per 1,000 population

the rate of violent crime decreased in the priority neighbourhoods and in the rest of the city between 2006 and 2008

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

in 2006: clearance rate for violent crime (by charges laid) = 59.9%

in 2007: clearance rate for violent crime (by charges laid) = 60.6%

in 2008: clearance rate for violent crime (by charges laid) = 60.6%

the clearance rate (by charges laid) for violent crime increased between 2006 and 2008

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

decrease in number of homicides (by geographic area):

in 2006:   the number of homicides in the 13 priority neighbourhoods defined by the city = 25

the number of homicides in the rest of the city = 45

in 2007:   the number of homicides in the 13 priority neighbourhoods defined by the city = 23

the number of homicides in the rest of the city = 61

in 2008:   the number of homicides in the 13 priority neighbourhoods defined by the city = 16

the number of homicides in the rest of the city = 54

the number of homicides decreased in priority neighbourhoods but increased in the rest of the city between 2006 and 2008

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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%)

in 2008:   of the 70 homicides in 2008, 31 were cleared by charge (44.3%)

the clearance rate (by charges laid) for homicides decreased between 2006 and 2008

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

in 2006:   2,212

in 2007:   1,896

in 2008:   1,897

the number of firearms-related offences decreased between 2006 and 2008

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increase in firearms seized[**]:

in 2006:   1,561

in 2007:   1,658

in 2008:   1,332

the number of firearms seized decreased between 2006 and 2008

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

in 2006:   2,008

in 2007:   1,839

in 2008:   1,650

the number of 'person with a gun' calls decreased between 2006 and 2008

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

decrease in number of 'shooting' calls:
 in 2006: 298

 in 2007: 277

 in 2008: 255

  the number of 'shooting' calls decreased between 2006 and 2008

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%

 in 2008: proportion of community who thought the police did very or fairly well in dealing with gun crimes = 73%

  the proportion of the community who thought the police did well in dealing with gun crimes increased between 2006 and 2008

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%

 in 2008: proportion of community who thought the police did very or fairly well in dealing with gangs = 65%

  the proportion of the community who thought the police did well in dealing with gangs increased between 2006 and 2008

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 = 11.2 per 1,000 population

 in 2007: the rate of violent crime in the 13 priority neighbourhoods defined by the city = 11.7 per 1,000 population

   the rate of violent crime in the rest of the city = 11.0 per 1,000 population

 in 2008: 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 = 10.6 per 1,000 population

 the rate of violent crime decreased 6.5% in the priority neighbourhoods and 5.4% in the rest of the city between 2006 and 2008

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

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

in 2006: clearance rate for violent crime (by charges laid) = 59.9%

in 2007: clearance rate for violent crime (by charges laid) = 60.6%

in 2008: clearance rate for violent crime (by charges laid) = 60.6%

the clearance rate (by charges laid) for violent crime increased 0.7% between 2006 and 2008

♦ decrease in number of homicides   (by geographic area)

in 2006: the number of homicides in the 13 priority neighbourhoods defined by the city = 25

the number of homicides in the rest of the city = 45

in 2007: the number of homicides in the 13 priority neighbourhoods defined by the city = 23

the number of homicides in the rest of the city = 61

in 2008: the number of homicides in the 13 priority neighbourhoods defined by the city = 16

the number of homicides in the rest of the city = 54

the number of homicides decreased 36.0% in the priority neighbourhoods, but increased 20.0% in the rest of the city between 2006 and 2008

♦ 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%)

in 2008: of the 70 homicides in 2008, 31 were cleared by charge (44.3%)

the clearance rate (by charges laid) for homicides decreased 18.6% between 2006 and 2008

♦ decrease in number of firearms-related offences[*]

in 2006: 2,212

in 2007: 1,872

in 2008: 1,897

the number of firearms-related offences decreased 14.2% between 2006 and 2008

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[*] Includes murders & attempts, sexual assaults, assaults, and robberies where a firearm was used.

♦ increase in firearms seized[**]

in 2006: 1,561

in 2007: 1,658

in 2008: 1,332

the number of firearms seized decreased 14.7% between 2006 and 2008

♦ decrease in number of 'person with a gun' calls

in 2006: 2,008

in 2007: 1,839

in 2008: 1,650

the number of 'person with a gun' calls decreased 17.8% between 2006 and 2008

♦ decrease in number of 'shooting' calls

in 2006: 298

in 2007: 277

in 2008: 255

the number of 'shooting' calls decreased 14.4% between 2006 and 2008

♦ 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%

in 2008: proportion of community who thought the police did very or fairly well in dealing with gun crimes = 73%

the proportion of the community who thought the police did well in dealing with gun crimes increased 13% between 2006 and 2008

[**] Includes firearms processed at the TPS Property & Evidence Management unit – evidence, found, or investigation.

♦ 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%

in 2008: proportion of community who thought the police did very or fairly well in dealing with gangs = 65%

the proportion of the community who thought the police did well in dealing with gangs increased 6% between 2006 and 2008

PRIORITY: COMMUNITY SAFETY & SECURITY

GOAL: Increase enforcement activities and education initiatives to encourage reporting of hate crime offences.

STRATEGIES:

Increase police visibility and contact at locations that have been identified as potential targets of, or vulnerable to, hate crime or where there is a reasonable concern by those attending such locations that they may be a victim of hate crime.

Establish a divisional liaison with the leadership of organisations that are vulnerable to, or under threat of, hate crimes. Unit Commanders will ensure that efforts are made to build trust through prioritising investigations, public awareness, education, and eradication of identified hate crime, and will ensure that officers in the division are fully aware of the issues, threats, concerns, and proper response to the vulnerable groups.

Performance Objectives/Indicators: Summary Information

increase in number of reported hate crime offences:
   in 2006: 162

   in 2007: 130

   in 2008: 153

   the number of reported hate crime offences decreased between 2006 and 2008

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

   during 2008: 173

   the number of community services/agencies dealing with hate crime with whom outreach activities were undertaken increased between 2006 and 2008

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%

   in 2008:   proportion of community who thought the police did very or fairly well in investigating hate crime = 64%

   the proportion of the community who thought the police did well in investigating hate crime increased between 2006 and 2008

Performance Objectives/Indicators:

♦ increase in number of reported hate crime offences

in 2006: 162

in 2007: 130

in 2008: 153

the number of reported hate crime offences decreased 5.6% between 2006 and 2008

♦ 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

during 2008: 173

the number of community services/agencies dealing with hate crime with whom outreach activities were undertaken increased 150.7% between 2006 and 2008

types of outreach activities undertaken during 2006, 2007, and 2008:
(as reported by Intelligence Services and the divisions)

- assisted with the Report Homophobic Violence, Period (RHVP) awareness and education program, an initiative of the Service's LGBT Consultative Committee, and developed by the Service in partnership with community members and service providers
- 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
- attended and monitored events with potential for hate activity, as well as demonstrations with political overtones where the involved groups were strongly opposed to one another
- CPLC anti-racism poster competition involving high school students
- dealt with hate graffiti and hate propaganda
- diversity and hate/bias crime awareness training provided to officers on divisional training days
- education/awareness lectures to community groups, seniors groups (e.g. hate crimes, homophobia)
- education/awareness lectures/presentations to students (primary school through college/university)
- education/awareness presentations to CPLCs
- eradication of hate graffiti with community groups
- forums held by the Muslim Student Association and Jewish Student Association

- information exchange with TPS divisions, and provincial, national, and international police services/law enforcement agencies
- 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
- joint Service and LGBT community town hall meeting
- lectures to divisional personnel on hate/bias crime investigations
- liaison with 519 Church Street
- liaison with Access Alliance Multicultural Health and Community Service
- liaison with religious organizations (e.g. synagogues, mosques, etc.)
- liaison with schools through School Resource Officers
- liaison with the University of Toronto Police and Student Safety Co-ordinator regarding hate crime issues
- meetings and consultations with community organisations and representatives
- meetings specifically with local religious leaders/groups
- 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)
- meetings with the Masjid Toronto Islamic Institute
- member of the provincially-funded Hate Crime Extremism Investigative Team (HCEIT) for the joint collection and sharing of information, enforcement, and education
- membership on the Anti-Black Hate Crimes Committee
- membership on the Policing Standards Advisory Committee Hate Crimes Working Group
- 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 between the Ministry of the Attorney General, the Toronto Police Services Board, and Service units to implement recommendations from the Hate Crime Working Group
- partnership with Ryerson University students resulting in posters that advocate reporting of hate crime by faculty/students
- 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
- presentations on hate/bias crime to educational institutions, community groups, and others
- proactive risk assessment and target hardening for potential terrorist targets, such as synagogues and institutions
- 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 out outreach to the Jewish community
- solicited input on ways to improve the effectiveness of the Service's efforts to reduce hate/bias crimes
- sports events with youth with anti-hate themes

♦ 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%

in 2008: proportion of community who thought the police did very or fairly well in investigating hate crime = 64%

the proportion of the community who thought the police did well in investigating hate crime increased 2% between 2006 and 2008

PRIORITY: TRAFFIC SAFETY

GOAL: Improve response to neighbourhood traffic concerns.

STRATEGIES:

Report the results from all traffic safety initiatives implemented at the neighbourhood or City-wide level, through enhanced use of the Internet, mainstream and local media, neighbourhood organisations, and Community Police Liaison Committees (CPLCs).

Publicise Toronto's positive accomplishments with respect to neighbourhood roadway safety concerns.

Enhance the use of the intelligence-led policing (ILP) database to record, analyse, and effectively respond to neighbourhood traffic complaints received through a variety of sources including CPLCs, other community members, and neighbourhood police officers.

Publicise, through regular communication between traffic response units, successful initiatives that might result in similar successes in other neighbourhoods.

Conduct high visibility enforcement initiatives, involving community stakeholders where possible, targeting local traffic safety problems.

Develop and maintain a 'traffic safety' link on the Toronto Police Service Internet homepage that will address frequently asked questions and include relevant statistics and information relating to local traffic concerns.

PERFORMANCE OBJECTIVES/INDICATORS: 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%

in 2008: proportion of community who were concerned with red light or stop sign running in their neighbourhoods = 60%

the proportion of the community who were concerned with red light or stop sign running in their neighbourhoods decreased between 2006 and 2008

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%

in 2008: proportion of community who were concerned with speeding in their neighbourhoods = 66%

the proportion of the community who were concerned with speeding in their neighbourhoods decreased between 2006 and 2008

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%

in 2008: proportion of community who were concerned with aggressive driving in their neighbourhoods = 66%

the proportion of the community who were concerned with aggressive driving in their neighbourhoods decreased between 2006 and 2008

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%

in 2008: proportion of community who were concerned with parking in their neighbourhoods = 55%

the proportion of the community who were concerned with parking in their neighbourhoods increased between 2006 and 2008

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%

in 2008: proportion of community who were concerned with traffic congestion in their neighbourhoods = 56%

the proportion of the community who were concerned with traffic congestion in their neighbourhoods decreased between 2006 and 2008

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%

in 2008: proportion of community who were concerned with red light or stop sign running in their neighbourhoods = 60%

the proportion of the community who were concerned with red light or stop sign running in their neighbourhoods decreased 7% between 2006 and 2008

♦ 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%

in 2008: proportion of community who were concerned with speeding in their neighbourhoods = 66%

the proportion of the community who were concerned with speeding in their neighbourhoods decreased 1% between 2006 and 2008

♦ 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%

in 2008: proportion of community who were concerned with aggressive driving in their neighbourhoods = 66%

the proportion of the community who were concerned with aggressive driving in their neighbourhoods decreased 5% between 2006 and 2008

♦ 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%

in 2008: proportion of community who were concerned with parking in their neighbourhoods = 55%

the proportion of the community who were concerned with parking in their neighbourhoods increased 12% between 2006 and 2008

♦ 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%

in 2008: proportion of community who were concerned with traffic congestion in their neighbourhoods = 56%

the proportion of the community who were concerned with traffic congestion in their neighbourhoods decreased 2% between 2006 and 2008

PRIORITY: TRAFFIC SAFETY

GOAL: Increase focus on pedestrian safety, especially seniors.

STRATEGIES:

Use education, awareness, and enforcement principles to initiate programs focusing on motorists who endanger the safety of pedestrians, and on pedestrians who fail to obey applicable laws.	Support the Daredevil senior pedestrian educational program presented by the Health Sciences Centre, by providing topical and pertinent information on current trends for collisions involving senior pedestrians.	Focus educational initiatives on pedestrian safety, including the use of crosswalks and automatic traffic signals. Distribute educational pamphlets in high volume, problematic pedestrian areas.	Conduct lectures on traffic safety at seniors' homes, seniors' community centres, and grade schools.
Identify, through detailed collision analysis, high risk areas and high risk factors that lead to death and injuries among senior pedestrians. Obtain locations of all pedestrian crossovers for focused enforcement of all violations.	Use collision analysis data to design focused educational and enforcement-based initiatives that address high risk senior pedestrian issues.	Liaise with Toronto Transportation to ensure audits are conducted on identified high risk intersections to ensure the safest possible design is being used.	Encourage all police officers to assist in identifying locations that are most vulnerable to collisions involving pedestrians and to take effective action in addressing the underlying concerns associated with these locations.

PERFORMANCE OBJECTIVES/INDICATORS: SUMMARY INFORMATION

decrease in number of pedestrian traffic-related injuries
> **in 2006:** 2,125
>
> **in 2007:** 2,274
>
> **in 2008:** 1,921
>
>> **the number of pedestrian traffic-related injuries decreased between 2006 and 2008**

decrease in number of senior pedestrian traffic-related injuries
> **in 2006:** 302
>
> **in 2007:** 288
>
> **in 2008:** 263
>
>> **the number of senior pedestrian traffic-related injuries decreased between 2006 and 2008**

decrease in number of pedestrian traffic-related fatalities

    in 2006: 30

    in 2007: 23

    in 2008: 27

        the number of pedestrian traffic-related fatalities decreased between 2006 and 2008

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decrease in number of senior pedestrian traffic-related fatalities

    in 2006: 12

    in 2007: 10

    in 2008: 12

        the number of senior pedestrian traffic-related fatalities did not change between 2006 and 2008

---

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%

    in 2008: proportion of community who said they felt safe as pedestrians = 68%

        the proportion of the community who felt safe as pedestrians decreased between 2006 and 2008

Performance Objectives/Indicators:

♦   decrease in number of pedestrian traffic-related injuries

    in 2006: 2,125

    in 2007: 2,274

    in 2008: 1,921

        the number of pedestrian traffic-related injuries decreased 9.6% between 2006 and 2008

♦   decrease in number of senior pedestrian traffic-related injuries

    in 2006: 302

    in 2007: 288

    in 2008: 263

        the number of senior pedestrian traffic-related injuries decreased 12.9% between 2006 and 2008

◆ decrease in number of pedestrian traffic-related fatalities

in 2006: 30

in 2007: 23

in 2008: 27

the number of pedestrian traffic-related fatalities decreased 10.0%between 2006 and 2008

◆ decrease in number of senior pedestrian traffic-related fatalities

in 2006: 12

in 2007: 10

in 2008: 12

the number of senior pedestrian traffic-related fatalities did not change between 2006 and 2008

◆ 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%

in 2008: proportion of community who said they felt safe as pedestrians = 68%

the proportion of the community who felt safe as pedestrians decreased 5% between 2006 and 2008

PRIORITY: TRAFFIC SAFETY

GOAL: Increase enforcement related to aggressive driving and speeding offences.

STRATEGIES:

Include educational and awareness-based components in traffic safety programs and campaigns to support the focused enforcement activity.	Continue to heighten officers' awareness of available enforcement options relating to street racing, thrill riding, and aggressive driving through ongoing involvement with Project ERASE (Eliminate Racing Activities on Streets Everywhere).	Enhance enforcement efforts relating to drinking and driving by heightening awareness of the relationship between this behaviour and collision involvement, creating efficiencies wherever possible regarding the processing of such offenders, and maintaining the Service's ongoing involvement in successful initiatives such as RIDE (Reduce Impaired Driving Everywhere).	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.
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.			
Increase the number of front-line officers certified in the use of both mobile and stationary radar and laser speed measuring devices. Ensure that speed measuring devices are assigned to and used by qualified members on all shifts.	Initiate directed patrols focusing on aggressive driving offences such as speeding, unsafe lane changes, and intersection violations. Ensure that directed patrol assignments are created for all corporate traffic safety programs and campaigns.	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.	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.

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

   in 2008: 248,698

   the number of relevant charges increased between 2006 and 2008

---

[*] From POA system.

decrease in number of traffic collisions
    in 2006: 53,699

    in 2007: 56,026

    in 2008: 56,612

        the number of traffic collisions increased between 2006 and 2008

decrease in number of traffic-related fatalities
    in 2006: 57

    in 2007: 52

    in 2008: 54

        the number of traffic-related fatalities decreased between 2006 and 2008

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

    in 2007: 16,596

    in 2008: 15,793

        the number of traffic-related injuries increased between 2006 and 2008

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%

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

    in 2008: 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 between 2006 and 2008

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%

    in 2008: proportion of community who thought the police did very or fairly well in enforcing traffic laws = 77%

        the proportion of the community who thought the police did well in enforcing traffic laws decreased between 2006 and 2008

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%

    in 2008: proportion of community who thought the police did very or fairly well in dealing with aggressive drivers = 73%

        the proportion of the community who thought the police did well in dealing with aggressive drivers increased between 2006 and 2008

> **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%
>
> **in 2008:** proportion of community who thought the police did very or fairly well in dealing with speeding = 76%
>
> **the proportion of the community who thought the police did well in dealing with speeding increased between 2006 and 2008**

> **decreased in number of trial applications for traffic offences**
> **in 2006:** 250,403
>
> **in 2007:** 281,158
>
> **in 2008:** 303,266
>
> **the number of trial applications for traffic offences increased between 2006 and 2008**

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

in 2008: 248,698

the number of relevant charges increased 11.8% between 2006 and 2008

♦ decrease in number of traffic collisions

in 2006: 53,699

in 2007: 56,026

in 2008: 56,612

the number of traffic collisions increased 5.4% between 2006 and 2008

♦ decrease in number of traffic-related fatalities

in 2006: 57

in 2007: 52

in 2008: 54

the number of traffic-related fatalities decreased 5.3% between 2006 and 2008

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[*] From POA system.

♦ decrease in number of traffic-related injuries

in 2006: 15,373

in 2007: 16,596

in 2008: 15,793

the number of traffic-related injuries increased 2.7% between 2006 and 2008

♦ 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%

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

in 2008: 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 2008

♦ 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%

in 2008: proportion of community who thought the police did very or fairly well in enforcing traffic laws = 77%

the proportion of the community who thought the police did well in enforcing traffic laws decreased 4% between 2006 and 2008

♦ 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%

in 2008: proportion of community who thought the police did very or fairly well in dealing with aggressive drivers = 73%

the proportion of the community who thought the police did well in dealing with aggressive drivers increased 6% between 2006 and 2008

♦ 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%

in 2008: proportion of community who thought the police did very or fairly well in dealing with speeding = 76%

the proportion of the community who thought the police did well in dealing with speeding increased 1% between 2006 and 2008

♦ decreased in number of trial applications for traffic offences

in 2006: 250,403[*]

in 2007: 281,158

in 2008: 303,266

the number of trial applications for traffic offences increased 21.1% between 2006 and 2008

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[*] 2006 figure has been revised.

PRIORITY: TRAFFIC SAFETY

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

STRATEGIES:

Develop additional programs, using currently established initiatives as a model, to further education, awareness, and enforcement-based efforts directed at addressing cycling safety concerns.

Review currently used Provincial Offence Notice forms, in partnership with involved stakeholders, and make recommendations for amendments to these documents to support effective identification and analysis of cycling offences.

Promote awareness of bicycle safety initiatives and the results of these initiatives by effectively broadcasting pertinent information to the community through a wide variety of sources.

Identify common causal factors in bicycle-involved collisions through detailed analysis. Develop a public awareness campaign to address these factors and to promote safe cycling techniques.

Develop training resources for front-line officers regarding bicycle-specific offences.

Assign officers using bicycles for patrol purposes to bicycle-specific enforcement initiatives and attendance at neighbourhood bicycle events, to demonstrate the Service's commitment to cycling safety.

Develop partnerships with bicycle retailers and local cycling organisations to ensure a wide distribution of resource material promoting cycling safety.

PERFORMANCE OBJECTIVES/INDICATORS: SUMMARY INFORMATION

decrease in number of traffic collisions involving cyclists

 in 2006: 1,103

 in 2007: 1,153

 in 2008: 1,109

  the number of traffic collisions involving cyclists increased between 2006 and 2008

increase in number of initiatives on cycling safety, targeting cyclists

 during 2006: 4

 during 2007: 3

 during 2008: 2

  the number of initiatives on cycling safety, targeting cyclists, decreased between 2006 and 2008

increase in number of initiatives on cycling safety, targeting drivers
    during 2006: 3

    during 2007: 1

    during 2008: 1

        the number of initiatives on cycling safety, targeting drivers, decreased between 2006 and 2008

---

increase in number of enforcement initiatives targeting cyclists
    during 2006: 3

    during 2007: 4

    during 2008: 3

        the number of enforcement initiatives targeting cyclists did not change between 2006 and 2008

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increase in number of bicycle-specific charges laid[*]
    in 2006: 1,518

    in 2007: 2,822

    in 2008: 3,629

        the number of bicycle-specific charges laid increased between 2006 and 2008

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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%

    in 2008: proportion of community who thought the police did very or fairly well in dealing with aggressive cycling = 62%

        the proportion of the community who thought the police did well in dealing with aggressive cycling increased between 2007 and 2008

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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%

    in 2008: proportion of community who said they felt safe as cyclists = 41%

        the proportion of the community who felt safe as cyclists increased between 2006 and 2008

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[*] From POA ticket system.

Performance Objectives/Indicators:

- decrease in number of traffic collisions involving cyclists

    in 2006: 1,103

    in 2007: 1,153

    in 2008: 1,109

    the number of traffic collisions involving cyclists increased 0.5% between 2006 and 2008

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

    during 2006: 4

    during 2007: 3

    during 2008: 2

    the number of initiatives on cycling safety, targeting cyclists, decreased between 2006 and 2008

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

    during 2006: 3

    during 2007: 1

    during 2008: 1

    the number of initiatives on cycling safety, targeting drivers, decreased between 2006 and 2008

- increase in number of enforcement initiatives targeting cyclists

    during 2006: 3

    during 2007: 4

    during 2008: 3

    the number of enforcement initiatives targeting cyclists did not change between 2006 and 2008

♦ increase in number of bicycle-specific charges laid[*]

   in 2006: 1,518

   in 2007: 2,822

   in 2008: 3,629

   the number of bicycle-specific charges laid increased 139.1% between 2006 and 2008

♦ 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%

   in 2008: proportion of community who thought the police did very or fairly well in dealing with aggressive cycling = 62%

   the proportion of the community who thought the police did well in dealing with aggressive cycling increased 20% between 2007 and 2008

♦ 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%

   in 2008: proportion of community who said they felt safe as cyclists = 41%

   the proportion of the community who felt safe as cyclists increased 6% between 2006 and 2008

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[*] From POA ticket system.

PRIORITY: DELIVERY OF SERVICE

GOAL: Ensure officers conduct daily duties and interactions with the public in a professional, non-biased, and ethical manner, with a focus on 'customer service'.

STRATEGIES:

Continue to develop integrated systems by completing the rollout of the Professional Standards Information System (PSIS) to all field divisions and appropriate units.	Ensure that supervisors take a proactive approach to professionalism through training opportunities and also by timely and thorough responses to PSIS early intervention alerts.	Survey all public complainants on the quality of the service provided in filing and resolving a public complaint.	Review all complaint resolutions then analyse and assess the resolutions for compliance, competence, consistency, and appropriateness.

PERFORMANCE OBJECTIVES/INDICATORS: 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%

in 2008: proportion of community who said they were satisfied with the Police Service overall = 89%

the proportion of the community who said they were satisfied with the Police Service overall decreased between 2006 and 2008

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%

in 2008: proportion who said they were satisfied with police during that contact = 81%

of people who'd had contact with police, the proportion who said they were satisfied with police during that contact increased between 2006 and 2008

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%

in 2008: 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 2008

decrease in number of public complaints related to officer conduct

    in 2006: conduct complaints investigated = 460

    in 2007: conduct complaints investigated = 392

    in 2008: conduct complaints investigated = 431

       the number of conduct complaints investigated decreased between 2006 and 2008

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 complainants; distribution began in 2007. Professional Standards reported that this survey was discontinued in 2008 as a result of the impact of the upcoming implementation of Bill 109. **Achievement of this performance objective/indicator is, therefore, assessed through information from the respondents to 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%

    in 2008: of those who said that they'd had experience with the complaints process, proportion who said they were satisfied with the process = 71%

    of those who said they'd had experience with the complaints process, the proportion who said they were satisfied with the process increased between 2006 and 2008

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%

    in 2008: proportion of community who said they believed that Toronto police officers targeted members of minority or ethnic groups for enforcement = 21%

    the proportion of the community who believed Toronto Police officers targeted members of minority or ethnic groups for enforcement decreased between 2006 and 2008

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%

    in 2008: proportion of community who said they were satisfied with the Police Service overall = 89%

    the proportion of the community who said they were satisfied with the Police Service overall decreased 5% between 2006 and 2008

♦ 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%

in 2008: proportion who said they were satisfied with police during that contact = 81%

of people who'd had contact with police, the proportion who said they were satisfied with police during that contact increased 2% between 2006 and 2008

♦ 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:

	2006	**2007**	**2008**
professionalism	81%	80%	73%
courtesy	82%	79%	84%
conduct	79%	78%	80%
aggregate behaviour score *(issues above weighted equally)*	***80.7%***	***79.0%***	***79.0%***

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 2008

♦ decrease in number of public complaints related to officer conduct

in 2006: conduct complaints investigated = 460[*]

in 2007: conduct complaints investigated = 392[*]

in 2008: conduct complaints investigated = 431

the number of conduct complaints investigated decreased 6.3% between 2006 and 2008

♦ 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 complainants responding to the PRS survey who, overall, were satisfied with their experience with the complaints process = 42%

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[*] Numbers for 2006 and 2007 have been updated from those shown in previous reports.

Professional Standards reported that this survey was discontinued in 2008 as a result of the impact of the upcoming implementation of Bill 109. **Achievement of this performance objective/indicator is, therefore, assessed through information from the respondents to the general community survey.**

from the general community survey:
  (Note: respondents are not asked in what year they had experience with the complaints process.)

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%

in 2008: of those who said that they'd had experience with the complaints process, proportion who said they were satisfied with the process = 71%

of those who said they'd had experience with the complaints process, the proportion who said they were satisfied with the process increased 17% between 2006 and 2008

♦ 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%

in 2008: proportion of community who said they believed that Toronto police officers targeted members of minority or ethnic groups for enforcement = 21%

the proportion of the community who believed Toronto Police officers targeted members of minority or ethnic groups for enforcement decreased 12% between 2006 and 2008

PRIORITY: DELIVERY OF SERVICE

GOAL: Increase the visible presence of the Police Service in the community, focusing on uniformed officers and volunteers (including the Auxiliary).

STRATEGIES:

Unit Commanders will maximise opportunities to increase uniform presence by effective deployment of foot and bike patrol officers and Auxiliary officers at community events, areas of high pedestrian volume, and where people congregate.

Field Unit Commanders will ensure that every Community Response officer is given responsibility to police a specific neighbourhood and that the assigned officer forms effective community policing partnerships with all local stakeholders, while employing crime prevention and community mobilisation techniques to reduce crime and victimisation in the area.

The Service will continue to explore opportunities to maximise officer available time through such initiatives as Internet crime reporting, systems to handle frequent missing persons, Computer-Assisted Scheduling of Court (CASC), and the off-duty traffic court attendance program.

PERFORMANCE OBJECTIVES/INDICATORS: 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%

in 2008: proportion of community who said that officers do a good job of being visible in neighbourhoods = 40%

the proportion of the community who said that officers do a good job of being visible in neighbourhoods decreased between 2006 and 2008

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%

in 2008: proportion of community who said they were satisfied with number of police patrolling on foot or bike = 60%

the proportion of the community who were satisfied with the number of police patrolling the neighbourhood on foot or bike increased between 2006 and 2008

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%[*]

    in 2008: proportion of time spent by divisional constables, sergeants, and staff sergeants on foot patrol, bike patrol, and community response = 4.2%[*]

    the proportion of time spent by divisional front-line officers on foot/bike patrol and community response increased between 2006 and 2008

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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%

    in 2008: proportion of community concerned with neighbourhood disorder issues = 51.0%

    the proportion of the community concerned with neighbourhood disorder issues increased between 2006 and 2008

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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%

    in 2008: proportion of community who said they felt safe in their neighbourhood = 90%

    the proportion of the community who felt safe in their neighbourhood increased between 2006 and 2008

---

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%

    in 2008: proportion of community who said that relations between police and people in their neighbourhood were excellent or good = 74%

    the proportion of the community who said that relations between police and people in their neighbourhood were excellent or good increased between 2006 and 2008

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increase in number of divisional projects involving Auxiliary

    during 2006: 351

    during 2007: 340

    during 2008: 381

    the number of divisional projects involving Auxiliary increased between 2006 and 2008

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[*] Based on data from TRMS database.

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%

in 2008: proportion of community who said that officers do a good job of being visible in neighbourhoods = 40%

the proportion of the community who said that officers do a good job of being visible in neighbourhoods decreased 8% between 2006 and 2008

♦ 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%

in 2008: proportion of community who said they were satisfied with number of police patrolling on foot or bike = 60%

the proportion of the community who were satisfied with the number of police patrolling the neighbourhood on foot or bike increased 13% between 2006 and 2008

♦ 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%[*]

in 2008: proportion of time spent by divisional constables, sergeants, and staff sergeants on foot patrol, bike patrol, and community response = 4.2%[*]

the proportion of time spent by divisional front-line officers on foot/bike patrol and community response increased 0.8% between 2006 and 2008

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[*] Based on data from TRMS database.

♦ decrease in proportion of community concerned with neighbourhood disorder issues (vandalism, graffiti, homeless, litter, being harassed on the street)

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

	2006	**2007**	**2008**
vandalism	57%	60%	51%
graffiti	42%	45%	48%
the homeless	47%	44%	53%
litter	61%	60%	56%
being harassed on the street	44%	42%	47%
aggregate disorder score *(issues above weighted equally)*	*50.2%*	*50.2%*	*51.0%*

the proportion of the community concerned with neighbourhood disorder issues increased 0.8% between 2006 and 2008

♦ 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%

in 2008: proportion of community who said they felt safe in their neighbourhood = 90%

the proportion of the community who felt safe in their neighbourhood increased 4% between 2006 and 2008

♦ 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%

in 2008: proportion of community who said that relations between police and people in their neighbourhood were excellent or good = 74%

the proportion of the community who said that relations between police and people in their neighbourhood were excellent or good increased 9% between 2006 and 2008

♦ increase in number of divisional projects involving Auxiliary

during 2006: 351

during 2007: 340

during 2008: 381

the number of divisional projects involving the Auxiliary increased 8.5% between 2006 and 2008

types of projects in 2006, 2007, and 2008 with Auxiliary assistance/involvement:
(as reported by the divisions)

- assistance at emergencies (perimeter maintenance, traffic control)
- assistance with special event planning
- bike rodeos, safety, and registration clinics
- Black History month events
- camping trips for at-risk youth
- canvassing/distributing crime prevention information at crime scenes/in investigations
- child car seat safety 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 /beautification projects
- community festivals/events
- CPLC
- CPTED/robbery prevention audits
- crime/community surveys
- crime prevention displays at malls/school fun fairs/community events
- crime prevention initiatives, including distribution of information
- Crime Stoppers
- CROS training at CO Bick College
- crowd control
- 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 activities
- divisional crime management initiatives
- ESL translation
- ETF training operations

- evacuation/disaster/operations training exercises
- federal election mischief canvassing
- food programs for those in need, seniors
- For Kicks clinics and lectures
- graffiti eradication/identifying graffiti locations
- input data to community news bulletins
- International Day for the Elimination of Racial Discrimination
- International Women's Day
- investigations/searches/canvasses
- literacy programs
- missing person searches
- mock trial processes
- night directory/night listing updates
- parades/fireworks
- patrols of parks, neighbourhoods, malls, mall parking lots, target areas
- pedestrian safety programs
- performed safety audits for small businesses
- picnics/barbecues
- presence at pedestrian crosswalks, CN tracks
- program delivery in different languages
- public safety initiatives/education
- rallies/protests
- recruitment drive at Humber College
- Remembrance Day
- Rogers Pumpkin Patrol
- school events/fun fairs
- school liaison/station tours
- school trips/camping trips
- security details for international delegates/visitors
- senior safety initiatives
- sports events/programs
- TAVIS/FNTD-related initiatives
- town hall meetings
- TPS Museum
- traffic initiatives, including RIDE
- translation for recruiting officers in Asian communities
- visit seniors in the Meals on Wheels program

PRIORITY: DELIVERY OF SERVICE

GOAL: Enhance efforts to improve understanding of police role/responsibilities and services provided, as well as citizen rights and responsibilities, through increased information/education initiatives for areas such as domestic violence, general information to recent immigrants, traffic/driving, immigration status, etc., focusing on Toronto's ethnic and visible minority communities.

STRATEGIES:

Expand and enhance the role of the Community Police Liaison Committees (CPLCs) and Community Consultative Committees (CCCs) by encouraging committee members to take responsibility to provide Toronto Police Service educational material (e.g. the TPS Newcomer video) to the committees' constituent groups.

Increase availability of subject specific materials in the languages and formats that are understood and appeal to our diverse communities, dealing with key topics such as domestic violence, sexual assault, traffic safety and driving issues, the public complaints process, and career opportunities within the TPS.

Partner and support the expansion of the Scadding Court Police Complaints Project into all divisions in order to improve service delivery to our diverse communities.

PERFORMANCE OBJECTIVES/INDICATORS: 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

during 2008: number of initiatives to improve understanding of police roles/responsibilities and services provided = 2

7 new initiatives to improve understanding of police roles/responsibilities and services provided were created between 2006 and 2008

communities receiving information
qualitative information below

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

during 2007: 652,582

during 2008: 2,134,583

the number of visits to the TPS website increased between 2006 and 2008

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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)*

> **in 2008:** information is available in 25 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 2008**

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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

during 2008: number of initiatives to improve understanding of police roles/responsibilities and services provided = 2

7 new initiatives to improve understanding of police roles/responsibilities and services provided were created between 2006 and 2008

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.
- The Chief's Youth Advisory Committee Pamphlet provides an overview of roles, responsibilities, and elements of community engagement. It has been distributed to divisions, community groups, and public agencies for community outreach, as a proactive community relations, crime prevention, education, mobilisation, and communication initiative.
- The Chief's Youth Advisory Committee and the BAPS Swaminarayan Mandir held a police-BAPS community appreciation event. This youth initiative acknowledged an enhanced understanding of police roles, community responsibilities, and services provided by police.

♦ 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.

in 2008: In addition to the BAPS community, as noted previously, all community organisations listed with the Ontario Council of Agencies Serving Immigrants received Newcomer Outreach packages.

♦ increase in number of visits to TPS website

during 2006: 496,446

during 2007: 652,582

during 2008: 2,134,583

the number of visits to the TPS website increased 330.0% between 2006 and 2008

♦ 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).

in 2008: **25**

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 22 different languages (although not all pamphlets are available in all 22 languages).

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

the number of languages in which such information is available increased 13.6% between 2006 and 2008

PRIORITY: HUMAN RESOURCES

GOAL: Ensure all Service members conduct daily duties and interactions with other Service members in a professional, non-biased, and respectful manner.

STRATEGIES:

Create the Diversity Management Unit with a mandate to enhance the ability of the Toronto Police Service to provide its members with a professional, respectful, inclusive, and equitable work environment that is free of bias, discrimination, and harassment.

Provide training to all supervisors (civilian and uniform), Unit Complaint Co-ordinators, and Professional Standards investigators on the intake, investigation, and disposition of Human Rights and Workplace Harassment complaints, with emphasis on effective mediation, training, disposition, discipline, and, wherever possible, restoration of positive workplace relationships.

Align and enhance the internal reward, evaluation, and promotion systems to support the Service's commitment to professional, non-biased behaviour.

Enhance the Service's Workplace Accommodation Procedure and fully implement the changes to support members with special needs and/or accommodation issues.

Performance Objectives/Indicators: 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%

in 2008: proportion of Service members who said that they were satisfied with their work environment = 82%

the proportion of Service members who said they were satisfied with their work environment increased between 2006 and 2008

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%

in 2008: proportion of Service members who agreed with the statement "I believe there is a lot of discrimination within the Service" = 36%

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 2008

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decrease in number of internal complaints related to harassment and discrimination

in 2006: 18 *(includes OHRC complaints)*

in 2007: 15 *(includes OHRC complaints)*

in 2008: 41 *(includes OHRC complaints)*

the number of internal complaints related to harassment and discrimination increased between 2006 and 2008

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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%

in 2008: proportion of Service members who said that they were satisfied with their work environment = 82%

the proportion of Service members who said they were satisfied with their work environment increased 1% between 2006 and 2008

♦ 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%

in 2008: proportion of Service members who agreed with the statement "I believe there is a lot of discrimination within the Service" = 36%

the proportion of Service members who agreed with the statement "I believe there is a lot of discrimination within the Service" increased 1% between 2006 and 2008

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

in 2006: 18 *(includes OHRC complaints)*

in 2007: 15 *(includes OHRC complaints)*

in 2008: 41 *(includes OHRC complaints)*

the number of internal complaints related to harassment and discrimination increased 127.8% between 2006 and 2008

PRIORITY: HUMAN RESOURCES

GOAL: Increase recruitment, hiring, promotion, and retention of those from identified groups (women, visible minority, aboriginal, disability, sexual orientation, speak more than one language).

STRATEGIES:

Conduct a comprehensive employment system review that will be used to identify and address recruitment, hiring, deployment, training, promotion, and retention barriers and issues.

Conduct an internal employee census to create a comprehensive database of the knowledge, skills, and diversity assets of all members to enable the Service to operationalise and maximise the potential of its workforce.

Create a comprehensive staff development program that addresses the full Human Resources continuum of recruiting, hiring, training, evaluation, transfers, secondments, promotions, succession planning, retention, and separations.

Create a new recruiting, hiring, and customer relationship management strategy that will achieve a representative, inclusive, and effective workforce.

All Unit Commanders in all Commands will create a Diversity Management plan to achieve unit staffing that is representative of the Service's internal demographics and is representative of their external community demographics (this includes all ranks and in all sub-units).

PERFORMANCE OBJECTIVES/INDICATORS: 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 2008 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 2008 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

> where information was available, two of the identified groups showed an increase and two showed a decrease between 2006 and 2008 in the proportion of new uniform hires

> in general, where information was available, more of the identified groups showed a decrease rather than an increase between 2006 and 2008 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, the identified groups showed an increase rather than a decrease between 2006 and 2008 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 a decrease rather than an increase between 2006 and 2008 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 2008 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 2008 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 2008 in the proportion of total civilian members

Performance Objectives/Indicators:

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

		2006	**2007**	**2008**
Female	Uniform	85	156	117
	Civilian	1,275[*]	1,428	1,575

the number of female uniform applicants increased 37.6% between 2006 and 2008
the number of female civilian applicants increased 23.5% between 2006 and 2008

		2006	**2007**	**2008**
Visible Minority	Uniform	307	369	330
	Civilian	1,584[*]	1,933	1,934

the number of visible minority uniform applicants increased 7.5% between 2006 and 2008
the number of visible minority civilian applicants increased 22.1% between 2006 and 2008

		2006	**2007**	**2008**
Aboriginal	Uniform	18	13	12
	Civilian	2[*]	31	21

the number of Aboriginal uniform applicants decreased 33.3% between 2006 and 2008
the number of Aboriginal civilian applicants increased 950.0% between 2006 and 2008

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

		2006	**2007**	**2008**
With Disability	Uniform	0	not avail.**	not avail.**
	Civilian	0	12	not avail.**

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 – *data was not available for 2008*

		2006	**2007**	**2008**
LGBT	Uniform	not avail.**	not avail.**	not avail.**
	Civilian	not avail.**	not avail.**	not avail.**

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

		2006	**2007**	**2008**
> 1 Language	Uniform	not avail.**	not avail.**	not avail.**
	Civilian***	1,238	1,149	614

the number of uniform applicants with more than one language was not available
the number of civilian applicants with more than one language decreased 50.4% between 2006 and 2008

in general, where information was available, more of the identified groups showed an increase rather than a decrease between 2006 and 2008 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 2008 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:

		2006	**2007**	**2008**
Female	Uniform	15.1%	19.1%	18.1%
	Civilian	37.5%	41.6%	29.2%

the proportion of female new uniform hires increased 3.0% between 2006 and 2008
the proportion of female new civilian hires decreased 8.3% between 2006 and 2008

** Data collection instrument not implemented.

proportion of all new hires:

		2006	**2007**	**2008**
Visible Minority	Uniform	39.3%	31.7%	34.4%
	Civilian	22.3%	26.9%	21.1%

the proportion of visible minority new uniform hires decreased 4.9% between 2006 and 2008

the proportion of visible minority new civilian hires decreased 1.2% between 2006 and 2008

proportion of all new hires:

		2006	**2007**	**2008**
Aboriginal	Uniform	2.2%	3.1%	1.7%
	Civilian	0.2%	0.6%	0.3%

the proportion of Aboriginal new uniform hires decreased 0.5% between 2006 and 2008
the proportion of Aboriginal new civilian hires increased 0.1% between 2006 and 2008

proportion of all new hires:

		2006	**2007**	**2008**
With Disability	Uniform	0%	0%	0%
	Civilian	0%	0%	0%

the proportion of new uniform hires with a disability did not change between 2006 and 2008

the proportion of new civilian hires with a disability did not change between 2006 and 2008

proportion of all new hires:

		2006	**2007**	**2008**
LGBT	Uniform	not avail.[*]	not avail.[*]	not avail.[*]
	Civilian	not avail.[*]	not avail.[*]	not avail.[*]

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:

		2006	**2007**	**2008**
> 1 Language	Uniform	52.0%	63.4%	59.7%
	Civilian	44.4%	22.7%	20.6%

the proportion of new uniform hires with more than one language increased 7.7% between 2006 and 2008

the proportion of new civilian hires with more than one language decreased 23.8% between 2006 and 2008

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[*] Data collection instrument not implemented.

where information was available, two of the identified groups showed an increase and two showed a decrease between 2006 and 2008 in the proportion of new uniform hires

in general, where information was available, more of the identified groups showed a decrease rather than an increase between 2006 and 2008 in the proportion of new civilian hires

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

proportion of all promotions:

	2006	2007	2008
Female	18.2%	20.9%	19.4%

the proportion of female uniform members promoted increased 1.2% between 2006 and 2008

proportion of all promotions:

	2006	2007	2008
Visible Minority	12.8%	11.1%	18.1%

the proportion of visible minority uniform members promoted increased 5.3% between 2006 and 2008

proportion of all promotions:

	2006	2007	2008
Aboriginal	0%	2.0%	0%

the proportion of Aboriginal uniform members promoted did not change between 2006 and 2008

proportion of all promotions:

	2006	2007	2008
With Disability	not avail.[†]	not avail.[†]	0.7%

the proportion of uniform members with a disability promoted was 0.7% in 2008

proportion of all promotions:

	2006	2007	2008
LGBT	not avail.[†]	not avail.[†]	not avail.[†]

the proportion of LGBT uniform members promoted was not available

proportion of all promotions:

	2006	2007	2008
> 1 Language	not avail.[†]	not avail.[†]	3.5%

[†] Not available from current information systems.

the proportion of uniform members with more than one language promoted was 3.5% in 2008

in general, where information was available, the identified groups showed an increase rather than a decrease between 2006 and 2008 in the proportion of uniform members promoted

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

		2006	**2007**	**2008**
Female	Uniform	21*	21	19
	Civilian	65*	51	63

the number of female uniform members who left the Service decreased 9.5% between 2006 and 2008
the number of female civilian members who left the Service decreased 3.1% between 2006 and 2008

		2006	**2007**	**2008**
Visible Minority	Uniform	16	20	15
	Civilian	33	20	26

the number of visible minority uniform members who left the Service decreased 6.3% between 2006 and 2008
the number of visible minority civilian members who left the Service decreased 21.2% between 2006 and 2008

		2006	**2007**	**2008**
Aboriginal	Uniform	2	4	0
	Civilian	0	0	0

the number of Aboriginal uniform members who left the Service decreased 100.0% between 2006 and 2008
the number of Aboriginal civilian members who left the Service did not change between 2006 and 2008

[†] Not available from current information systems.
[*] Includes 2 deaths.

		2006	**2007**	**2008**
With Disability	Uniform	6	not avail.[†]	9
	Civilian	3	not avail.[†]	4

the number of uniform members with a disability who left the Service increased 50.0% between 2006 and 2008

the number of civilian members with a disability who left the Service increased 33.3% between 2006 and 2008

		2006	**2007**	**2008**
LGBT	Uniform	not avail.[†]	not avail.[†]	not avail.[†]
	Civilian	not avail.[†]	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

		2006	**2007**	**2008**
> 1 Language	Uniform	not avail.[†]	not avail.[†]	9
	Civilian	not avail.[†]	not avail.[†]	16

9 uniform members with more than one language left the Service in 2008

16 civilian members with more than one language left the Service in 2008

in general, where information was available, more of the identified groups showed a decrease rather than an increase between 2006 and 2008 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 2008 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 31st:

		2006	**2007**	**2008**
Female	Uniform	16.2%	16.7%	17.3%
	Civilian	55.6%	54.5%	51.5%

the proportion of female uniform members increased 1.1% between 2006 and 2008

the proportion of female civilian members decreased 4.1% between 2006 and 2008

[†] Not available from current information systems.

proportion of Service as of December 31st:

		2006	**2007**	**2008**
Visible Minority	Uniform	15.6%	16.9%	17.8%
	Civilian	22.3%	22.1%	17.6%

the proportion of visible minority uniform members increased 2.2% between 2006 and 2008

the proportion of visible minority civilian members decreased 4.7% between 2006 and 2008

proportion of Service as of December 31st:

		2006	**2007**	**2008**
Aboriginal	Uniform	1.0%	1.1%	1.1%
	Civilian	0.6%	0.6%	0.5%

the proportion of Aboriginal uniform members increased 0.1% between 2006 and 2008
the proportion of Aboriginal civilian members decreased 0.1% between 2006 and 2008

proportion of Service as of December 31st:

		2006	**2007**	**2008**
With Disability	Uniform	0.9%	0.8%	0.7%
	Civilian	1.8%	1.7%	1.1%

the proportion of uniform members with a disability decreased 0.2% between 2006 and 2008

the proportion of civilian members with a disability decreased 0.7% between 2006 and 2008

proportion of Service as of December 31st:

		2006	**2007**	**2008**
LGBT	Uniform	not avail.[†]	not avail.[†]	not avail.[†]
	Civilian	not avail.[†]	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 31st:

		2006	**2007**	**2008**
> 1 Language	Uniform	5.0%	6.2%	6.4%
	Civilian	11.2%	10.7%	5.9%

the proportion of uniform members with more than one language increased 1.4% between 2006 and 2008

the proportion of civilian members with more than one language decreased 5.3% between 2006 and 2008

[†] Not available from current information systems.

in general, where information was available, more of the identified groups showed an increase rather than a decrease between 2006 and 2008 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 2008 in the proportion of total civilian members

PRIORITY: HUMAN RESOURCES

GOAL: Ensure the organisation supports the role of front-line divisional officers as community leaders by providing increased training in problem identification, problem-solving, identifying community resources, building community partnerships, and community mobilisation, and by revising front-line officer performance evaluation to reflect activities in these areas.

STRATEGIES:

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

PERFORMANCE OBJECTIVES/INDICATORS: 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 2008 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 = 2.2%

in 2008: proportion of front-line divisional officers receiving the community mobilisation course = 0.8%

the proportion of front-line divisional officers receiving the community mobilisation course decreased between 2006 and 2008

performance evaluation for front-line officers revised to reflect the identified community-oriented activities
no revision – 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%

in 2008: proportion of community concerned with neighbourhood disorder issues = 51.0%

the proportion of the community concerned with neighbourhood disorder issues increased between 2006 and 2008

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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%

    in 2008: proportion of community who said they felt safe in their neighbourhood = 90%

    the proportion of the community who felt safe in their neighbourhood increased between 2006 and 2008

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Performance Objectives/Indicators:

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

during 2006, 2007, and 2008: *(as reported by the Training & Education unit)* [*]

Training in Problem Identification Course	students trained in 2006	students trained in 2007	students trained in 2008
Crime Prevention		91	44
Crime Prevention Level 2	35	30	
Crime Prevention (seminar)	20	44	20
Crime Prevention through…(CPTED)		50	20
Community Mobilisation Orientation	87	84	30
Policing & Community Expectations		1,428	127
Uniform Coach Officer	184	210	271
Plainclothes	76	102	79
Intro to Drug Investigation	28	52	66
Supervisory Leadership		144	138
Supervisory Leadership Update		40	24
Advanced Leadership		26	87
Major Case Management	38		164
Traffic Generalist	220	218	222
At Scene Collision Invest	49	36	67
Provincial Statutes	228	202	145

training on problem identification in the above courses was provided to 539 more students in 2008 than in 2006

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[*] Training & Education has revised some numbers previously provided for 2006 and 2007.

Training in Problem Solving Course	students trained in 2006	students trained in 2007	students trained in 2008
Recruit Training (completed in year)	446	376	233
General Investigator	360	356	102
General Investigator On-Line		30	493
Uniform Coach Officer	184	210	271
Plainclothes	76	102	79
Intro to Drug Investigation	28	52	66
Youth Crime Investigation	48	43	51
Crime Prevention through…(CPTED)		50	20
Community Mobilisation Orientation	87	84	30
Crime Prevention		91	44
Supervisory Leadership		144	138
Supervisory Leadership Update		40	24
Advanced Leadership		26	87
Policing & Community Expectations		1,428	127
Major Case Management	38		164
Traffic Generalist	220	218	222
At Scene Collision Investigation	49	36	67
Provincial Statutes	228	202	145

training on problem solving in the above courses was provided to 599 more students in 2008 than in 2006

Training in Identifying Community Resources Course	students trained in 2006	students trained in 2007	students trained in 2008
Policing & Community Expectations		1,428	127
Community Mobilisation Orientation	87	84	30
Crime Prevention through…(CPTED)		50	20
Plainclothes	76	102	79
Intro to Drug Investigation	28	52	66
Twenty-Four Seven Lectures	100	150	150
Traffic Generalist	220	218	222
At Scene Collision Investigation	49	36	67
Provincial Statutes	228	202	145

training on identifying community resources in the above courses was provided to 118 more students in 2008 than in 2006

Training in Building Community Partnerships	students trained in 2006	students trained in 2007	students trained in 2008
Course			
Policing & Community Expectations		1,428	127
Community Mobilisation Orientation	87	84	30
Crime Prevention through…(CPTED)		50	20
General Investigator	360	356	102
General Investigator On-Line		30	493
Plainclothes	76	102	79
Intro to Drug Investigation	28	52	66
Youth Crime Investigation	48	43	51
Twenty-Four Seven Lectures	100	150	150
APT/Crisis Resolution Officer Safety	3,032	3,454	3,692
Traffic Generalist	220	218	222
At Scene Collision Investigation	49	36	67
Provincial Statutes	228	202	145

training on building community partnerships in the above courses was provided to 1,016 more students in 2008 than in 2006

Training in Community Mobilisation	students trained in 2006	students trained in 2007	students trained in 2008
Course			
Recruit Training (completed in year)	446	376	233
APT/Crisis Resolution Officer Safety	3,032	3,454	3,692
Community Mobilisation Orientation	87	84	30
Twenty-Four Seven Lectures	100	150	150
Uniform Coach Officer	184	210	271
Policing & Community Expectations		1,428	127
Advanced Leadership		26	87
Plainclothes	76	102	79
Traffic Generalist	220	218	222
Provincial Statutes	228	202	145

training on community mobilisation in the above courses was provided to 663 more students in 2008 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   84 officers
> proportion of front-line divisional officers[*] = 2.2%
>
> in addition, 376 Recruits received training

> **during 2008:**   *(as reported by the Training & Education unit)*
>
> Community Mobilisation Orientation   30 officers
> proportion of front-line divisional officers[*] = 0.8%
>
> in addition, 233 Recruits received training

> **the proportion of front-line divisional officers receiving the Community Mobilisation Orientation training course decreased 1.5% between 2006 and 2008**

♦ 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.

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[*] As per the TPS Annual Statistics Report, there were 3,831 Staff/Detective Sergeants, Sergeants/Detectives, and Constables in Divisional Policing Command in 2006, 3,877 in 2007, and 3,868 in 2008.

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.

in 2008:   *(as reported by Staff Planning)*

Revision of the evaluation process has not taken yet taken place. The Employment Systems Review 3 (ESR 3) report went to Command in December 2008, and addressed uniform HR processes other than promotion. One of the processes studied was performance appraisal/evaluations and recommendations have been made with regard to the appraisal system. The ESR 3 is still under review by the Command.

♦   decrease in proportion of community concerned with neighbourhood disorder issues (vandalism, graffiti, homeless, litter, being harassed on the street)

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

	2006	**2007**	**2008**
vandalism	57%	60%	51%
graffiti	42%	45%	48%
the homeless	47%	44%	53%
litter	61%	60%	56%
being harassed on the street	44%	42%	47%
aggregate disorder score *(issues above weighted equally)*	*50.2%*	*50.2%*	*51.0*

the proportion of the community concerned with neighbourhood disorder issues increased 0.8% between 2006 and 2008

♦   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%

in 2008: proportion of community who said they felt safe in their neighbourhood = 90%

the proportion of the community who felt safe in their neighbourhood increased 4% between 2006 and 2008

PRIORITY: HUMAN RESOURCES

GOAL: Revise the current one-time diversity training for Service members to reflect a continuous learning environment.

STRATEGIES:

Create a new 'curriculum' for diversity management, cultural competence, ethics, and professionalism and then integrate the modules from the curriculum into all Training Unit courses.

Expand training opportunities on diversity management, cultural competence, ethics, and professionalism through use of the Service's various internal communication and decentralised training methods.

Conduct an annual review of internal and external complaints and surveys to identify and address conduct trends and training needs in the area of human rights, diversity management, cultural competence, ethics, and professionalism.

PERFORMANCE OBJECTIVES/INDICATORS: 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 = 57.4%

in 2007: proportion of constables, sergeants/detectives, staff/detective sergeants attending CROS (formerly APT) = 63.3%

in addition, 26.2% of constables, sergeants/detectives, staff/detective sergeants attended the new PACE course

in 2008: proportion of constables, sergeants/detectives, staff/detective sergeants attending CROS = 68.9%

in addition, 2.4% of constables, sergeants/detectives, staff/detective sergeants attended the PACE course

decrease in number of public complaints related to officer conduct
in 2006: conduct complaints investigated = 460

in 2007: conduct complaints investigated = 392

in 2008: conduct complaints investigated = 431

the number of conduct complaints investigated decreased between 2006 and 2008

<div style="border: 2px solid navy; padding: 10px;">

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%

in 2008: proportion of community who said they felt officers are providing service in a manner that is sensitive to cultural contexts = 73%

the proportion of the community who felt officers are providing service in a manner that is sensitive to cultural contexts decreased between 2007 and 2008

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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 & 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 must attend the PACE course (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.

during 2008: *(as reported by the Training & Education unit)*

In 2007, mandatory APT training for uniform front-line officers was discontinued and replaced by the Crisis Resolution Officer Safety (CROS) course. This change was largely a result of the Service's need to comply with the Provincial twelve month use of force re-qualification standard. Included in the CROS course are two 90-minute modules on human relations.

In order to ensure that non-front line officers also receive this training, a mandatory stand-alone diversity and current issues course, Policing & Community Expectations (PACE), was rolled out in 2007 as well. The PACE course ensures that sworn members who do not receive annual training on the CROS course receive the appropriate human relations training. In order to maintain consistency in diversity training, the course content on the PACE course mirrors the course content on the CROS course.

Training delivered on these courses is designed to assist officers in conducting their daily duties and interactions with the public in a professional, non-biased, and ethical manner. The importance of recognising and valuing diversity in our city is stressed. A strong emphasis is placed on the need to develop effective and accountable partnerships between the police and all communities, with the ultimate goal being to support and serve our communities with dignity and respect. Modules for 2007 included training on self awareness, LGBT issues, and community mobilisation.

The LGBT issues module was innovative in that training was co-facilitated between police instructors and LGBT community members. This training format provides a model of trust and partnership between the police and the community, which is visible to all who underwent this training; it sets an example of how the police and community can work together.

In order to assess transfer of learning for the PACE course, training supervisors were asked in 2008 to distribute and collect surveys during regularly scheduled training. Survey participants were officers assigned to investigative duties and who were graduates of courses offered in 2007. In addition, members attending courses at Training & Education were canvassed. In total, 344 responses were recorded.

Respondents indicated that they applied the knowledge gained in their training and listed how they used it. In the PACE survey, 41% of the respondents answered that they applied their knowledge, some in a LGBT capacity and others in a community mobilisation capacity. In answering how they applied their knowledge, areas such as awareness of LGBT issues, acting in a non-biased manner, and interacting with community members were identified.

PACE courses are intended to evolve and change from year to year based on Service priorities and changing community needs. In 2008, a new LGBT course was written and all members are required to complete this e-learning cultural competency module by the end of 2009. Other modules focusing on cultural competencies will be developed for future training.

♦ 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.

during 2008:   *(as reported by the Training & Education unit)*

The Service entered into a partnership with the University of Guelph and Humber College to offer a Diploma/Degree Leadership program for members. The first classes began in September 2006; its members included uniform and civilian staff who held the rank of staff/detective sergeant or civilian (class 8) and higher.

Universities and community colleges recognise prior learning and experience through a Prior Learning and Recognition (PLAR) process, with the result being the possibility of completing a college diploma and university degree in a much shorter period of time. Since the program credits specific professional and police training, the typical police officer needs to complete seven college and six university full credits to meet the requirements for a diploma and degree. All courses were, and continue to be, delivered on weekends and through distance education. Each degree course requires three weekends during a 14-week semester; there are three semesters per year. Members of Cohort One completed their university commitments in 2008 and are eligible to graduate in the spring of 2009.

In order to assess transfer of learning in 2008, all members of the Guelph Humber Degree Program (Cohort One) were sent an anonymous survey, and asked to complete it and submit it directly to Training & Education for analysis. In total, 32 officers were enrolled in Cohort One and 15 responses were returned.

Respondents indicated that they clearly applied the knowledge that they had gained to date and listed how they used it; there was transfer of learning. Members responded 100% of the time that they applied their knowledge in areas that included writing, criminological theory, social problems, and statistics. They further advised how they used their knowledge, which included applying theory to the social problems they encountered, writing reports, enhancing their formal communication practices with Service and community members, using critical analysis tools on the job, and approaching problems in a different manner.

♦ 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

                                    3,032 officers
proportion of officers[*] = 57.4%

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

    CROS (formerly APT)

      3,454 officers
proportion of officers[*] = 63.3%

    new: PACE

      1,428 officers
proportion of officers[*] = 26.2%

during 2008:   *(as reported by the Training & Education unit)*

    CROS (formerly APT)

      3,692 officers
proportion of officers[*] = 68.9%

    PACE

      127 officers
proportion of officers[*] = 2.4%

♦ decrease in number of public complaints related to officer conduct

in 2006: conduct complaints investigated = 460[**]

in 2007: conduct complaints investigated = 392[**]

in 2008: conduct complaints investigated = 431

    the number of conduct complaints investigated decreased 6.3% between 2006 and 2008

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[*] 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; 5,359 in 2008).
[**] Numbers for 2006 and 2007 have been updated from those shown in previous reports.

♦ 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%

in 2008: proportion of community who said they felt officers are providing service in a manner that is sensitive to cultural contexts = 73%

the proportion of the community who felt officers are providing service in a manner that is sensitive to cultural contexts decreased 1% between 2007 and 2008

2008 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.

In 2008, the Service's Council-approved net operating budget was $798.3 million, an increase of 6.1% over the 2006 net operating budget and a 1.7% increase over the 2007 net operating budget.[***] The net operating budget was increased further, to $822.0 million, to reflect the Interest Board of Arbitration award relating to the Toronto Police Association's collective agreement, settlement with the Senior Officer's Organisation, and corresponding increases to the excluded members and command officers. The final Service favourable operating budget variance in 2008 was $0.6 million. The surplus was attributed to higher than expected uniform separations, a surplus in civilian salaries, favourable variances in uniform and other materials categories, savings in the cleaning and clothing reimbursement accounts, and a lower charge-back from the city than anticipated for caretaking, maintenance, and utilities.

The figure to the right shows the estimated cost of policing per capita for 2006, 2007, and 2008.

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.

Based on the net operating budget of $784.95 million and an estimated population of 2,750,360 the cost of policing per capita in 2007 was about $285.

And, based on the net operating budget of $822.0 million and an estimated population of 2,776,175 the cost of policing per capita in 2008 was about $296.

Estimated Cost of Policing Per Capita
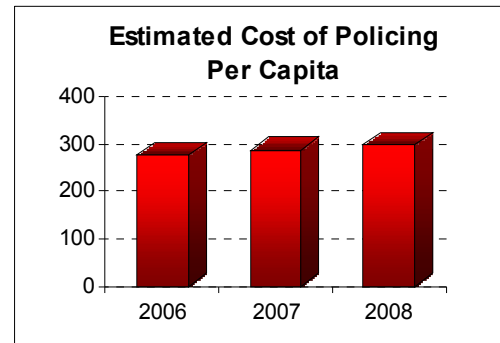
COMPLAINTS ABOUT POLICE SERVICE:

The total number of public complaints received increased 14.2% between 2006 and 2008, from 661 complaints in 2006 to 755 in 2008; 698 public complaints were received in 2007. Of the complaints received, 71.1% (470) were investigated in 2006, 57.4% (401) were investigated in 2007, and 58.1% (439) were investigated in 2008. In all years, the largest proportions of complaints not investigated were those deemed frivolous (63.9% in 2006, 70.4% in 2007, and 71.5% in 2008).

As shown in the following figure, in all years, the largest proportion of investigated complaints involved allegations of conduct of a less serious nature: 85.5% in 2006, 91.3% in 2007, and 87.9% in 2008. However, there was a 4.0% decrease between 2006 and 2008 in the actual number of less serious conduct complaints investigated.

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[*] 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).
[***] Information from Police Services Board Agenda (meeting of March 30, 2009).

The proportion of serious conduct complaints investigated was relatively low in each of the past three years (12.3% in 2006, 6.5% in 2007, and 10.3% in 2008). The total number of investigated complaints related to serious conduct decreased 22.4% between 2006 and 2008.

Complaints relating to policy or service formed the smallest proportion of investigated complaints in all years (2.1% in 2006, 2.2% in 2007, and 1.8% in 2008).

With regard to the specific type of complaint, the largest proportion of investigated complaints in each year related to allegations of discreditable conduct (49.6% in 2006, 60.6% in 2007, and 62.4% in 2008).

Complaints Investigated by Type
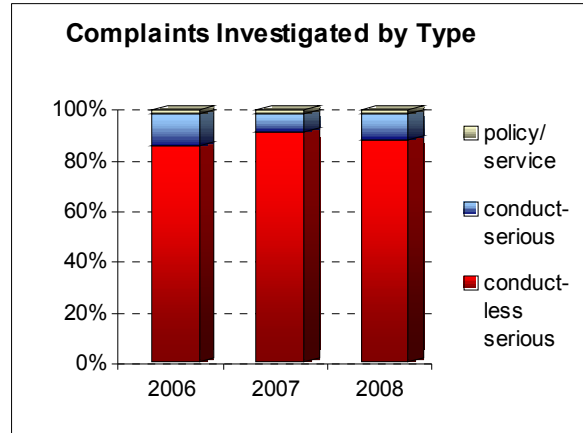
As can be seen in the figure below, over half (54.5%) of the investigated complaints from 2006 were found unsubstantiated, while misconduct was identified in 2.6% of investigated complaints. Just under half (48.9%) of the investigated complaints from 2007 were found to be unsubstantiated, while misconduct was identified in 2.7%. And just over one-fifth (21.9%) of investigated complaints from 2008 were found unsubstantiated, while misconduct was identified in 1.8%. Informal resolution was the outcome of 13.2% of investigated complaints from 2006, 21.2% of investigated complaints from 2007, and 10.9% of investigated complaints from 2008. **It should be noted that a large proportion of the 2008 investigations have not yet been completed (47.6%).**

Investigation Outcomes