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2009
SERVICE PERFORMANCE
Year End Report

May 2010

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2009 - 2011 SERVICE PERFORMANCE: PRIORITIES

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

Our current Priorities were presented in the 2009-2011 Business Plan. These seven Priorities were developed from extensive consultation with both the community and members of the Service, and from an analysis of ongoing trends and anticipated challenges for delivering police services.

The Priorities reaffirm the commitment of both the Board and the Service to community policing and to delivering services that do not discriminate, internally or externally, on the basis of race, sex, place of origin, sexual orientation, age, disability, or socio-economic status. The Priorities are 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 are certain goals we wish to achieve. Partnerships play a vital role in accomplishing these goals, since many issues and problems can 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 summarize Service performance during the first year of the current Business Plan, relative to each of the goals within the Priorities. Green shading means that **all** of the performance objectives for the goal were achieved; yellow shading means **some** 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: FOCUSING ON CHILD & YOUTH SAFETY

Goal
Increase safety in and around schools and promote student trust and confidence in police.
Provide youth with crime prevention and safety information, and encourage reporting.
Reduce the impact and effects of bullying and cyber-bullying.
Focusing on violent crime, prevent and decrease the victimization of children and youth.

PRIORITY: FOCUSING ON VIOLENCE AGAINST WOMEN

Goal
Focusing on sexual assault: (a) Improve the provision of support, follow-up information, and referrals to victims, and (b) Increase reporting by victims.
Focusing on domestic violence: (a) Improve the provision of support, follow-up information, and referrals to victims, and (b) Increase reporting by victims.

PRIORITY: FOCUSING ON PEOPLE WITH DISTINCT NEEDS

Goal
Develop trust between the police and groups such as seniors, Aboriginal people, newcomers to Toronto, homeless people, and those with mental illness.
Ensure that all victims of violence, including the families and friends of victims, if appropriate, have access to victim services and support.

PRIORITY: TARGETING VIOLENCE, ORGANIZED CRIME, & GANGS

Goal
Reduce violent crime, especially shootings, and illegal gun activity.
Reduce the availability and impact of drug activity on neighbourhoods.

PRIORITY: DELIVERING INCLUSIVE POLICE SERVICES

Goal
Focusing on interactions with others: (a) Provide policing services to and/or interact with members of the community in a professional, non-biased manner, and (b) Ensure interactions with other Service members are professional, non-biased, and respectful.
Focusing on recruitment, retention, and promotion issues: (a) Work to recruit, retain, and promote members so that the Service reflects the diversity of the community, and (b) Provide career-pathing/career planning guidance to Service members.

PRIORITY: ADDRESSING COMMUNITY SAFETY ISSUES

Goal
Improve the Service's capacity to plan for, prevent, mitigate, respond to, and/or recover from emergency incidents.
Promote an understanding within the community of actual levels of crime and safety.
Improve the Service's ability to analyze crimes committed using technology (computer-assisted crimes), particularly frauds and identity thefts.
Encourage increased reporting of hate crimes and improve satisfaction with police response to reported hate crimes.

PRIORITY: ENSURING PEDESTRIAN & TRAFFIC SAFETY

Goal
Increase traffic enforcement to better protect the safety of pedestrians, cyclists, and drivers.
Include traffic as part of divisional crime management and crime prevention initiatives.

PRIORITY: FOCUSING ON CHILD & YOUTH SAFETY

Corporate Lead: Staff Superintendent, Human Resources Development

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GOAL: **Increase safety in and around schools and promote student trust and confidence in police.**

STRATEGY:

Increase police visibility and contact at schools through the School Resource Officer, the Empowered Student Partnerships Program, and the Elementary School Safety Program.

PERFORMANCE OBJECTIVES/INDICATORS: SUMMARY INFORMATION

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

   in 2009: proportion of students who said they felt safe in and around the school during the day = 86%

   the proportion of students who felt safe in and around the school during the day decreased between 2008 and 2009

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

   in 2009: proportion of students who said they felt comfortable talking to police about problems = 63%

   the proportion of students who said they felt comfortable talking to police about problems increased between 2008 and 2009

decrease in assaults, robberies, and weapons offences on school premises:
   in 2008: number of assaults, robberies, and weapons offences on school premises = 1,639

   in 2009: number of assaults, robberies, and weapons offences on school premises = 1,430

   the number of assaults, robberies, and weapons offences on school premises decreased between 2008 and 2009

Strategy Update:

Increase police visibility and contact at schools through the School Resource Officer, the Empowered Student Partnerships Program, and the Elementary School Safety Program.
During 2009: The School Resource Officer (SRO) program increased to 50 schools. The Empowered Student Partnerships (ESP) program provided presentations (on Crime Stoppers, lock downs, and the Guide to Police Services in Toronto) designed to enable students to present to students. A TAVIS initiative was implemented at one high school by the Chief's Youth Advisory Committee and the 12 Division SRO. The Aboriginal Policing Unit increased visibility, daily visits, and service delivery through culturally competent officers and youth sensitive initiatives. The Kids, Cops, and Computers program included 150 elementary student/police officer e-buddy mentorship partners. These officers attended 6 'Meet & Greet' events at the school and/or the local police division.

Performance Objectives/Indicators:

♦ increase in student perception of safety in and around school

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

in 2009: proportion of students who said they felt safe in and around the school during the day = 86%

the proportion of students who said they felt safe in and around the school during the day decreased 2% between 2008 and 2009

♦ increase in proportion of students who feel comfortable talking to police

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

in 2009: proportion of students who said they felt comfortable talking to police about problems = 63%

the proportion of students who said they felt comfortable talking to police about problems increased 6% between 2008 and 2009

♦ decrease in assaults, robberies, and weapons offences on school premises

number of specified offences on school premises:

	2008	**2009**
assaults	1,152	978
robberies	258	275
weapons offences	229	177
total	*1,639*	*1,430*

the number of assaults, robberies, and weapons offences on school premises decreased 12.8% between 2008 and 2009

PRIORITY: FOCUSING ON CHILD & YOUTH SAFETY

Corporate Lead: Staff Superintendent, Human Resources Development

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GOAL: Provide youth with crime prevention and safety information, and encourage reporting.

STRATEGIES:

Promote Toronto Police Service programs such as the Empowered Student Partnerships (ESP), Crime Stoppers, and the Elementary School Safety Program.	Participate in the development and delivery of new programs that will provide children and youth with information that will enhance their safety.	Promote the Report Homophobic Violence Period (RHVP) program through schools, community agencies, and community outreach initiatives.

PERFORMANCE OBJECTIVES/INDICATORS: SUMMARY INFORMATION

increase in proportion of students who say they received some crime prevention/safety information:
  in 2008:   proportion of students who said they received some crime prevention/safety information = 38%

  in 2009:   proportion of students who said they received some crime prevention/safety information = 30%

  the proportion of students who said they received some crime prevention/safety information decreased between 2008 and 2009

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increase in proportion of students who would be willing to report a crime to police:
  in 2008:   proportion of students who said would be willing to report a crime they witnessed to police = 23%

  in 2009:   proportion of students who said would be willing to report a crime they witnessed to police = 28%

  the proportion of students who said they would be willing to report a crime they witnessed to police increased between 2008 and 2009

  in 2008:   proportion of students who said would be willing to report they were victim of a crime to police = 46%

  in 2009:   proportion of students who said would be willing to report they were victim of a crime to police = 48%

  the proportion of students who said they would be willing to report they were victim of a crime to police increased between 2008 and 2009

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an increase in the number of crimes that are reported by youth:
  in 2008: number of crimes reported by youth (12-17 years) = 7,571

  in 2009: number of crimes reported by youth (12-17 years) = 7,624

  the number of crimes reported by youth increased between 2008 and 2009

increase in proportion of students who would be willing to provide information to police about a problem or a crime:

    in 2008: proportion of students who said they would be willing to provide information to police about a problem or a crime = 78%

    in 2009: proportion of students who said they would be willing to provide information to police about a problem or a crime = 80%

    the proportion of students who said they would be willing to provide information to police about a problem or a crime increased between 2008 and 2009

Strategy Update:

Promote Toronto Police Service programs such as the Empowered Student Partnerships (ESP), Crime Stoppers, and the Elementary School Safety Program.
    During 2009: The Elementary School Safety Program was expanded from 5 lesson plans to 7 lesson plans.

Participate in the development and delivery of new programs that will provide children and youth with information that will enhance their safety.
    During 2009: The Elementary School Safety Program was expanded from 5 lesson plans to 7 lesson plans. The ESP program provided presentations (on Crime Stoppers, lock downs, and the Guide to Police Services in Toronto) designed to enable students to present to students.

Promote the Report Homophobic Violence Period (RHVP) program through schools, community agencies, and community outreach initiatives.
    During 2009: The RHVP initiative has been incorporated into the 'toolkit' for the Community School Liaison Officers (CSLOs), SROs, and the ESP program and promoted through secondary schools as well as community outreach initiatives. RHVP is also included as a resource item on the Gay Straight Alliance.ca website.

Performance Objectives/Indicators:

♦   increase in proportion of students who say they received some crime prevention/safety information

    in 2008: proportion of students who said they received some crime prevention/safety information = 38%

    in 2009: proportion of students who said they received some crime prevention/safety information = 30%

    the proportion of students who said they received some crime prevention/safety information decreased 8% between 2008 and 2009

♦ increase in proportion of students who would be willing to report a crime to police

in 2008: proportion of students who said they would be willing to report a crime they witnessed to police = 23%

in 2009: proportion of students who said they would be willing to report a crime they witnessed to police = 28%

the proportion of students who said they would be willing to report a crime they witnessed to police increased 5% between 2008 and 2009

in 2008: proportion of students who said they would be willing to report they were victim of a crime to police = 46%

in 2009: proportion of students who said they would be willing to report they were victim of a crime to police = 48%

the proportion of students who said they would be willing to report they were victim of a crime to police increased 2% between 2008 and 2009

♦ an increase in the number of crimes that are reported by youth

in 2008: number of crimes reported by youth (12-17 years) = 7,571

in 2009: number of crimes reported by youth (12-17 years) = 7,624

the number of crimes reported by youth increased 0.7% between 2008 and 2009

♦ increase in proportion of students who would be willing to provide information to police about a problem or a crime

in 2008: proportion of students who said they would be willing to provide information to police about a problem or a crime = 78% (64% said only if anonymous)

in 2009: proportion of students who said they would be willing to provide information to police about a problem or a crime = 80% (62% said only if anonymous)

the proportion of students who said they would be willing to provide information to police about a problem or a crime increased 2% between 2008 and 2009

PRIORITY: FOCUSING ON CHILD & YOUTH SAFETY

Corporate Lead: Staff Superintendent, Human Resources Development

GOAL: Reduce the impact and effects of bullying and cyber-bullying.

STRATEGIES:

Develop a prevention and education initiative, in partnership with school boards, relating to child and youth victimization in the areas of bullying and cyber-bullying.	Deliver information on bullying and cyber-bullying prevention to students and teachers through programs such as the Empowered Student Partnerships (ESP), the Elementary School Safety Program, and the Police/School Orientation.	Develop a bullying and cyber-bullying fact sheet for divisional E-Buddies participating in the Merry-Go-Round Program.

PERFORMANCE OBJECTIVES/INDICATORS: SUMMARY INFORMATION

increase in proportion of students who received information on bullying and/or cyber-bullying:

    in 2008:   proportion of students who said they received information on bullying and/or cyber-bullying = 33%

    in 2009:   proportion of students who said they received information on bullying and/or cyber-bullying = 28%

        the proportion of students who said they received information on bullying and/or cyber-bullying decreased between 2008 and 2009

decrease in proportion of students who say they were victims of bullying and cyber-bullying:

    in 2008:   proportion of students who said they were victims of bullying = 12%

    in 2009:   proportion of students who said they were victims of bullying = 13%

        the proportion of students who said they were victims of bullying increased between 2008 and 2009

    in 2008:   proportion of students who said they were victims of cyber-bullying = 11%

    in 2009:   proportion of students who said they were victims of cyber-bullying = 11%

        the proportion of students who said they were victims of cyber-bullying did not change between 2008 and 2009

decrease in the proportion of students who say they are concerned about bullying in/around their school:

    in 2008:   proportion of students who said they were concerned about bullying in/around their school = 36%

    in 2009:   proportion of students who said they were concerned about bullying in/around their school = 41%

        the proportion of students who said they were concerned about bullying in/around their school increased between 2008 and 2009

Strategy Update:

Develop a prevention and education initiative, in partnership with school boards, relating to child and youth victimization in the areas of bullying and cyber-bullying.
> **During 2009:** Presentations related to cyber-bullying were presented in partnership with Kiwi Seminars (a non-profit organization which provides free seminars on web safety to schools and local communities). To date, 18 presentations have been provided to 360 students. The Service is also developing a presentation for SRO officers to deliver.

Deliver information on bullying and cyber-bullying prevention to students and teachers through programs such as the Empowered Student Partnerships (ESP), the Elementary School Safety Program, and the Police/School Orientation.
> **During 2009:** The Elementary School Safety Program incorporated an enhanced lesson plan on bullying and cyber-bullying. In 2009, 18,200 students received the new information.

Develop a bullying and cyber-bullying fact sheet for divisional E-Buddies participating in the Merry-Go-Round Program.
> **During 2009:** Ten Kids, Cops, and Computers officers attended 11 Internet Safety workshops that were presented to 1,100 Grades 7 & 8 students at their schools by Merry-Go-Round, the Community Mobilization Unit, and Microsoft.

Performance Objectives/Indicators:

♦ increase in proportion of students who received information on bullying and/or cyber-bullying

in 2008: proportion of students who said they received information on bullying and/or cyber-bullying = 33%

in 2009: proportion of students who said they received information on bullying and/or cyber-bullying = 28%

the proportion of students who said they received information on bullying and/or cyber-bullying decreased 5% between 2008 and 2009

♦ decrease in proportion of students who say they were victims of bullying and cyber-bullying

in 2008: proportion of students who said they were victims of bullying = 12%

in 2009: proportion of students who said they were victims of bullying = 13%

the proportion of students who said they were victims of bullying increased 1% between 2008 and 2009

in 2008: proportion of students who said they were victims of cyber-bullying = 11%

in 2009: proportion of students who said they were victims of cyber-bullying = 11%

the proportion of students who said they were victims of cyber-bullying did not change between 2008 and 2009

- decrease in the proportion of students who say they are concerned about bullying in/around their school

   in 2008: proportion of students who said they were concerned about bullying in/around their school = 36%

   in 2009: proportion of students who said they were concerned about bullying in/around their school = 41%

   the proportion of students who said they were concerned about bullying in/around their school increased 5% between 2008 and 2009

PRIORITY: FOCUSING ON CHILD & YOUTH SAFETY

Corporate Lead: Staff Superintendent, Human Resources Development

> ## GOAL: Focusing on violent crime, prevent and decrease the victimization of children and youth.

STRATEGIES:

Participate in and promote youth-focused community mobilization initiatives such as the Empowered Student Partnerships Program, the Youth in Policing Initiative employment program, the PEACE program, the Child Advocacy Centre, and police-youth ProAction-funded initiatives.	Develop and deliver a prevention and education initiative, in partnership with school boards, that relates to child and youth victimization.	Support TAVIS and the FNTD divisional model with relevant community mobilization initiatives to reduce the environmental factors that lead to violent crime and victimization.

PERFORMANCE OBJECTIVES/INDICATORS: SUMMARY INFORMATION

decrease in number of children (0-11 years) victimized by violent crime:
   during 2008:   number of children victimized by violent crime = 1,495

   during 2009:   number of children victimized by violent crime = 1,245

   the number of children (0-11 years) victimized by violent crime decreased between 2008 and 2009

decrease in number of youth (12-17 years) victimized by violent crime:
   during 2008:   number of youth victimized by violent crime = 4,633

   during 2009:   number of youth victimized by violent crime = 4,483

   the number of youth (12-17 years) victimized by violent crime decreased between 2008 and 2009

Strategy Update:

Participate in and promote youth-focused community mobilization initiatives such as the Empowered Student Partnerships Program, the Youth in Policing Initiative employment program, the PEACE program, the Child Advocacy Centre, and police-youth ProAction-funded initiatives.
   During 2009:   ESP continues to expand. PEACE presentations have reached a large number of youth, over 120 officers are PEACE-trained, and the Service continued its commitment to the Student Commission Model. One or two dedicated CMU officers attend Thursday night meetings and help to plan events, and 6 Chief's Youth Advisory Committee members have been dedicated to PEACE initiatives.

Develop and deliver a prevention and education initiative, in partnership with school boards, that relates to child and youth victimization.

During 2009: The police presentation on sexual assault/criminal harassment is being reviewed by the TDSB.

Support TAVIS and the FNTD divisional model with relevant community mobilization initiatives to reduce the environmental factors that lead to violent crime and victimization.

During 2009: The CYAC, in conjunction with 12 Division's SRO developed a TAVIS school initiative which was delivered to the entire school body at one high school.

Performance Objectives/Indicators:

♦ decrease in number of children (0-11 years) victimized by violent crime:

in 2008: number of children victimized by violent crime = 1,495

in 2009: number of children victimized by violent crime = 1,245

the number of children (0-11 years) victimized by violent crime decreased 16.7% between 2008 and 2009

♦ decrease in number of youth (12-17 years) victimized by violent crime:

in 2008: number of youth victimized by violent crime = 4,633

in 2009: number of youth victimized by violent crime = 4,483

the number of youth (12-17 years) victimized by violent crime decreased 3.2% between 2008 and 2009

PRIORITY: FOCUSING ON VIOLENCE AGAINST WOMEN

Corporate Lead: Staff Superintendent, Area Field

GOAL: Focusing on sexual assault: (a) improve the provision of support, follow-up information, and referrals to victims, and (b) increase reporting by victims.

STRATEGIES:

Continue to provide extensive support and resources to persons who have experienced sexual assault by enabling access to information and referrals through:

➜ continual updates to the Sex Crimes Unit website,

➜ the creation of an informational pamphlet to be provided to all victims by investigators and/or community agencies, and

➜ the sharing of information with individuals and agencies in our communities through Sex Crimes Unit Community Notifications and TPSlinks.

Continue to develop and implement educational programs:

➜ in Toronto's elementary, middle, and secondary schools to provide information to both male & female youth on topics such as Peer on Peer Sexual Assault and Criminal Harassment,

➜ focused on sexual assault issues for investigator, supervisor, and senior officer training programs through the Toronto Police College, and

➜ by hosting media awareness sessions to address issues and provide information regarding the reporting of sexual assault occurrences for the major news outlets of Toronto and the National Ethnic Press & Media Council of Canada.

Building relationships with community agencies on both local and Service levels to improve confidence and trust in each other.

Expanding offender management to include:

➜ Service-wide expansion of the computerized Victim Notification System to ensure that persons who have experienced sexual assault are notified at the earliest opportunity when the offender is being released, and

➜ referral of all persons charged with sexual offences to the Divisional Bail Compliance Units to be evaluated for bail compliance for follow up.

PERFORMANCE OBJECTIVES/INDICATORS: SUMMARY INFORMATION

increase perception of agency workers of improved provision of follow-up information by police:

in 2008: proportion of agency workers who said police have improved over past year at providing follow-up information = 20%

in 2009: proportion of agency workers who said police have improved over past year at providing follow-up information = 18%

the proportion of agency workers who said police have improved at providing follow-up information decreased between 2008 and 2009

increase in perception of agency workers of improved provision of referrals by police:
in 2008: proportion of agency workers who said police have improved over past year at providing referrals = 21%

in 2009: proportion of agency workers who said police have improved over past year at providing referrals = 20%

the proportion of agency workers who said police have improved at providing referrals decreased between 2008 and 2009

increase in perception of agency workers of trust/confidence in police:
in 2008: proportion of agency workers who said they had trust/confidence in police = 80%

in 2009: proportion of agency workers who said they had trust/confidence in police = 82%

the proportion of agency workers who said they had trust/confidence in police increased between 2008 and 2009

increase in number of sexual assault occurrences reported to police:
in 2008: number of sexual assault occurrences reported to police = 2,040

in 2009: number of sexual assault occurrences reported to police = 2,122

the number of sexual assault occurrences reported to police increased between 2008 and 2009

Strategy Update:

Continue to provide extensive support and resources to persons who have experienced sexual assault by enabling access to information and referrals through:
➜ continual updates to the Sex Crimes Unit website,
➜ the creation of an informational pamphlet to be provided to all victims by investigators and/or community agencies, and
➜ the sharing of information with individuals and agencies in our communities through Sex Crimes Unit Community Notifications and TPSlinks.
During 2009: Community outreach projects and a pamphlet, with particular attention to special victims such as sex trade workers and culturally specific groups (Russian, Chinese) in an effort to create awareness of how to report, obtain referrals, and engage resources.

The Sex Crimes Unit (SCU), in conjunction with the Sexual Assault Advisory Committee (SAAC), began efforts towards creating an informational pamphlet for persons who have experienced sexual assault, containing police contact information, referrals and resources.

New community partnerships were used to convey messages to other community agencies and the public of police improvements in responding to persons who have experienced sexual assault (website improvements). There was an increase in subscribers who receive community warnings and notifications (over 940 persons/agencies to date).

Continue to develop and implement educational programs:
➜ in Toronto's elementary, middle, and secondary schools to provide information to both male & female youth on topics such as Peer on Peer Sexual Assault and Criminal Harassment,
➜ focused on sexual assault issues for investigator, supervisor, and senior officer training programs through the Toronto Police College, and

➔ by hosting media awareness sessions to address issues and provide information regarding the reporting of sexual assault occurrences for the major news outlets of Toronto and the National Ethnic Press & Media Council of Canada.

During 2009: Project partnership/working group with Ontario Association of Chiefs of Police to develop a Provincial Sexual Assault Investigations Manual and a Child Abuse Investigations Manual.

A provincial strategy to protect children from sexual abuse and exploitation on the Internet used a unified team approach (partnered with 18 other services).

A compliance template was created for detective sergeants in the field to ensure policy and procedure compliance in sexual assault investigations.

Hosted the 2009 Sexual Assault Investigators Conference (4.5 days) – 109 TPS members attended.

Created the position of Sexual Assault Liaison Officer (SALO) in each division across the Service to improve lines of communication. Held information sessions with SALO officers to create better awareness and understanding of persons who have experienced sexual assault. External partners such as the Centre of Forensic Science (CFS) and Sexual Assault Care Centres (SACC) were included.

Building relationships with community agencies on both local and Service levels to improve confidence and trust in each other.

During 2009: Implemented the Sexual Assault Advisory Committee (SAAC), to focus on improving the system as a whole, how it responds to persons who have experienced sexual assault and how to be in touch with community perspective/get feedback in relation to Service response. New partnerships with community agencies were created through the formation of the SAAC (e.g. Toronto Rape Crisis Centre).

Information sharing sessions were held with the Toronto Rape Crisis Centre. Partnership in the Toronto Rape Crisis Centre (video) project 'Stop the Violence', with special attention to Latin American/Hispanic women in relation to raising awareness of how to report sexual assault to police, resources, and referrals.

A working group/partnership with the Ontario Physical Health Education Association, developed a provincial manual to support school staff in responding to incidents of student-on-student sexual assault and raise awareness of reporting, resources, and referrals.

Participated in Sexual Assault Nurse Examiners information sessions.

Project partnership with Metropolitan Toronto Action Committee on Violence Against Women and Children – working with Youth Alliance to reduce incidence of sexual assault and gender-based violence against youth, particularly women.

Expanding offender management to include:
➔ Service-wide expansion of the computerized Victim Notification System to ensure that persons who have experienced sexual assault are notified at the earliest opportunity when the offender is being released, and
➔ referral of all persons charged with sexual offences to the Divisional Bail Compliance Units to be evaluated for bail compliance for follow up.

During 2009:   The SCU, specifically the Officer in Charge of individual cases, complied with the computerized Victim Notification System to advise persons who have experienced sexual assault when an offender is being released. The SCU participated in the referral of charged persons to the Divisional Bail Compliance Units through the Criminal Information Processing System (CIPS), to be evaluated for bail compliance.

Performance Objectives/Indicators:

♦ increase in perception of agency workers of improved provision of follow-up information by police

    in 2008: proportion of agency workers who said police have improved over past year at providing follow-up information = 20%

    in 2009: proportion of agency workers who said police have improved over past year at providing follow-up information = 18%

    the proportion of agency workers who said police have improved over past year at providing follow-up information decreased 2% between 2008 and 2009

♦ increase in perception of agency workers of improved provision of referrals by police

    in 2008: proportion of agency workers who said police have improved over past year at providing referrals = 21%

    in 2009: proportion of agency workers who said police have improved over past year at providing referrals = 20%

    the proportion of agency workers who said police have improved over past year at providing referrals decreased 1% between 2008 and 2009

♦ increase in perception of agency workers of trust/confidence in police

    in 2008: proportion of agency workers who said they had trust/confidence in police = 80%

    in 2009: proportion of agency workers who said they had trust/confidence in police = 82%

    the proportion of agency workers who said they had trust/confidence in police increased 2% between 2008 and 2009

♦ increase in number of sexual assault occurrences reported to police

    in 2008: number of sexual assault occurrences reported to police = 2,040

    in 2009: number of sexual assault occurrences reported to police = 2,122

    the number of sexual assault occurrences reported to police increased 4.0% between 2008 and 2009

PRIORITY: FOCUSING ON VIOLENCE AGAINST WOMEN

Corporate Lead: Staff Superintendent, Area Field

GOAL: Focusing on domestic violence: (a) improve the provision of support, follow-up information, and referrals to victims, and (b) increase reporting by victims.

STRATEGIES:

Provide support and resources to persons who have experienced domestic violence by enabling access to information and referrals through: → expansion of the Domestic Violence website with links to a victim assistance pamphlet, resources, referrals, and e-newsletter, and → greater involvement in newcomer outreach and cultural initiative programs to address issues of domestic violence in these communities.	Continue to develop and implement educational programs: → in Toronto's elementary, middle, and secondary schools to provide information to both male & female youth addressing healthy relationships and issues of relationship violence, → focused on domestic violence issues to front-line officers, investigators, and supervisors → to senior officers and other management personnel in recognition and support of victims of domestic violence within the Service, and → by hosting media awareness sessions to address issues and provide information regarding the reporting of domestic violence occurrences for the major news outlets of Toronto & the National Ethnic Press & Media Council of Canada.	Promote partnerships between police and community agencies on both local and Service levels to improve confidence and trust in each other, heighten community/public awareness and increase levels of comfort with the reporting process.	Expanding offender management to include Service-wide expansion of the computerized Victim Notification System to ensure that persons who have experienced domestic violence are notified at the earliest opportunity when the offender is being released.

PERFORMANCE OBJECTIVES/INDICATORS: SUMMARY INFORMATION

increase in perception of agency workers of improved provision of follow-up information by police:

in 2008: proportion of agency workers who said police have improved over past year at providing follow-up information = 18%

in 2009: proportion of agency workers who said police have improved over past year at providing follow-up information = 12%

the proportion of agency workers who said police have improved at providing follow-up information decreased between 2008 and 2009

increase in perception of agency workers of improved provision of referrals by police:
in 2008: proportion of agency workers who said police have improved over past year at providing referrals = 17%

in 2009: proportion of agency workers who said police have improved over past year at providing referrals = 14%

the proportion of agency workers who said police have improved at providing referrals decreased between 2008 and 2009

increase in perception of agency workers of trust/confidence in police:
in 2008: proportion of agency workers who said they had trust/confidence in police = 84%

in 2009: proportion of agency workers who said they had trust/confidence in police = 83%

the proportion of agency workers who said they had trust/confidence in police decreased between 2008 and 2009

increase in number of domestic occurrences reported to police:
in 2008: number of domestic violence occurrences reported to police = 6,850

in 2009: number of domestic violence occurrences reported to police = 6,822

the number of domestic violence occurrences reported to police decreased between 2008 and 2009

Strategy Update:

Provide support and resources to persons who have experienced domestic violence by enabling access to information and referrals through:
➜ expansion of the Domestic Violence website with links to a victim assistance pamphlet, resources, referrals, and e-newsletter, and
➜ greater involvement in newcomer outreach and cultural initiative programs to address issues of domestic violence in these communities.

During 2009: Community Mobilization Unit updated the domestic violence website to include access to the revised domestic violence awareness pamphlet, which includes local agency contact information. The on-line links to various support agencies are accessible on the website.

Community Mobilization Unit along with Divisional Policing Command, delivered domestic violence educational sessions to over 20 diverse communities. Presentations included audiences comprised of representatives from Muslim, African, Eastern European, European, Middle Eastern, South Asian, Caribbean, and Aboriginal communities.

Cultural initiative programs included 14 educational sessions delivered to culturally diverse audiences, representing the Latino, Afghani, Pakistani, and East Indian communities. These programs also addressed other culturally diverse communities and agency workers dealing with the elderly. Sessions took place in community centres and designated shelter locations.

Community Mobilization Unit delivered domestic violence presentations at 2 of the Chief's Town Hall meetings, the audiences of which reflected many of our diverse communities. The Town Hall meetings were held on behalf of 14, 22, and 43 Divisions. There were approximately 100 people in attendance at each meeting.

Continue to develop and implement educational programs:
→ in Toronto's elementary, middle, and secondary schools to provide information to both male & female youth addressing healthy relationships and issues of relationship violence,
→ focused on domestic violence issues to front-line officers, investigators, and supervisors
→ to senior officers and other management personnel in recognition and support of victims of domestic violence within the Service, and
→ by hosting media awareness sessions to address issues and provide information regarding the reporting of domestic violence occurrences for the major news outlets of Toronto & the National Ethnic Press & Media Council of Canada.

During 2009: Community Mobilization Unit (CMU) and Victim Services delivered 29 Teens Ending Abusive Relationships (TEAR) presentations to approximately 3,590 students. Two domestic violence presentations delivered to secondary schools by Divisional Policing Command. At the close of CMU presentations delivered, audiences were advised of the existence of the website and resource links available, including access to the domestic violence pamphlet.

A partnership was established with the Children's Aid Society to deliver joint presentations to employees of shelters and schools in order to recognize and support children living with domestic violence.

Preliminary efforts to partner with Public Information and Multilingual Community Interpreter Services (MCIS) to raise awareness in cultural communities about domestic violence through cultural media outlets resulted in both radio and television appearances by CMU personnel.

The Domestic Violence Co-ordinator, in partnership with the Sex Crimes Unit, developed a presentation on domestic violence within the workplace scheduled for implementation in 2010.

Promote partnerships between police and community agencies on both local and Service levels to improve confidence and trust in each other, heighten community/public awareness and increase levels of comfort with the reporting process.

During 2009: The creation and implementation of an extensive domestic violence awareness campaign in partnership with Seneca College (started in 2008) continued, educating culturally diverse communities about domestic violence.

A project administrator was hired and grant monies received for the creation of the Scarborough Access Centre. This project (started in 2005) will see the creation of a co-location facility that will serve the needs of domestic violence victims and their families.

A partnership was established with Family Services of Toronto to ascertain the level of understanding that police have regarding lesbian, gay, bisexual, and transgender (LGBT) domestic violence. A survey was delivered to the police membership during the summer of 2009, with a 40% compliance rate. The survey data is presently in the possession of the researcher at the Family Service Toronto. Once analyzed, the information should assist in the development of a 'screening tool' to assist front-line officers responding to LGBT domestic occurrences.

Domestic violence training to front-line members continued during annual Service requalification training.

Expanding offender management to include Service-wide expansion of the computerized Victim Notification System to ensure that persons who have experienced domestic violence are notified at the earliest opportunity when the offender is being released.

During 2009: Currently under review with the Operational Systems Support Group (OSSG) for future RMS implementation. The existing Victim Notification Systems are still currently active.

Performance Objectives/Indicators:

♦ increase in perception of agency workers of improved provision of follow-up information by police

in 2008: proportion of agency workers who said police have improved over past year at providing follow-up information = 18%

in 2009: proportion of agency workers who said police have improved over past year at providing follow-up information = 12%

the proportion of agency workers who said police have improved over past year at providing follow-up information decreased 6% between 2008 and 2009

♦ increase in perception of agency workers of improved provision of referrals by police

in 2008: proportion of agency workers who said police have improved over past year at providing referrals = 17%

in 2009: proportion of agency workers who said police have improved over past year at providing referrals = 14%

the proportion of agency workers who said police have improved over past year at providing referrals decreased 3% between 2008 and 2009

♦ increase in perception of agency workers of trust/confidence in police

in 2008: proportion of agency workers who said they had trust/confidence in police = 84%

in 2009: proportion of agency workers who said they had trust/confidence in police = 83%

the proportion of agency workers who said they had trust/confidence in police decreased 1% between 2008 and 2009

♦ increase in number of domestic occurrences reported to police

in 2008: number of domestic violence occurrences reported to police = 6,850

in 2009: number of domestic violence occurrences reported to police = 6,822

the number of domestic violence occurrences reported to police decreased 0.4% between 2008 and 2009

PRIORITY: FOCUSING ON PEOPLE WITH DISTINCT NEEDS

Corporate Lead: Staff Superintendent, Central Field

> **GOAL: Develop trust between the police and groups such as seniors, Aboriginal people, newcomers to Toronto, homeless people, and those with mental illness.**

STRATEGIES:

Continue educational programs within the community focusing on issues related to people with distinct needs:

→ Build trust and confidence of people with distinct needs through better communication of police processes and procedures.

→ Incorporate uniform police officers in educational opportunities within the community, thus working to remove barriers to communication and provide better access to police services and resources.

→ Ensure police information is available in a format and form that addresses distinct needs (e.g. online versions for those with vision/hearing needs to improve user confidence in the process).

→ Enhance police partnership with the various communities to reinforce the supportive role of the police.

Increase organizational awareness of groups with distinct needs:

→ Invite participation of community members with distinct needs in the police training environment.

→ Broaden the police understanding of people with distinct needs. This is to include, but is not limited to, training about accessibility issues.

→ Conduct a comprehensive review to facilitate the removal of barriers, whether physical, architectural, information or communications, attitudinal, technological or policy/practice based.

→ Engage people with distinct needs within their own setting to provide information on access to police resources.

PERFORMANCE OBJECTIVES/INDICATORS: SUMMARY INFORMATION

increase in perception of agency workers (dealing with each of the listed groups) of trust/confidence in police:

in 2008: overall proportion of agency workers dealing with listed groups who said they had trust/confidence in police = 83%

in 2009: overall proportion of agency workers dealing with listed groups who said they had trust/confidence in police = 82%

the overall proportion of agency workers dealing with listed groups who said they had trust/confidence in police decreased between 2008 and 2009

increase in perception of agency workers (dealing with each of the listed groups) of police understanding of the needs of their client population:

in 2008: overall proportion of agency workers dealing with listed groups who said police understanding of the needs of their clients was excellent or good = 44%

in 2009: overall proportion of agency workers dealing with listed groups who said police understanding of the needs of their clients was excellent or good = 36%

the overall proportion of agency workers dealing with listed groups who said police understanding of the needs of their clients was excellent or good decreased between 2008 and 2009

Strategy Update:

Continue educational programs within the community focusing on issues related to people with distinct needs:

➜ Build trust and confidence of people with distinct needs through better communication of police processes and procedures.

➜ Incorporate uniform police officers in educational opportunities within the community, thus working to remove barriers to communication and provide better access to police services and resources.

➜ Ensure police information is available in a format and form that addresses distinct needs (e.g. online versions for those with vision/hearing needs to improve user confidence in the process).

➜ Enhance police partnership with the various communities to reinforce the supportive role of the police.

During 2009: Relevant procedures incorporated into the Inspector promotional process by Staff Planning.   Employment Unit focused recruiting efforts with diverse communities. The Community Mobilization Unit (CMU) was committed to working with community partners to address seniors/mental health issues. CMU was committed to the Newcomer Outreach Program by providing information/resources on the services provided by the TPS.

Divisions were involved in a variety of initiatives to communicate police processes and procedures with identified groups. Divisions identified a number of programs administered in the community by uniform police officers that worked to remove barriers to communication and provide better access to police services and resources. Divisions administered a number of initiatives to enhance police partnerships with various communities.

Increase organizational awareness of groups with distinct needs:

➜ Invite participation of community members with distinct needs in the police training environment.

➜ Broaden the police understanding of people with distinct needs. This is to include, but is not limited to, training about accessibility issues.

➜ Conduct a comprehensive review to facilitate the removal of barriers, whether physical, architectural, information or communications, attitudinal, technological or policy/practice based.

➜ Engage people with distinct needs within their own setting to provide information on access to police resources.

During 2009:   Customized diversity training on Aboriginal people, seniors, newcomers, homeless people, and those with mental illness for unit commanders, unit complaint co-ordinators, coach officers, training sergeants, and recruits being reviewed by the Police College. A Diversity Conference was developed and held in September 2009.

The Police College reviewing possibility of engaging external experts relating to seniors, Aboriginal people, newcomers, homeless people, and those with mental illness to review and enhance existing training and educational material.

Community members from the identified groups participated in training at divisions. Training specific to persons with distinct needs has brought the most up-to-date information to front line officers regarding facts, policy, procedure and law. Divisions identified a variety of initiatives to engage people with distinct needs within their own settings and provide information.

Performance Objectives/Indicators:

♦ increase in perception of agency workers (dealing with each of the listed groups) of trust/confidence in police

proportion of agency workers who said they had trust/confidence in police:

work with:	2008	2009
Seniors	83%	83%
Aboriginal people	81%	83%
Newcomers	83%	82%
the Homeless	83%	80%
those with Mental Illness	84%	84%

the proportion of agency workers, dealing with seniors, who said they had trust/ confidence in police did not change between 2008 and 2009

the proportion of agency workers, dealing with Aboriginal people, who said they had trust/ confidence in police increased 2% between 2008 and 2009

the proportion of agency workers, dealing with newcomers, who said they had trust/ confidence in police decreased 1% between 2008 and 2009

the proportion of agency workers, dealing with the homeless, who said they had trust/ confidence in police decreased 3% between 2008 and 2009

the proportion of agency workers, dealing with those with mental illness, who said they had trust/confidence in police did not change between 2008 and 2009

♦ increase in perception of agency workers (dealing with each of the listed groups) of police understanding of the needs of their client population

proportion of agency workers who said police understanding of the needs of their clients was excellent or good:

work with:	2008	2009
Seniors	47%	35%
Aboriginal people	43%	36%
Newcomers	39%	35%
the Homeless	47%	36%
those with Mental Illness	44%	38%

the proportion of agency workers, dealing with seniors, who said police understanding of their clients' needs was excellent or good decreased 12% between 2008 and 2009

the proportion of agency workers, dealing with Aboriginal people, who said police understanding of their clients' needs was excellent or good decreased 7% between 2008 and 2009

the proportion of agency workers, dealing with newcomers, who said police understanding of their clients' needs was excellent or good decreased 4% between 2008 and 2009

the proportion of agency workers, dealing with the homeless, who said police understanding of their clients' needs was excellent or good decreased 11% between 2008 and 2009

the proportion of agency workers, dealing with those with mental illness, who said police understanding of their clients' needs was excellent or good decreased 6% between 2008 and 2009

PRIORITY: FOCUSING ON PEOPLE WITH DISTINCT NEEDS

Corporate Lead: Staff Superintendent, Central Field

GOAL: Ensure that all victims of violence, including the families and friends of victims, if appropriate, have access to victim services and support.

STRATEGIES:

Conduct a comprehensive review to ensure the physical, technological and other barriers are removed to ensure full participation by the community in Victim Services.	Increase organizational awareness about Victim Services resources available.	Increase awareness in the community of the existence of our programs and Victim Services resources.

Use media resources to disseminate police/Victim Services information, including, but not limited to, alternative languages media.	Enhance police involvement in newcomer outreach programs and initiatives to enhance crime reporting, crime prevention, Victim Services, and the role of police in the community.

PERFORMANCE OBJECTIVES/INDICATORS: SUMMARY INFORMATION

increase in the number of referrals to Victim Services:
    in 2008: number of referrals to Victim Services = 9,132

    in 2009: number of referrals to Victim Services = 8,748

        the number of referrals to Victim Services decreased between 2008 and 2009

Strategy Update:

Conduct a comprehensive review to ensure the physical, technological and other barriers are removed to ensure full participation by the community in Victim Services.
    During 2009: *no update available*

Increase organizational awareness about Victim Services resources available.
    During 2009: Divisions identified a variety of initiatives to increase awareness of Victim Services resources available.

Increase awareness in the community of the existence of our programs and Victim Services resources.
    During 2009: Divisions identified a variety of initiatives to increase awareness in the community of Victim Services resources available.

Use media resources to disseminate police/Victim Services information, including, but not limited to, alternative languages media.
    During 2009: Divisions identified the use of radio and local television to disseminate Victim Services information.

Enhance police involvement in newcomer outreach programs and initiatives to enhance crime reporting, crime prevention, Victim Services, and the role of police in the community.
During 2009: Divisions identified a variety of ways they were involved in newcomer outreach programs and other initiatives to enhance crime reporting and crime prevention.

Performance Objectives/Indicators:

♦ increase in the number of referrals to Victim Services

in 2008: number of referrals to Victim Services = 9,132

in 2009: number of referrals to Victim Services = 8,748

the number of referrals to Victim Services decreased 4.2% between 2008 and 2009

PRIORITY: TARGETING VIOLENCE, ORGANIZED CRIME, & GANGS

Corporate Lead: Staff Superintendent, Detective Services

GOAL: Reduce violent crime, especially shootings, and illegal gun activity.

STRATEGIES:

Develop a yearly and Toronto-specific threat assessment document, with quarterly updates, that identifies organized crime groups and their associates, focusing on those who engage in violence where firearms are involved.

Trace all seized firearms that are not registered in Canada through the US's Bureau of Alcohol, Tobacco, and Firearms (BATF). This information will assist in the identification and arrest of persons that traffic firearms to Toronto.

The Integrated Gun & Gang Task Force (GGTF) will continue to work in partnership with the Anti-Violence Response Teams, other TPS Units, and community members in support of TAVIS. Co-ordination of intelligence and resources will allow GGTF members to mobilize on a priority basis to effectively reduce crimes of violence, increase public safety, and improve the quality of life in neighbourhoods that experience high incidents of gun crime.

GGTF will co-ordinate and promote youth-focused community initiatives, by building on current programs and through the establishment of new partnerships that better address youth concerns and improve relationships with the police, thereby discouraging youth from participating in gangs and violent crime.

Encourage TPS members to engage in the debriefing of arrested persons, particularly in neighbourhoods experiencing violent crime.

Continue to promote Crime Stoppers as an effective way for the community to confidentially communicate their suspicions relating to the commission of violent crime in their neighbourhoods, particularly where gun violence is involved.

Given the mobility of organized crime groups and their associates that engage in violent crime, use the ACIIS database to more effectively share intelligence with policing partners outside the TPS.

PERFORMANCE OBJECTIVES/INDICATORS: SUMMARY INFORMATION

decrease in number of shootings:
   in 2008: number of shootings = 239

   in 2009: number of shootings = 257

      the number shootings increased between 2008 and 2009

increase in number of firearms seized [*]:
    in 2008: number of firearms seized = 1,373

    in 2009: number of firearms seized = 1,160

        the number of firearms seized decreased between 2008 and 2009

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decrease in rate of violent crime:
    in 2008: rate of violent crime = 11.8 per 1,000 population

    in 2009: rate of violent crime = 11.4 per 1,000 population

        the rate of violent crime decreased between 2008 and 2009

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

    in 2009: proportion of the community who thought the police did very or fairly well in dealing with gun crimes = 74%

        the proportion of the community who thought the police did well in dealing with gun crimes increased between 2008 and 2009

Strategy Update:

Develop a yearly and Toronto-specific threat assessment document, with quarterly updates, that identifies organized crime groups and their associates, focusing on those who engage in violence where firearms are involved.
    During 2009: The Integrated Gun and Gang Task Force participated by proving information to Intelligence Division to be loaded onto the threat assessment document.

Trace all seized firearms that are not registered in Canada through the US's Bureau of Alcohol, Tobacco, and Firearms (BATF). This information will assist in the identification and arrest of persons that traffic firearms to Toronto.
    During 2009: The Integrated Gun and Gang Task Force remained committed to our mandate to identify and take enforcement action against persons involved in the illegal movement of firearms, ammunition, and explosives. This included the offences of smuggling, trafficking, and the possession of 'crime guns'. The Firearm Enforcement Unit (FEU) maintained a good working relationship with all law enforcement agencies. In November 2009, the FEU embarked on project FOLKSTONE with the Provincial Weapons Enforcement Unit and York Region, and involving the seizure of handguns smuggled into Canada from the United States.

The Integrated Gun & Gang Task Force (GGTF) will continue to work in partnership with the Anti-Violence Response Teams, other TPS Units, and community members in support of TAVIS. Co-ordination of intelligence and resources will allow GGTF members to mobilize on a priority basis to effectively reduce crimes of violence, increase public safety, and improve the quality of life in neighbourhoods that experience high incidents of gun crime.
    During 2009: The Integrated Gun and Gang Task Force spent over 37,801 person-hours of enforcement assisting divisional anti-violence initiatives and de-briefing of arrested parties. The Integrated Gun and Gang Task Force has spent 20,477 person-hours of enforcement assisting the affected divisions in the northwest area of the city. The Investigative Support Section – Gang Unit was in constant contact with the divisional and TAVIS field intelligence officers, as well as

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[*] 'Firearms seized' includes firearms processed at the TPS Property & Evidence Management Unit – evidence or investigation.

with their counterparts in the GTA, with weekly meetings, communications via e-mail, lectures, and conference calls.

The Integrated Gun and Gang Task Force have also assisted Hold-up Squad, Homicide Squad and the Drug Squad in several arrests, search warrants, and surveillance. And, the unit participated in over 100 lectures in 2009, involving community groups, Toronto Police Service units, and other policing partners.

GGTF will co-ordinate and promote youth-focused community initiatives, by building on current programs and through the establishment of new partnerships that better address youth concerns and improve relationships with the police, thereby discouraging youth from participating in gangs and violent crime.

During 2009:   The Toronto Police Service is committed to work within the communities it serves to create safe school environments, and safe neighbourhoods where youth crime is minimized. In order to achieve these goals, the Service partnered with the Toronto District School Board and Henry's Camera for the Priority Voices initiative. The program was designed to empower the children and youth of Toronto, lending them a voice to be heard throughout the city.   The goal of this initiative was the creation of youth-generated public service messages that would focus on topics that those participating felt were an issue in their community.

Students from 13 designated schools within priority neighbourhoods were invited to participate in the initiative – each of the schools was asked to create and submit a video and/or poster. These submissions provided those participating with the opportunity to promote their schools and neighbourhoods, tackle issues relevant to their demographic, and communicate concerns in a forum other youth can relate to. The Priority Voices initiative reached out to the youth of Toronto and encouraged them to become involved. The initiative also gave youth the opportunity to address issues that exist within their own communities, from drugs, bullying (and cyber bullying) to domestic, gang and gun problems in their communities.

Project Advisory Committee – Youth Gang Prevention Pilot Project: The Youth Gang Prevention Pilot Project (YGPPP) is a three year, approximately $5 million dollar, pilot project funded by the National Crime Prevention Centre through the Youth Gang Prevention Fund, which supports youth who are at risk of becoming involved in gang activity or are already gang-involved. The project will work collaboratively with parents, schools and the community to provide the most effective intervention strategies possible that strengthen protective factors for youth aged 13-24 in 3 communities. The project will also increase community awareness of the risk factors associated with youth gangs.

Encourage TPS members to engage in the debriefing of arrested persons, particularly in neighbourhoods experiencing violent crime.

During 2009:   The Investigative Support Section – Gang Unit debriefed nearly 400 accused parties in relation to the ongoing gun and gang violence. They have disseminated the information learned from the parties to Intelligence, TAVIS, and the involved divisions.

Continue to promote Crime Stoppers as an effective way for the community to confidentially communicate their suspicions relating to the commission of violent crime in their neighbourhoods, particularly where gun violence is involved.

During 2009:   The Integrated Gun and Gang Task Force was assigned 283 Crime Stoppers occurrences to follow up on in 2009. Of those, 120 were investigated and concluded by way of arrest or with no substantiated charges by the unit.

Given the mobility of organized crime groups and their associates that engage in violent crime, use the ACIIS database to more effectively share intelligence with policing partners outside the TPS.

During 2009:   The GGTF spent over 2,254 hours in on-going joint investigations with partner agencies in the GTA. There is currently a process where monthly meetings will be taking place with gun and gang units throughout the GTA. This will ensure information sharing between partner agencies to better tract and monitor gang activities. All Project Investigations are provided to the Intelligence Division for loading into ACIIS.

Performance Objectives/Indicators:

♦   decrease in number of shootings

   in 2008: number of shootings = 239

   in 2009: number of shootings = 257

   the number of shootings increased 7.5% between 2008 and 2009

♦   increase in number of firearms seized [*]

   in 2008: number of firearms seized = 1,373

   in 2009: number of firearms seized = 1,160

   the number of firearms seized decreased 15.5% between 2008 and 2009

♦   decrease in rate of violent crime

   in 2008: rate of violent crime = 11.8 per 1,000 population

   in 2009: rate of violent crime = 11.4 per 1,000 population

   the rate of violent crime decreased 3.4% between 2008 and 2009

♦   increase in community perception of police effectiveness in dealing with gun crimes

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

   in 2009: proportion of the community who thought the police did very or fairly well in dealing with gun crimes = 74%

   the proportion of the community who thought the police did well in dealing with gun crimes increased 1% between 2008 and 2009

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[*] 'Firearms seized' includes firearms processed at the TPS Property & Evidence Management Unit – evidence or investigation.

PRIORITY: TARGETING VIOLENCE, ORGANIZED CRIME, & GANGS

Corporate Lead: Staff Superintendent, Detective Services

GOAL: Reduce the availability and impact of drug activity on neighbourhoods.

STRATEGIES:

Use the Intelligence Division's threat assessment document to focus enforcement resources towards organized crime groups and individuals who engage in the production and distribution of illicit drugs and pose the greatest risk to the residents of Toronto.

The Toronto Drug Squad will continue efforts to raise awareness about illicit drugs and provide education to front-line officers and community members.

The Toronto Drug Squad will enhance working relationships with divisions, Anti-Violence Response Teams, Proceeds of Crime, and law enforcement agencies throughout Canada and the US in order to enforce illegal drug activity at all levels.

The Toronto Drug Squad will continue to work closely with existing partners, while seeking opportunities to develop new partnerships in order to best address drug problems in Toronto neighbourhoods.

Promote Crime Stoppers in the media as an effective means for community members to confidentially communicate their suspicions to the police, especially relating to the production and distribution of illicit drugs or to the existence of crack houses and marijuana grow-ops.

Enhance intelligence sharing as it relates to the production and distribution of illicit drugs with policing partners outside the TPS.

PERFORMANCE OBJECTIVES/INDICATORS: SUMMARY INFORMATION

increase in number of persons charged with drug offences:
in 2008:   number of persons charged with drug offences = 6,789

in 2009:   number of persons charged with drug offences = 6,286

the number of persons charged with drug offences decreased between 2008 and 2009

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decrease in proportion of community concerned about drugs in their neighbourhood:
in 2008:   proportion of community concerned about drugs in their neighbourhood = 56%

in 2009:   proportion of community concerned about drugs in their neighbourhood = 58%

the proportion of the community concerned about drugs in their neighbourhood increased between 2008 and 2009

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increase in community perception of police effectiveness in enforcing drug laws:
in 2008:   proportion of the community who thought the police did very or fairly well in enforcing drug laws = 68%

in 2009:   proportion of the community who thought the police did very or fairly well in enforcing drug laws = 70%

the proportion of the community who thought the police did well in enforcing drug laws increased between 2008 and 2009

Strategy Update:

Use the Intelligence Division's threat assessment document to focus enforcement resources towards organized crime groups and individuals who engage in the production and distribution of illicit drugs and pose the greatest risk to the residents of Toronto.

During 2009: In response to the Toronto Police Service's 2009 Threat Assessment, the Drug Squad's Major Drug Section identified and targeted the number one ranked organization. This organization was identified as having an extensive knowledge of chemicals and using this expertise to set up Ecstasy labs, as well as being heavily involved with drug importation and trafficking. The Drug Squad continue to work with other GTA police services to deal with this criminal organization.

The Toronto Drug Squad will continue efforts to raise awareness about illicit drugs and provide education to front-line officers and community members.

During 2009: Drug Squad members continue to attend divisions on training days to lecture platoon members about drug information (e.g. recognition and seizure of drugs, search warrants, exhibit submissions, what to do when encountering a clandestine lab/grow operation, etc.). The Drug Squad's Crime Analyst also now prepares a report which encompasses statistical information pertaining to arrests, drug seizures, hours that drug officers have dedicated to each division and reports on emerging trends. This report is provided to every divisional unit commander on a monthly basis.

Members from the Drug Squad were invited by various community groups to speak about drug trends and problems. Additionally, Drug Squad members developed a strong partnership with the media. Communication with the media about issues pertaining to drug trends, drug abuse, asset seizure, etc., are now reported on an ongoing basis.

The Unit Commander represents the Service on the Narcotics Advisory Panel, the College of Physicians and Surgeons of Ontario Opioid Working Group, the Provincial Advisory Group on Marijuana Grow Operations and the Toronto Drug Strategy. These committees meet on a monthly basis and review and address emerging trends and problems associated with illicit and prescription drugs.

The Toronto Drug Squad will enhance working relationships with divisions, Anti-Violence Response Teams, Proceeds of Crime, and law enforcement agencies throughout Canada and the US in order to enforce illegal drug activity at all levels.

During 2009: Members of the Drug Squad street teams attend divisional management meetings on a regular basis, and help to create joint strategies to address divisional drug problems. Members participated in several large divisional projects throughout the year. Also in 2009, the Drug Squad dedicated several teams of officers to 2 TAVIS initiatives, Project Springclean and Project Winterstorm.

In addition, Drug Squad Detective Sergeants attend weekly meetings with Field Intelligence Officers, members of TAVIS and GGTF. Intelligence information is exchanged on an ongoing basis.

In 2009, the Proceeds of Crime unit was moved from the Intelligence Division to the Drug Squad. A majority of drug investigations involve seizures of 'offence related property' and the proximity of the Proceeds unit has formed a valuable partnership between the two units.

The Toronto Drug Squad will continue to work closely with existing partners, while seeking opportunities to develop new partnerships in order to best address drug problems in Toronto neighbourhoods.

During 2009: As noted above, Drug Squad members participated in many projects and major investigations throughout the year with existing partners. The Drug Squad also had the opportunity to collaborate with new partners due to a recognized increase in the abuse of prescription drugs, as well as an increase in the number of marijuana grow operations in Toronto neighbourhoods. New partnerships have been established with the Ministry of Health – Ontario Drug Benefit Plan, the College of Physicians & Surgeons, the Centre for Addiction & Mental Health, and the City of Toronto's Finance Department.

Promote Crime Stoppers in the media as an effective means for community members to confidentially communicate their suspicions to the police, especially relating to the production and distribution of illicit drugs or to the existence of crack houses and marijuana grow-ops.

During 2009: The Drug Squad's Clandestine Lab Unit has established a working relationship with a number of media agencies. Press releases are broadcast for every major lab and/or grow operation that is identified and dismantled. At the same time, the public is reminded of the danger related to these operations and are encouraged to use the Crime Stoppers program to report suspicions.

Enhance intelligence sharing as it relates to the production and distribution of illicit drugs with policing partners outside the TPS.

During 2009: The Drug Squad has a strong working relationship with the Canadian Border Services Agency, with a full-time member working in the Drug Squad building. The Major Projects Section also has a close working relationship with the RCMP, since most of their investigations involve organized crime groups who operate throughout North America and overseas.

The Drug Squad has a level 1 membership with CISO and participates in District and Operational meetings throughout the year. Additionally, several of the Drug Squad undercover officers are called upon to assist in CISO investigations throughout the province.

Every year, a Major Cities Chiefs Organization Drug Conference is held for officers who oversee Drug Units. The Toronto Drug Squad's Unit Commander attends this conference every year as it is an excellent opportunity to network with officers from various parts of the US and Canada and exchange information pertaining to trends and issues surrounding the illicit drug trade.

Performance Objectives/Indicators:

♦ increase in number of persons charged with drug offences

in 2008: number of persons charged with drug offences = 6,789

in 2009: number of persons charged with drug offences = 6,286

the number of persons charged with drug offences decreased 7.4% between 2008 and 2009

♦   decrease in proportion of community concerned about drugs in their neighbourhood

in 2008: proportion of community concerned about drugs in their neighbourhood = 56%

in 2009: proportion of community concerned about drugs in their neighbourhood = 58%

the proportion of community concerned about drugs in their neighbourhood increased 2% between 2008 and 2009

♦   increase in community perception of police effectiveness in enforcing drug laws

in 2008: proportion of the community who thought the police did very or fairly well in enforcing drug laws = 68%

in 2009: proportion of the community who thought the police did very or fairly well in enforcing drug laws = 70%

the proportion of the community who thought the police did well in enforcing drug laws increased 2% between 2008 and 2009

PRIORITY: DELIVERING INCLUSIVE POLICE SERVICES

Corporate Lead: Staff Superintendent, Professional Standards

GOAL: Focusing on interactions with others:
(a) Provide policing to and/or interact with members of the community in a professional, non-biased manner, and (b) ensure interactions with other Service members are professional, non-biased, and respectful.

STRATEGIES:

Use the information obtained from the Corporate Planning annual community perception survey and personnel survey to assess perceptions and trends.	Publish material internally and externally on the Service's commitment to fair and equitable policies.	Conduct a review of incivility complaints towards the public to determine the circumstances surrounding the complaint and implement appropriate solutions.

PERFORMANCE OBJECTIVES/INDICATORS: SUMMARY INFORMATION

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increase in community perception of professionalism during contact with police:
    in 2008: proportion who rated the officer's professionalism as excellent or good = 73%

    in 2009: proportion who rated the officer's professionalism as excellent or good = 64%

        the proportion who rated the officer's professionalism as excellent or good decreased between 2008 and 2009

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

    in 2009: proportion of community who said they believed Toronto police officers targeted members of minority or ethnic groups for enforcement = 16%

        the proportion of the community who said they believed Toronto police officers targeted members of minority or ethnic groups for enforcement decreased between 2008 and 2009

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decrease in member perception of internal discrimination:
    in 2008: proportion of Service members who agreed with the statement "I believe there is a lot of discrimination within the Service" = 35%

    in 2008: proportion of Service members who agreed with the statement "I believe there is a lot of discrimination within the Service" = 37%

        the proportion of Service members who agreed with the statement "I believe there is a lot of discrimination within the Service" increased between 2008 and 2009

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decrease in number of internal complaints related to harassment and discrimination:
    in 2008: 22

    in 2009: 17

        the number of internal complaints related to harassment and discrimination decreased between 2008 and 2009

Strategy Update:

Use the information obtained from the Corporate Planning annual community perception survey and personnel survey to assess perceptions and trends.
During 2009: Ongoing. Corporate Planning has advised that the 2009 survey results should be available early in 2010.

Publish material internally and externally on the Service's commitment to fair and equitable policies.
During 2009: Completed. Under the direction of Staff Superintendent Corrie and Staff Superintendent Federico, and in partnership with the Public Information Unit, a newspaper insert was developed on Fair and Equitable Policing. The insert was distributed through a company called Inside Toronto on May 15, 2009. Inside Toronto is responsible for printing 10 community newspapers which reach 460,000 households through direct delivery. The insert was also distributed through the Canadian Immigrant magazine on May 27, 2009, which has a distribution of 50,000. Additionally, copies of this insert were distributed to each division across the city to be made available to members of the public. Finally, the insert was posted on the websites of Inside Toronto and the Toronto Police Service.

The insert highlighted some of what the Service is doing in its commitment to fair and equitable policing, and included: a message from Chief Blair, information on community mobilization and how residents can become involved, information on the Human Rights Project Charter, information on how the Service has enhanced how the public can bring forward their feedback and concerns about interactions with Service members, information on the diversity of our recent hires, a TAVIS update, the 2008 seven major crime indicators, and an update on School Resource Officers.

Conduct a review of incivility complaints towards the public to determine the circumstances surrounding the complaint and implement appropriate solutions.
During 2009: Ongoing. The report was delivered to Executive Command in December 2009 for review.

Performance Objectives/Indicators:

♦ increase in community perception of professionalism during contact with police

in 2008: proportion who rated the officer's professionalism as excellent or good = 73%

in 2009: proportion who rated the officer's professionalism as excellent or good = 64%

the proportion who rated the officer's professionalism as excellent or good decreased 9% between 2008 and 2009

♦ decrease in proportion of community who believe that Toronto police officers target members of minority or ethnic groups for enforcement

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

in 2009: proportion of community who said they believed Toronto police officers targeted members of minority or ethnic groups for enforcement = 16%

the proportion of the community who said they believed Toronto police officers targeted members of minority or ethnic groups for enforcement decreased 5% between 2008 and 2009

♦ decrease in member perception of internal discrimination

in 2008: proportion of Service members who agreed with the statement "I believe there is a lot of discrimination within the Service" = 35%

in 2009: proportion of Service members who agreed with the statement "I believe there is a lot of discrimination within the Service" = 37%

the proportion of proportion of Service members who agreed with the statement "I believe there is a lot of discrimination within the Service" increased 2% between 2008 and 2009

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

in 2008: 22

in 2009: 17

the number of internal complaints related to harassment and discrimination decreased 22.7% between 2008 and 2009

PRIORITY: DELIVERING INCLUSIVE POLICE SERVICES

Corporate Lead: Staff Superintendent, Professional Standards

**GOAL: Focusing on recruitment, retention, and promotion issues:
(a) Work to recruit, retain, and promote members so that the Service reflects the diversity of the community, and (b) provide career-pathing/career planning guidance to Service members.**

STRATEGIES:

Run focus groups in communities to identify barriers to application and/or hiring.	Identify the traditionally disadvantaged groups across the Service, and provide systems of mentoring that will support leadership, career development, and promotion.	Perform a comprehensive review of the tools and processes around exit interviews; create a methodologically sound, comprehensive system, and identify issues and trends within the Service.	Support and encourage the establishment of Internal Support Networks.

PERFORMANCE OBJECTIVES/INDICATORS: SUMMARY INFORMATION

increase in number of uniform and civilian applicants who are women:
Number of Applicants as of December 31st:

		2008	**2009**
Women	Uniform	117	142
	Civilian	1,575	1,971

**the number of uniform applicants who were women increased between 2008 and 2009
the number of civilian applicants who were women increased between 2008 and 2009**

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increase in number of uniform and civilian applicants who are visible minority:
Number of Applicants as of December 31st:

		2008	**2009**
Visible Minority	Uniform	342	458
	Civilian	1,934	2,194

**the number of uniform applicants who were visible minority increased between 2008 and 2009
the number of civilian applicants who were visible minority increased between 2008 and 2009**

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decrease in number of uniform members and civilian members who resign from the Service:
Number of Resignations as of December 31st:

	2008	**2009**
Uniform	101	65
Civilian	33	32

**the number of uniform members who resigned decreased between 2008 and 2009
the number of civilian members who resigned decreased between 2008 and 2009**

increase in proportion of women and visible minority officers in the sergeant/staff sergeant and senior officer ranks:
Proportions as of December 31st:

		2008	**2009**
Sergeants/Staff Sergeants	Women	15.2%	15.7%
	Visible Minority	9.3%	11.0%
Senior Officers	Women	15.2%	13.9%
	Visible Minority	10.1%	11.9%

the proportion of sergeants/staff sergeants who were women increased between 2008 and 2009
the proportion of senior officers who were women decreased between 2008 and 2009

the proportion of sergeants/staff sergeants who were visible minority increased between 2008 and 2009
the proportion of senior officers who were visible minority increased between 2008 and 2009

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increase in member awareness of available career planning guidance and information:
in 2008: proportion of members who said they had access to career planning guidance and information = 55%

in 2009: proportion of members who said they had access to career planning guidance and information = 57%

the proportion of members who said they had access to career planning guidance and information increased between 2008 and 2009

Strategy Update:

Run focus groups in communities to identify barriers to application and/or hiring.
During 2009: On-going. This strategy was addressed through Project Charter; the implementation leader is the Staff Inspector in charge of the Employment Unit. To-date, three focus groups have been convened: a focus group with currently serving visible minority female TPS uniform members, a focus group with community organizations, and a focus group with potential applicants.

Identify the traditionally disadvantaged groups across the Service, and provide systems of mentoring that will support leadership, career development, and promotion.
During 2009: Completed. This strategy is being addressed through Project Charter. It was addressed in conjunction with issue 2-1, which reads "Undertake a formal, inclusive design review of all TPS systems and practices with a focus on the needs of the disabled, racialized and religious groups, women and the LGBT community". One of the initiatives in issue 2-1 was the creation of Internal Support Networks. Written into the Charter of all established ISNs are the following objectives: assistance in recruitment, mentoring of members, increasing promotions and developmental opportunities for members, and social and community involvement. To date, four groups have fully chartered: Black, South Asian, Filipino, and East Asian. The Project Charter Human Rights committee considers this strategy to be completed.

Perform a comprehensive review of the tools and processes around exit interviews; create a methodologically sound, comprehensive system, and identify issues and trends within the Service.
During 2009: On-going. This strategy is being addressed through the Human Rights Project Charter. A committee of key stakeholders has been formed within the Service and they are currently reviewing best practices and actual exit interviews at 15 other organizations. As well, a need assessment is being conducted into the types of information the TPS would like to gather from these interviews.

Support and encourage the establishment of Internal Support Networks.
During 2009: Completed. The issue of ISNs is being addressed through the Human Rights Project Charter. The ISN initiative began as a business case prepared by the Diversity Management Unit, which included a rationale to support the Service's traditionally disadvantaged groups by empowering them to form together as formal support networks. These networks were seen as a method to ensure the organization was: fully inclusive, retaining and attracting diversity, and ensuring that traditionally disadvantaged groups had all the benefits normally afforded the majority group through informal processes.

This initiative, along with the Project Charter and other initiatives, has resulted in the Toronto Police Service being voted as one of the top diversity employers in Canada. The approval for ISNs to exist was announced in September 2008 and four groups have already fully chartered: Black, South Asian, East Asian, and Filipino. As addressed in strategy 2 above, the Human Rights Project Charter committee considers this strategy to now be complete.

Performance Objectives/Indicators:

♦ increase in number of uniform and civilian applicants who are women

Number of Applicants as of December 31st:

		2008	**2009**
Women	Uniform	117	142
	Civilian	1,575	1,971

the number of uniform applicants who were women increased 21.4% between 2008 and 2009

the number of civilian applicants who were women increased 25.1% between 2008 and 2009

♦ increase in number of uniform and civilian applicants who are visible minority

Number of Applicants as of December 31st:

		2008	**2009**
Visible Minority	Uniform	342	458
	Civilian	1,934	2,194

the number of uniform applicants who were visible minority increased 33.9% between 2008 and 2009

the number of civilian applicants who were visible minority increased 13.4% between 2008 and 2009

♦ decrease in number of uniform members and civilian members who resign from the Service

Number of Resignations as of December 31st:

	2008	**2009**
Uniform	101	65
Civilian	33	32

the number of uniform members who resigned decreased 35.6% between 2008 and 2009

the number of civilian members who resigned decreased 3.0% between 2008 and 2009

♦ increase in proportion of women and visible minority officers in the sergeant/staff sergeant and senior officer ranks

Proportions as of December 31st:

		2008	**2009**
Sergeants/Staff Sergeants	Women	15.2%	15.7%
	Visible Minority	9.3%	11.0%
Senior Officers	Women	15.2%	13.9%
	Visible Minority	10.1%	11.9%

the proportion of sergeants/staff sergeants who were women increased 0.5% between 2008 and 2009

the proportion of senior officers who were women decreased 1.3% between 2008 and 2009

the proportion of sergeants/staff sergeants who were visible minority increased 1.7% between 2008 and 2009

the proportion of senior officers who were visible minority increased 1.8% between 2008 and 2009

♦ increase in member awareness of available career planning guidance and information

in 2008: proportion of members who said they had access to career planning guidance and information = 55%

in 2009: proportion of members who said they had access to career planning guidance and information = 57%

the proportion of members who said they had access to career planning guidance and information increased 2% between 2008 and 2009

PRIORITY: ADDRESSING COMMUNITY SAFETY ISSUES

Corporate Lead: Director, Corporate Services

GOAL: Improve the Service's capacity to plan for, prevent, mitigate, respond to, and/or recover from emergency incidents.

STRATEGIES:

Review and make recommendations for changes to TPS policies, procedures, and practices relating to emergency preparedness.	Establish a TPS Emergency Preparedness Committee that represents all command areas, to co-ordinate a Service-wide approach to emergency preparedness and business continuity.	Introduce the Incident Command System (ICS) as the emergency management model for use in the TPS.	Develop a security assessment model and operational planning methodology for all major threats and/or actual emergency incidents.

Performance Objectives/Indicators: Summary Information

develop an Incident Management System database:

> **database developed**

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increase in proportion of Service units with a continuity plan that was reviewed/updated at least once in the past 12 months:
during 2008:   proportion of Service units that reviewed/updated their continuity plan = 100%

during 2009:   proportion of Service units that reviewed/updated their continuity plan = 92%

> **the proportion of Service units with reviewed/updated continuity plans decreased between 2008 and 2009**

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number of after-action debriefing recommendations approved by the Emergency Preparedness Committee:
during 2008:   number of after-action debriefing recommendations approved by EPC = 24

during 2009:   number of after-action debriefing recommendations approved by EPC = 27

> **the number of after-action debriefing recommendations approved by the Emergency Preparedness Committee increased between 2008 and 2009**

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increase in number of approved debriefing recommendations that are implemented:
during 2008:   number of approved debriefing recommendations that were implemented = 9

during 2009:   number of approved debriefing recommendations that were implemented = 26

> **the number of approved debriefing recommendations that were implemented increased between 2008 and 2009**

Strategy Update:

Review and make recommendations for changes to TPS policies, procedures, and practices relating to emergency preparedness.

During 2009: Ten TPS procedures relating to Emergencies & Hazardous Incidents have been reviewed and updated to reflect an emergency preparedness and incident command system focus. Four procedures remain outstanding for review completion. In 2009, a TPS Emergency Preparedness Review Team was tasked with analyzing the Service's level of emergency preparedness and operational readiness, and recommending a course of action. A final report containing 29 recommendations was presented to the Chief and Command in December 2009.

Establish a TPS Emergency Preparedness Committee that represents all command areas, to co-ordinate a Service-wide approach to emergency preparedness and business continuity.

- **During 2009:** The Emergency Preparedness Committee (EPC) serves as the corporate focal point for developing a Service-wide emergency preparedness culture. The top priorities for the EPC included championing the Emergency Preparedness Review, developing an EPC communications strategy that ensures internal/external mass communications capability, developing a 72-hour checklist ensuring TPS operational readiness and business continuity, and developing the TPS Pandemic Plan. The Committee continues to monitor these issues with the goal of strategically enhancing the Service's state of emergency preparedness and operational readiness. The need to maintain business continuity is filtering throughout the Service.

Introduce the Incident Command System (ICS) as the emergency management model for use in the TPS.

During 2009: The majority of EPC members completed on-line training in ICS 100 as offered by the Justice Institute of British Columbia. Other key members of the TPS, including planners, EPRT members, investigators, etc., were also afforded the opportunity to take this training early in 2009. In March 2009, all members of the Incident Command Cadre (ICC) completed the ICS 400 level training. Public Safety & Emergency Management (PS&EM) practises the ICS/IMS model on an ongoing basis. The ICS model was employed successfully during the Tamil demonstrations in the spring of 2009. IMS 100 is included in uniform supervisors' training courses.

Develop a security assessment model and operational planning methodology for all major threats and/or actual emergency incidents.

During 2009: The EPC has undertaken the task of implementing a threat/security assessment process and risk matrix. Progress on developing and using Project Sentry is underway. Project Sentry is an initiative of the TPS Intelligence Division based upon Project Nexus from the NYPD and adapted to Toronto's needs. It involves an information-gathering process similar to Neighbourhood Watch and Crime Prevention, and is meant to gather, analyze, and operationalize terrorist information from both the community and TPS members.

Performance Objectives/Indicators:

♦ develop an Incident Management System database

the database was developed

♦ increase in proportion of Service units with a continuity plan that was reviewed/updated at least once in the past 12 months

during 2008: proportion of Service units that reviewed/updated their continuity plan = 100%

during 2009: proportion of Service units that reviewed/updated their continuity plan = 92%

the proportion of Service units with reviewed/updated continuity plans decreased 8% between 2008 and 2009

♦ number of after-action debriefing recommendations approved by the Emergency Preparedness Committee

during 2008: number of after-action debriefing recommendations approved by EPC = 24

during 2009: number of after-action debriefing recommendations approved by EPC = 27

the number of after-action debriefing recommendations approved by the Emergency Preparedness Committee increased 12.5% between 2008 and 2009

♦ increase in number of approved debriefing recommendations that are implemented

during 2008: number of approved debriefing recommendations that were implemented = 9

during 2009: number of approved debriefing recommendations that were implemented = 26

the number of approved debriefing recommendations that were implemented increased 188.9% between 2008 and 2009

PRIORITY: ADDRESSING COMMUNITY SAFETY ISSUES

Corporate Lead: Director, Corporate Services

GOAL: Promote an understanding within the community of actual levels of crime and safety.

STRATEGIES:

Review current methods of sharing crime information with the community (including Badge, the Internet, CPLCs/Community Consultative Committees) and identify and implement additional methods of sharing information in such a way as to allow the community easy access to that information (e.g. TPS Links, community crime inserts, new marketing strategies, etc.).	Review and improve the Service's crime statistics website to make the information more timely and user-friendly, and to assist community members in comparing their neighbourhood crime picture against the city's crime picture, as well as link related information, such as crime prevention tips.

Performance Objectives/Indicators: Summary Information

increase in proportion of community who say they received or were made aware of information on crime levels in their neighbourhood:

in 2008: proportion of community who said they received or were made aware of information about level of crime in their neighbourhood = 23%

in 2009: proportion of community who said they received or were made aware of information about level of crime in their neighbourhood = 12%

the proportion of community who said the received or were made aware of information about crimes in their neighbourhoods decreased between 2008 and 2009

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decrease in difference between community perception of safety in neighbourhoods and community perception of safety in the city overall:

in 2008: proportion of community who said they felt safe in their neighbourhood = 90%
proportion of community who said they felt Toronto was safe = 83%
difference = 7%

in 2009: proportion of community who said they felt safe in their neighbourhood = 90%
proportion of community who said they felt Toronto was safe = 86%
difference = 4%

the difference between community perception of safety in neighbourhoods and community perception of safety in the city overall got smaller between 2008 and 2009

Strategy Update:

Review current methods of sharing crime information with the community (including Badge, the Internet, CPLCs/Community Consultative Committees) and identify and implement additional methods of sharing information in such a way as to allow the community easy access to that information (e.g. TPS Links, community crime inserts, new marketing strategies, etc.).

During 2009: The Service continued to explore additional methods of providing crime data to the public. Various social media resources are being evaluated for their potential to reach younger age groups.

Review and improve the Service's crime statistics website to make the information more timely and user-friendly, and to assist community members in comparing their neighbourhood crime picture against the city's crime picture, as well as link related information, such as crime prevention tips.

During 2009: Interactive neighbourhood crime mapping technology is being explored. This technology may provide the foundation for a more user-friendly, public facing neighbourhood crime mapping portal. The potential for external sources to host Service neighbourhood crime maps is also being examined.

Performance Objectives/Indicators:

◆ increase in proportion of community who say they received or were made aware of information on crime levels in their neighbourhood

in 2008: proportion of community who said they received or were made aware of information about level of crime in their neighbourhood = 23%

in 2009: proportion of community who said they received or were made aware of information about level of crime in their neighbourhood = 12%

the proportion of the community who said they received or were made aware of information about crimes in their neighbourhood decreased 11% between 2008 and 2009

◆ decrease in difference between community perception of safety in neighbourhoods and community perception of safety in the city overall:

in 2008: proportion of community who said they felt safe in their neighbourhood = 90%
proportion of community who said they felt Toronto was safe = 83%
difference = 7%

in 2009: proportion of community who said they felt safe in their neighbourhood = 90%
proportion of community who said they felt Toronto was safe = 86%
difference = 4%

the difference between community perception of safety in neighbourhoods and community perception of safety in the city overall got smaller (by 3%) between 2008 and 2009

PRIORITY: ADDRESSING COMMUNITY SAFETY ISSUES

Corporate Lead: Director, Corporate Services

GOAL: Improve the Service's ability to analyze crimes committed using technology (computer-assisted crimes), particularly fraud and identity theft.

STRATEGIES:

Assess the Service's current ability to capture data electronically with regard to computer-assisted fraud offences and hate crime offences. *(year 1)*	Review the Service's definitions and coding guidelines as they relate to computer-assisted fraud, identity theft, hate crime, and other computer-assisted offences (e.g. pornography, child abuse, etc.), and ensure consistency among definitions. *(year 1)*	Implement necessary changes to databases/ systems and internal coding guidelines, and provide training to front-line members and investigators (specifically fraud investigators) regarding the revisions. *(year 1 and 2)*

Performance Objectives/Indicators: Summary Information

Service ability to track occurrences of computer-assisted frauds, computer-assisted identity theft, and computer assisted hate-crime:

> **computer-assisted frauds, identity theft – under development**
> **computer-assisted hate crime – ability available**

increase in number of reported computer-assisted frauds:
  in 2008:   number of computer-assisted frauds reported = n/a

  in 2009:   number of computer-assisted frauds reported = n/a

  the number of computer-assisted frauds will not be available until first objective has been completed

increase in number of reported computer-assisted identity thefts:
  in 2008:   number of computer-assisted identity thefts reported = n/a

  in 2009:   number of computer-assisted identity thefts reported = n/a

  the number of computer-assisted identity thefts will not be available until first objective has been completed

Strategy Update:

Assess the Service's current ability to capture data electronically with regard to computer-assisted fraud offences and hate crime offences. *(year 1)*
  During 2009: Assessments of the current capability to capture data electronically in relation to computer-assisted fraud, identity theft, and hate crime have been completed. Where appropriate reminders to members and/or additional quality control processes have been put in place to ensure these electronic markers/flags are used to identify computer-assisted crimes in relation to fraud offences and hate crimes.

Review the Service's definitions and coding guidelines as they relate to computer-assisted fraud, identity theft, hate crime, and other computer-assisted offences (e.g. pornography, child abuse, etc.), and ensure consistency among definitions. *(year 1)*

> **During 2009:** A review of definitions and coding guidelines as they relate to computer-assisted fraud, identity theft, and hate crime has been completed. Definitions of computer-assisted frauds have been expanded and are awaiting implementation.

Implement necessary changes to databases/systems and internal coding guidelines, and provide training to front-line members and investigators (specifically fraud investigators) regarding the revisions. *(year 1 and 2)*

> **During 2009:** New *Criminal Code* offences regarding Identity Theft (Criminal Code sections 56.1 and 402.2) and Identity Fraud (Criminal Code section 403) have been passed into legislation and are scheduled for future updates to eCOPS. These new *Criminal Code* offences will provide clarity in respect to choosing proper offence types and will simplify the statistical reporting process.

Performance Objectives/Indicators:

♦ Service ability to track occurrences of computer-assisted frauds, computer-assisted identity theft, and computer assisted hate-crime

> **in 2009:**
> Fraud Squad assisting with the expansion of eCOPS to capture greater detail required.
>
> **computer-assisted frauds, identity theft – under development (as above)**
> **computer-assisted hate crime – ability available**

♦ increase in number of reported computer-assisted frauds

> **in 2008:** number of computer-assisted frauds reported = n/a
>
> **in 2009:** number of computer-assisted frauds reported = n/a
>
> **the number of computer-assisted frauds will not be available until first objective has been completed**

♦ increase in number of reported computer-assisted identity thefts

> **in 2008:** number of computer-assisted identity thefts reported = n/a
>
> **in 2009:** number of computer-assisted identity thefts reported = n/a
>
> **the number of computer-assisted identity thefts will not be available until first objective has been completed**

PRIORITY: ADDRESSING COMMUNITY SAFETY ISSUES

Corporate Lead: Director, Corporate Services

> **GOAL: Encourage increased reporting of hate crimes and improve satisfaction with police response to hate crimes.**

STRATEGIES:

Increase communication and information-sharing with the Divisional Hate Crime Co-ordinators, the Field Intelligence Officers, the Community Mobilization unit, and the School Liaison Officers, relating to hate crime trends and victimization.	Create a community resource list of individuals, groups, and organizations involved in dealing with hate, for distribution to frontline officers (including the identification of other community/government resources providing support to victims of hate crime, education on hate crime, and/or enforcement tools for hate-related issues).	Strengthen partnerships with local, regional, and national agencies that deal with the training, enforcement, provision of victim services, and/or the prosecution of hate crime, by increasing frequency of meetings and collaborative efforts. Included partners are the local Boards of Education, Ministry of the Attorney General Victim Services, Human Rights Commissions, university and college administrations, and security and student associations/unions.

Performance Objectives/Indicators: Summary Information

increase in perception of agency workers of police effectiveness in dealing with hate crimes:
in 2008:   proportion of agency workers who said police were effective in dealing with hate crimes = 67%

in 2009:   proportion of agency workers who said police were effective in dealing with hate crimes = 77%

the proportion of agency workers who said police were effective in dealing with hate crimes increased between 2008 and 2009

increase in perception of agency workers of victim satisfaction with police response to hate crimes:
in 2008:   proportion of agency workers who said they felt victims were satisfied with police response to hate crimes = 67%

in 2009:   proportion of agency workers who said they felt victims were satisfied with police response to hate crimes = 62%

the proportion of agency workers who said they felt victims were satisfied with police response to hate crimes decreased between 2008 and 2009

increase in number of hate crime occurrences reported to police:
in 2008:   number of hate crime occurrences reported to police = 153

in 2009:   number of hate crime occurrences reported to police = 174

the number of hate crime occurrences reported to police increased between 2008 and 2009

Strategy Update:

Increase communication and information-sharing with the Divisional Hate Crime Co-ordinators, the Field Intelligence Officers, the Community Mobilization unit, and the School Liaison Officers, relating to hate crime trends and victimization.

During 2009: The Hate Crime Unit (HCU) continued to meet and share information with the four identified partners in this strategy (e.g., the HCU introduced quarterly meetings with Hate Crime Co-ordinators in November 2009; the HCU held a hate crime training session with the Field Intelligence Officers in October 2009; and there were joint efforts with the Community Mobilization Unit to increase communication and information sharing in relation to hate crime in the following areas: presentations/lectures to Service members and community groups, facilitating introductions to community groups targeted by hate crime, assisting with security assessments).

Create a community resource list of individuals, groups, and organizations involved in dealing with hate, for distribution to frontline officers (including the identification of other community/government resources providing support to victims of hate crime, education on hate crime, and/or enforcement tools for hate-related issues).

During 2009: Work is ongoing to create a community resource list to post on the internal Hate Crime Unit (HCU) website. The HCU Resource list contains links to 38 community-based and government groups.

Strengthen partnerships with local, regional, and national agencies that deal with the training, enforcement, provision of victim services, and/or the prosecution of hate crime, by increasing frequency of meetings and collaborative efforts. Included partners are the local Boards of Education, Ministry of the Attorney General Victim Services, Human Rights Commissions, university and college administrations, and security and student associations/unions.

During 2009: The Hate Crime Unit (HCU) continues to form and strengthen partnerships. It actively participated in the Policing Standards Advisory Committee Hate Crimes Working Group, which focused its efforts in 2009 on developing a consistent working definition of what constitutes a hate crime for all police services in Ontario, and to develop and identify a consistent tracking methodology for hate crimes.

Partnerships with the academic community were also maintained/pursued, including security for the universities of Ryerson, York, Toronto, and other GTA institutions. Additional partnership endeavours in 2009 included: assisted the Toronto Housing Corporation in updating its hate crime protocol, continued work with the Empowered Students Partnership in the development of hate crime education for the public school system, and participated in the Empowered Student Partnerships Hate Crimes/Racism Leadership Project.

Performance Objectives/Indicators:

♦ increase in perception of agency workers of police effectiveness in dealing with hate crimes

in 2008: proportion of agency workers who said police were effective in dealing with hate crimes = 67%

in 2009: proportion of agency workers who said police were effective in dealing with hate crimes = 77%

the proportion of agency workers who said police were effective in dealing with hate crimes increased 10% between 2008 and 2009

♦ increase in perception of agency workers of victim satisfaction with police response to hate crimes

in 2008: proportion of agency workers who said they felt victims were satisfied with police response to hate crimes = 67%

in 2009: proportion of agency workers who said they felt victims were satisfied with police response to hate crimes = 62%

the proportion of agency workers who said they felt victims were satisfied with police response to hate crimes decreased 5% between 2008 and 2009

♦ increase in number of hate crime occurrences reported to police

in 2008: number of hate crime occurrences reported to police = 153

in 2009: number of hate crime occurrences reported to police = 174

the number of hate crime occurrences reported to police increased 13.7% between 2008 and 2009

PRIORITY: ENSURING PEDESTRIAN & TRAFFIC SAFETY

Corporate Lead: Staff Superintendent, Operational Services

> **GOAL: Increase traffic enforcement to better protect the safety of pedestrians, cyclists, and drivers.**

STRATEGIES:

Enhance awareness of police officers about the correlation between strategic enforcement and collision and injury reduction.	Focus educational initiatives and communications efforts on pedestrian safety and, in particular, pedestrians that use transit, seniors crossing mid-block, and children playing near roadways.	Identify common causal factors in bicycle collisions and develop further education, awareness and enforcement-based efforts addressing cycling safety concerns.	Increase RIDE success by strategically deploying to highly visible locations in concert with effective community messaging with increased joint initiatives among divisions.
Increase the number of parking tags issued in relation to rush hour routes to enhance traffic flow and the safety of all road users.			
Improve police service delivery and user safety on the Toronto Transit system.	Increase the number of roadside screening tests in an effort to increase the perception of detection for drinking drivers and increase the safety of all road users.	Divisions establish annual unit-specific traffic priorities and strategies based on community direction received and collision analysis.	Facilitate an anonymous Internet survey directed towards the perception of safety of pedestrians, cyclists and drivers within the City of Toronto.

PERFORMANCE OBJECTIVES/INDICATORS: SUMMARY INFORMATION

decrease in number of road-related injuries to pedestrians:
   in 2008: number of road-related injuries to pedestrians = 2,059

   in 2009: number of road-related injuries to pedestrians = 2,161

   the number of road-related injuries to pedestrians increased between 2008 and 2009

decrease in number of road-related injuries to cyclists:
   in 2008: number of road-related injuries to cyclists = 1,126

   in 2009: number of road-related injuries to cyclists = 1,149

   the number of road-related injuries to cyclists increased between 2008 and 2009

decrease in number of road-related injuries to drivers:
   in 2008: number of road-related injuries to drivers = 7,880

   in 2009: number of road-related injuries to drivers = 7,740

   the number of road-related injuries to drivers decreased between 2008 and 2009

> **increase in pedestrian perception of safety:**
>
> **in 2008:** proportion of community who said they felt safe as pedestrians = 68%
>
> **in 2009:** proportion of community who said they felt safe as pedestrians = 74%
>
> **the proportion of the community who felt safe as pedestrians increased between 2008 and 2009**

> **increase in cyclist perception of safety:**
>
> **in 2008:** proportion of community who said they felt safe as cyclists = 41%
>
> **in 2009:** proportion of community who said they felt safe as cyclists = 59%
>
> **the proportion of the community who felt safe as cyclists increased between 2008 and 2009**

> **increase in driver perception of safety:**
>
> **in 2008:** proportion of community who said they felt safe as drivers = 73%
>
> **in 2009:** proportion of community who said they felt safe as drivers = 65%
>
> **the proportion of the community who felt safe as drivers decreased between 2008 and 2009**

Strategy Update:

Enhance awareness of police officers about the correlation between strategic enforcement and collision and injury reduction.
During 2009: With the approval of *The Road Ahead* report and its recommendations, this correlation is being disseminated through regular divisional Traffic Sergeants' meetings and, in collaboration with Divisional Policing Command, used in the development of local divisional traffic priorities for 2010.

Focus educational initiatives and communications efforts on pedestrian safety and, in particular, pedestrians that use transit, seniors crossing mid-block, and children playing near roadways.
During 2009: Traffic Services Communications section has engaged with the public through social media to bring pedestrian safety to the forefront of TPS efforts. Traffic Services – Safety Programs assisted the Toronto Area Safety Coalition (TASC) and Sunnybrook Health Centre – Injury Prevention with the launch of a new pedestrian safety program entitled 'iNavigait'. There are currently limited resources from Sunnybrook to take this program out into the field and Traffic Services – Safety Programs are assessing the development of a TPS pedestrian program.

Identify common causal factors in bicycle collisions and develop further education, awareness and enforcement-based efforts addressing cycling safety concerns.
During 2009: Traffic Services – Safety Programs, in conjunction with the City of Toronto Cycling Committee, developed a joint cycling education program for the City Summer Bicycle Camps for 2009. As a result of the city strike, the program was cancelled by the city. The TPS conducted the 'Safe Cycling – Sharing the Responsibility' campaign in June 2009. This multi-faceted campaign focused on education, awareness, and enforcement in relation to cycling safety concerns.

Increase RIDE success by strategically deploying to highly visible locations in concert with effective community messaging with increased joint initiatives among divisions.
During 2009: Further to *The Road Ahead* report, a number of joint RIDE projects were conducted involving Traffic Services and 53, 54, 55, and 31 Divisions. Traffic Services reached

out to divisions to invite divisional officers work with TSV officers on RIDE deployments to enhance drinking and driving detection skills.

Increase the number of parking tags issued in relation to rush hour routes to enhance traffic flow and the safety of all road users.
    During 2009: *no update available*

Improve police service delivery and user safety on the Toronto Transit system.
    During 2009: With the approval of *The Road Ahead* report and its recommendations, the Traffic Services – Transit Patrol Unit was created and began operations in May 2009. The TPU has also developed partnerships with agencies including TTC, Via Rail, and GO Transit, and provides assistance to many divisions with their respective crime management initiatives.

Increase the number of roadside screening tests in an effort to increase the perception of detection for drinking drivers and increase the safety of all road users.
    During 2009: With the enactment of Bill 126/203, new driver's licence sanctions for drinking driving came into effect May 1, 2009. With this change came a procedural and reporting change in how roadside screening device (RSD) tests were handled. There have been challenges with being able to accurately capture the number of roadside tests. In response, TSV has sent regular reminders to divisional Traffic Sergeants and individual officers on the use of the Field Information Report (FIR) to capture these tests.

Divisions establish annual unit-specific traffic priorities and strategies based on community direction received and collision analysis.
    During 2009: With the approval of *The Road Ahead* report and its recommendations, Divisional Policing Command has required all uniform divisions to establish three local divisional traffic priorities for 2010. Traffic Services has included on the Traffic Services – Initiatives calendar on the TPS Intranet any divisional initiatives that will be conducted in relation to their divisional priorities.   In addition, the Traffic Services Communications section will provide media support for divisional initiatives when resources are available.

Facilitate an anonymous Internet survey directed towards the perception of safety of pedestrians, cyclists and drivers within the City of Toronto.
    During 2009: This strategy will be implemented in mid-2010, the halfway point of the current Business Plan.

Performance Objectives/Indicators:

♦   decrease in number of road-related injuries to pedestrians

   in 2008: 2,059

   in 2009: 2,161

      the number of road-related injuries to pedestrians increased 5.0% between 2008 and 2009

- decrease in number of road-related injuries to cyclists

  in 2008: 1,126

  in 2009: 1,149

  the number of road-related injuries to cyclists increased 2.0% between 2008 and 2009

- decrease in number of road-related injuries to drivers

  in 2008: 7,880

  in 2009: 7,440

  the number of road-related injuries to drivers decreased 5.6% between 2008 and 2009

- increase in pedestrian perception of safety

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

  in 2009: proportion of community who said they felt safe as pedestrians = 74%

  the proportion of the community who felt safe as pedestrians increased 6% between 2008 and 2009

- increase in cyclist perception of safety

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

  in 2009: proportion of community who said they felt safe as cyclists = 59%

  the proportion of the community who felt safe as pedestrians increased 18% between 2008 and 2009

- increase in driver perception of safety

  in 2008: proportion of community who said they felt safe as drivers = 73%

  in 2009: proportion of community who said they felt safe as drivers = 65%

  the proportion of the community who felt safe as pedestrians decreased 8% between 2008 and 2009

PRIORITY: ENSURING PEDESTRIAN & TRAFFIC SAFETY

Corporate Lead: Staff Superintendent, Operational Services

GOAL: Include traffic as part of divisional crime management and crime prevention initiatives.

STRATEGIES:

Traffic Policing activities be added to all crime management initiatives to heighten police presence and deter crime.	Increased traffic enforcement in areas where analysis shows identified traffic and crime concerns in the same geographic boundary.	Increase the information sharing between the Traffic Services Field Intelligence Officer (FIO) and Divisional FIOs in relation to traffic-related sanctions and bails.	Increase the number of traffic officers who receive the Community Mobilization course to enhance knowledge and skills in relation to crime management.

PERFORMANCE OBJECTIVES/INDICATORS: SUMMARY INFORMATION

increase in proportion of divisional crime management initiatives that include a traffic component:
   in 2008: proportion of crime management initiatives that included a traffic component = 34%

   in 2009: proportion of crime management initiatives that included a traffic component = 48%

   the proportion of divisional crime management initiatives that included a traffic component increased between 2008 and 2009

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increase in proportion of divisional officers who feel that traffic is included as part of their division's crime management process:
   in 2008: proportion of divisional officers who felt that traffic was included as part of their division's crime management process = 67%

   in 2009: proportion of divisional officers who felt that traffic was included as part of their division's crime management process = 73%

   the proportion of divisional officers who felt that traffic was included as part of their division's crime management process increased between 2008 and 2009

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increase in proportion of divisional officers who feel that traffic enforcement plays a role in addressing their division's crime and disorder problems:
   in 2008: proportion of divisional officers who felt that traffic enforcement plays a role in addressing crime and disorder problems = 67%

   in 2009: proportion of divisional officers who felt that traffic enforcement plays a role in addressing crime and disorder problems = 69%

   the proportion of divisional officers who felt that traffic enforcement plays a role in addressing their division's crime and disorder problems increased between 2008 and 2009

Strategy Update:

Traffic Policing activities be added to all crime management initiatives to heighten police presence and deter crime.

> **During 2009:** TSV Field Intelligence Officers are in regular communication with divisional FIOs. Ten information sharing meetings were held in 2009. Many divisional officers have attended and will continue to attend the Pipeline Courses offered at Training and Education

Increased traffic enforcement in areas where analysis shows identified traffic and crime concerns in the same geographic boundary.

> **During 2009:** Based on collision statistics provided by TSV, divisions have formulated unit-specific traffic priorities and enforcement initiatives in order to address the identified concerns.

Increase the information sharing between the Traffic Services Field Intelligence Officer (FIO) and Divisional FIOs in relation to traffic-related sanctions and bails.

> **During 2009:** TSV now places lists of recently suspended drivers on Push Pin, providing valuable intelligence to front-line officers. Traffic-related bail conditions and other court-imposed sanctions are followed up by divisional Bail Compliance Units. The Traffic Services FIO currently meets on a monthly basis with all divisional FIOs and currently shares all 90-day ADLS and escalating warn range driving suspensions and sanctions, court-mandated drivers licence suspensions and incident based crime bulletins received from the TTC.

Increase the number of traffic officers who receive the Community Mobilization course to enhance knowledge and skills in relation to crime management.

> **During 2009:** There are limited training spaces available in the Community Mobilization course and those spaces are generally allotted to Community Response Officers. A limited number of divisional Traffic officers attended in 2009, but that number will increase in 2010.

Performance Objectives/Indicators:

♦ increase in proportion of divisional crime management initiatives that include a traffic component

in 2008: proportion of crime management initiatives that included a traffic component = 34%

in 2009: proportion of crime management initiatives that included a traffic component = 48%

the proportion of crime management initiatives that included a traffic component increased 14% between 2008 and 2009

♦ increase in proportion of divisional officers who feel that traffic is included as part of their division's crime management process

in 2008: proportion of divisional officers who felt that traffic was included as part of their division's crime management process = 67%

in 2009: proportion of divisional officers who felt that traffic was included as part of their division's crime management process = 73%

the proportion of divisional officers who felt that traffic was included as part of their division's crime management process increased 6% between 2008 and 2009

♦ increase in proportion of divisional officers who feel that traffic enforcement plays a role in addressing their division's crime and disorder problems

in 2008: proportion of divisional officers who felt that traffic enforcement plays a role in addressing crime and disorder problems = 67%

in 2008: proportion of divisional officers who felt that traffic enforcement plays a role in addressing crime and disorder problems = 69%

the proportion of divisional officers who felt that traffic enforcement plays a role in addressing their division's crime and disorder problems increased 2% between 2008 and 2009

2009 SERVICE PERFORMANCE – ADDITIONAL ADEQUACY STANDARDS REPORTING REQUIREMENTS

SERVICE BUDGET AND COST OF POLICING PER CAPITA:

In 2008, the Service's Council-approved net operating budget was $798.3 million, an increase of 1.7% 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 Organization, 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.

In 2009, the Service's Council-approved net operating budget was $854.8 million, an increase of 4.0% over the 2008 net operating budget.[**] The final Service favourable variance in 2009 was $2.5 million. The surplus was attributed mainly to lower-than-budgeted fuel prices and a reduced chargeback by the City for caretaking, maintenance, and utilities.

As shown in the figures below, the largest proportion of the budget in each year was dedicated to salaries and benefits, with the budget for the all features remaining relatively unchanged.
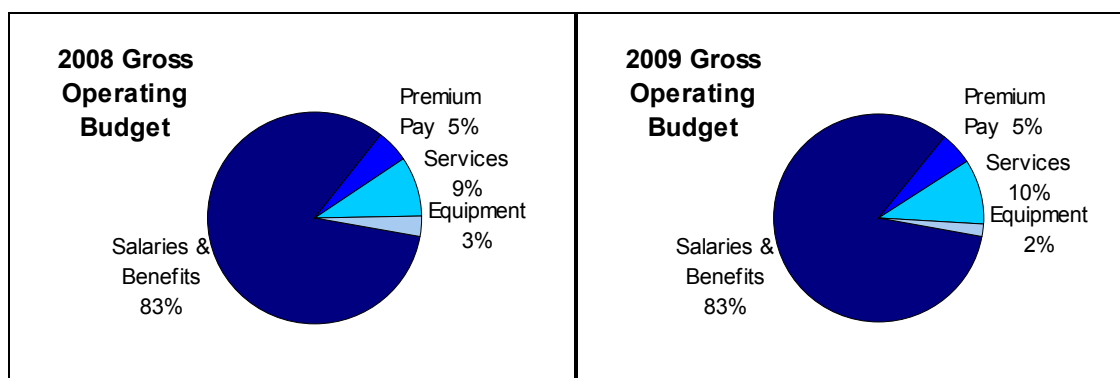
The figure to the right shows the estimated cost of policing per capita for 2008 and 2009.

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.

And, based on the net operating budget of $854.8 million and an estimated population of 2,802,233 the cost of policing per capita in 2009 was about $305.

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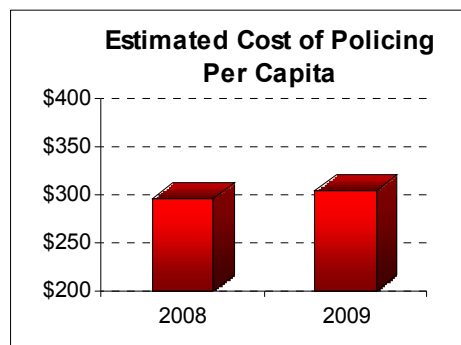
[*] Information from Police Services Board Minute P65/09 (meeting of March 30, 2009).
[**] Information from Police Services Board Minute P69/10 (meeting of March 25, 2010).

COMPLAINTS ABOUT POLICE SERVICE:

The total number of public complaints received decreased 6.1% between 2008 and 2009, from 758 complaints in 2008 to 712 in 2009. Of the complaints received, 59.9% (454) were investigated in 2008, and 58.4% (416) were investigated in 2009. In all years, the largest proportions of complaints not investigated were those deemed frivolous (70.1% in 2008 and 68.9% in 2009).

As shown in the figure to the right, in both years, the largest proportion of investigated complaints involved allegations of conduct of a less serious nature: 87.7% in 2008 and 89.7% in 2009. However, there was a 6.3% decrease between 2008 and 2009 in the actual number of less serious conduct complaints investigated.

The proportion of serious conduct complaints investigated was relatively low in each year (10.4% in 2008 and 7.7% in 2009). The total number of investigated complaints related to serious conduct decreased 31.9% between 2008 and 2009.

Complaints relating to policy or service formed the smallest proportion of investigated complaints in both years (2.0% in 2008 and 1.9% in 2009).

With regard to the specific type of complaint, the largest proportion of investigated complaints in each year related to allegations of discreditable conduct (62.6% in 2008 and 62.0% in 2009).

As can be seen in the figure below, the largest proportion of investigated complaints in both 2008 (48.9%) and 2009 (43.3%) were found unsubstantiated; misconduct was identified in 4.6% of investigated complaints in 2008 and 1.2% of investigated complaints in 2009.[*] Informal resolution was the outcome of 18.5% of investigated complaints in 2008 and 17.3% of investigated complaints from 2009.

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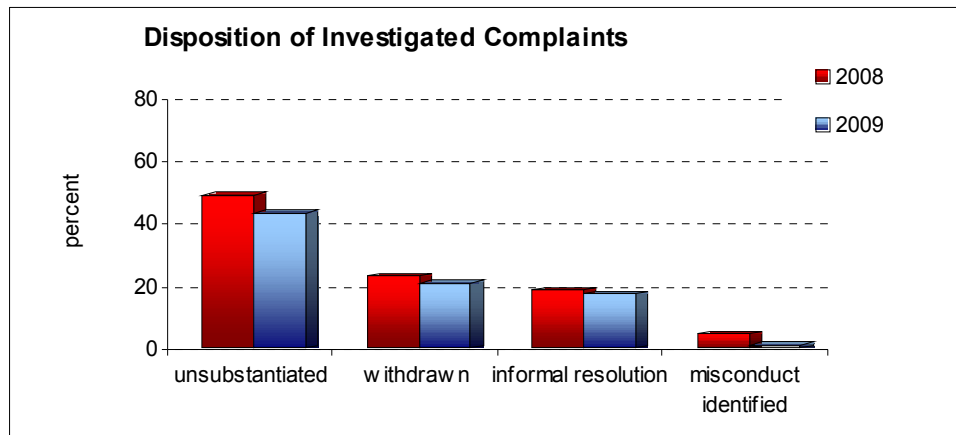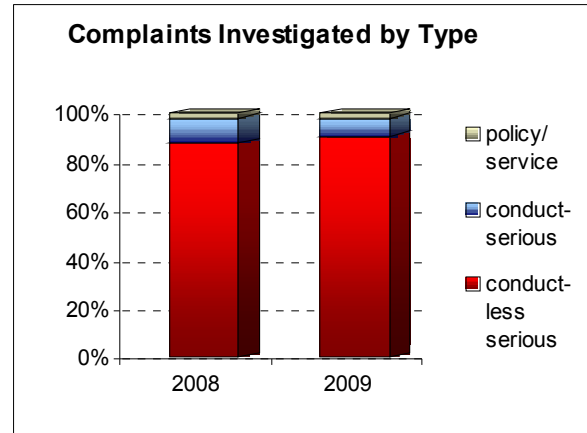
[*] About 17% of the 2009 complaint investigations were not yet completed at year end.