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# 2010 SERVICE PERFORMANCE Year End Report



May 2011



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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 on each of the goals within the Priorities, during the second year of the 2009-2011 Business Plan. Progress is indicated as follows: **green** means that **all** of the performance objectives for the goal were achieved; **yellow** means **some** of the performance objectives for the goal were achieved; and **red** 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

**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:

- ◆ **increase** in student perception of safety in and around school

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

**in 2008:** 88%  
**in 2009:** 86%  
**in 2010:** 89%

the proportion of students who said they felt safe in and around the school during the day **increased** 1% between 2008 and 2010

- ◆ **increase** in proportion of students who feel comfortable talking to police

proportion of students who said they felt comfortable talking to police about problems:

**in 2008:** 57%  
**in 2009:** 63%  
**in 2010:** 64%

the proportion of students who said they felt comfortable talking to police about problems **increased** 7% between 2008 and 2010

- ◆ **decrease** in assaults, robberies, and weapons offences on school premises

number of specified offences on school premises:

	<u>2008</u>	<u>2009</u>	<u>2010</u>
assaults	1,155	980	941
robberies	258	275	281
weapons offences	219	189	156
<b>total</b>	<b>1,632</b>	<b>1,444</b>	<b>1,378</b>

the number of assaults, robberies, and weapons offences on school premises **decreased** 15.6% between 2008 and 2010



## Priority: Focusing on Child & Youth Safety

Corporate Lead: Staff Superintendent, Human Resources Development

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

### Strategies:

*Promote the Report Homophobic Violence Period (RHVP) program through schools, community agencies, and community outreach initiatives.*

*Participate in the development and delivery of new programs that will provide children and youth with information that will enhance their safety.*

*Promote Toronto Police Service programs such as the Empowered Student Partnerships (ESP), Crime Stoppers, and the Elementary School Safety Program.*

### Performance Objectives/Indicators:

- ◆ **increase** in proportion of students who say they received some crime prevention/safety information

proportion of students who said they received some crime prevention/safety information:

**in 2008:** 38%

**in 2009:** 30%

**in 2010:** 29%

the proportion of students who said they received some crime prevention/safety information **decreased** 9% between 2008 and 2010

- ◆ **increase** in proportion of students who would be willing to report a crime to police

proportion of students who said they would be willing to report a crime they witnessed to police:

**in 2008:** 23%

**in 2009:** 28%

**in 2010:** 29%

the proportion of students who said they would be willing to report a crime they witnessed to police **increased** 6% between 2008 and 2010

proportion of students who said they would be willing to report they were victim of a crime to police:

**in 2008:** 46%

**in 2009:** 48%

**in 2010:** 46%

the proportion of students who said they would be willing to report they were victim of a crime to police **did not change** between 2008 and 2010



- ◆ an **increase in** the number of crimes that are reported by youth

number of crimes reported by youth (12-17 years):

**in 2008:** 5,345

**in 2009:** 5,310

**in 2010:** 5,055

the number of crimes reported by youth **decreased 5.4%**  
between 2008 and 2010

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

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

**in 2008:** 78% (64% said only if anonymous)

**in 2009:** 80% (62% said only if anonymous)

**in 2010:** 83% (68% 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 5%** between 2008 and 2010





## 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:

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

proportion of students who said they received information on bullying and/or cyber-bullying:

**in 2008:** 33%

**in 2009:** 28%

**in 2010:** 30%

the proportion of students who said they received information on bullying and/or cyber-bullying **decreased** 3% between 2008 and 2010

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

proportion of students who said they had been bullied in the past 12 months:

**in 2008:** 12%

**in 2009:** 13%

**in 2010:** 15%

the proportion of students who said they had been bullied in the past 12 months **increased** 3% between 2008 and 2010

proportion of students who said they had been cyber-bullied in the past 12 months:

**in 2008:** 11%

**in 2009:** 11%

**in 2010:** 14%

the proportion of students who said they had been cyber-bullied in the past 12 months **increased** 3% between 2008 and 2010



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

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

**in 2008:** 36%

**in 2009:** 41%

**in 2010:** 47%

the proportion of students who said they were concerned about bullying in/around their school **increased** 11% between 2008 and 2010



## 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:

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

number of children victimized by violent crime<sup>\*</sup>:

**in 2008:** 1,525

**in 2009:** 1,279

**in 2010:** 1,411

**the number of children (0-11 years) victimized by violent crime decreased 7.5% between 2008 and 2010**

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

number of youth victimized by violent crime<sup>\*</sup>:

**in 2008:** 4,690

**in 2009:** 4,573

**in 2010:** 4,308

**the number of youth (12-17 years) victimized by violent crime decreased 8.1% between 2008 and 2010**

<sup>\*</sup> Violent crime includes homicide and homicide-related offences, sexual assaults, sexual offences, non-sexual assaults, abductions, and robberies.



# 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,*
- *creation of an informational pamphlet to be provided to all victims by investigators and/or community agencies, and*
- *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*

## Performance Objectives/Indicators:

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

proportion of agency workers who said police have improved over past year at providing follow-up information:

**in 2008:** 20%  
**in 2009:** 18%  
**in 2010:** 20%

*the proportion of agency workers who said police have improved over past year at providing follow-up information **did not change** between 2008 and 2010*

- ◆ **increase** in perception of agency workers of improved provision of referrals by police

proportion of agency workers who said police have improved over past year at providing referrals:

**in 2008:** 21%  
**in 2009:** 20%  
**in 2010:** 14%

*the proportion of agency workers who said police have improved over past year at providing referrals **decreased 7%** between 2008 and 2010*

- ◆ **increase** in perception of agency workers of trust/confidence in police

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

**in 2008:** 80%  
**in 2009:** 82%  
**in 2010:** 81%

*the proportion of agency workers who said they had trust/confidence in police **increased 1%** between 2008 and 2010*



→ *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.*

◆ **increase** in number of sexual assault occurrences reported to police

number of sexual assault occurrences reported to police<sup>\*</sup>:

**in 2008:** 2,562

**in 2009:** 2,683

**in 2010:** 2,841

**the number of sexual assault occurrences reported to police increased 10.9% between 2008 and 2010**

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<sup>\*</sup> Includes “non-assaultive” sexual offences (e.g. Invitation to Sexual Touching, Sexual Exploitation, etc.)



# 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*

## Performance Objectives/Indicators:

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

proportion of agency workers who said police have improved over past year at providing follow-up information:

**in 2008:** 18%  
**in 2009:** 12%  
**in 2010:** 22%

the proportion of agency workers who said police have improved over past year at providing follow-up information **increased** 4% between 2008 and 2010

- ◆ **increase** in perception of agency workers of improved provision of referrals by police

proportion of agency workers who said police have improved over past year at providing referrals:

**in 2008:** 17%  
**in 2009:** 14%  
**in 2010:** 14%

the proportion of agency workers who said police have improved over past year at providing referrals **decreased** 3% between 2008 and 2010

- ◆ **increase** in perception of agency workers of trust/confidence in police

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

**in 2008:** 84%  
**in 2009:** 83%  
**in 2010:** 82%

the proportion of agency workers who said they had trust/confidence in police **decreased** 2% between 2008 and 2010



*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.*

◆ **increase** in number of domestic occurrences reported to police

number of domestic violence occurrences reported to police:

**in 2008:** 6,850

**in 2009:** 6,822

**in 2010:** 6,359

**the number of domestic violence occurrences reported to police decreased 7.2% between 2008 and 2010**



# 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.*

## 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:

<b>work with:</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
Seniors	83%	83%	84%
Aboriginal people	81%	83%	79%
Newcomers	83%	82%	80%
the Homeless	83%	80%	82%
those with Mental Illness	84%	84%	80%

the proportion of agency workers, dealing with seniors, who said they had trust/ confidence in police **increased** 1% between 2008 and 2010

the proportion of agency workers, dealing with Aboriginal people, who said they had trust/ confidence in police **decreased** 2% between 2008 and 2010

the proportion of agency workers, dealing with newcomers, who said they had trust/ confidence in police **decreased** 3% between 2008 and 2010

the proportion of agency workers, dealing with the homeless, who said they had trust/ confidence in police **decreased** 1% between 2008 and 2010

the proportion of agency workers, dealing with those with mental illness, who said they had trust/confidence in police **decreased** 4% between 2008 and 2010





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.

- ◆ **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:

<b>work with:</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
Seniors	47%	35%	41%
Aboriginal people	43%	36%	33%
Newcomers	39%	35%	41%
the Homeless	47%	36%	41%
those with Mental Illness	44%	38%	37%

the proportion of agency workers, dealing with seniors, who said police understanding of their clients' needs was excellent or good **decreased** 6% between 2008 and 2010

the proportion of agency workers, dealing with Aboriginal people, who said police understanding of their clients' needs was excellent or good **decreased** 10% between 2008 and 2010

the proportion of agency workers, dealing with newcomers, who said police understanding of their clients' needs was excellent or good **increased** 2% between 2008 and 2010

the proportion of agency workers, dealing with the homeless, who said police understanding of their clients' needs was excellent or good **decreased** 6% between 2008 and 2010

the proportion of agency workers, dealing with those with mental illness, who said police understanding of their clients' needs was excellent or good **decreased** 7% between 2008 and 2010



## 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:

- ◆ **increase** in the number of referrals to Victim Services

number of referrals to Victim Services:

**in 2008:** 9,132

**in 2009:** 8,748

**in 2010:** 9,275

the number of referrals to Victim Services **increased 1.6%** between 2008 and 2010



## 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 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.*

### Performance Objectives/Indicators:

- ◆ **decrease** in number of shootings

number of shootings:

**in 2008:** 239

**in 2009:** 256

**in 2010:** 260

the number of shootings **increased** 8.8% between 2008 and 2010

- ◆ **increase** in number of firearms seized \*

number of firearms seized:

**in 2008:** 1,374

**in 2009:** 1,168

**in 2010:** 1,445

the number of firearms seized **increased** 5.2% between 2008 and 2010

- ◆ **decrease** in rate of violent crime

rate of violent crime:

**in 2008:** 11.7 per 1,000 population

**in 2009:** 11.4 per 1,000 population

**in 2010:** 11.2 per 1,000 population

the rate of violent crime **decreased** 4.3% between 2008 and 2010

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\* 'Firearms seized' includes firearms processed at the TPS Property & Evidence Management Unit – 'evidence', 'investigation', and 'seized'.



*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 ACIS database to more effectively share intelligence with policing partners outside the TPS.*

- ◆ **increase** in community perception of police effectiveness in dealing with gun crimes

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

**in 2008:** 73%

**in 2009:** 74%

**in 2010:** 78%

the proportion of the community who thought the police did well in dealing with gun crimes **increased** 5% between 2008 and 2010



# 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.*

## Performance Objectives/Indicators:

- ◆ **increase** in number of persons charged with drug offences

number of persons charged with drug offences:

**in 2008:** 6,789

**in 2009:** 6,286

**in 2010:** 6,908

the number of persons charged with drug offences **increased** 1.8% between 2008 and 2010

- ◆ **decrease** in proportion of community concerned about drugs in their neighbourhood

proportion of community concerned about drugs in their neighbourhood:

**in 2008:** 56%

**in 2009:** 58%

**in 2010:** 62%

the proportion of community concerned about drugs in their neighbourhood **increased** 6% between 2008 and 2010

- ◆ **increase** in community perception of police effectiveness in enforcing drug laws

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

**in 2008:** 68%

**in 2009:** 70%

**in 2010:** 78%

the proportion of the community who thought the police did well in enforcing drug laws **increased** 10% between 2008 and 2010



*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.*



## 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:

- ◆ **increase** in community perception of professionalism during contact with police

proportion who rated the officer's professionalism as excellent or good:

**in 2008:** 73%

**in 2009:** 64%

**in 2010:** 88%

the proportion who rated the officer's professionalism as excellent or good **increased** 15% between 2008 and 2010

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

proportion of community who said they believed Toronto police officers targeted members of minority or ethnic groups for enforcement

**in 2008:** 21%

**in 2009:** 16%

**in 2010:** 18%

the proportion of the community who said they believed Toronto police officers targeted members of minority or ethnic groups for enforcement **decreased** 3% between 2008 and 2010



◆ **decrease** in member perception of internal discrimination

proportion of Service members who agreed with the statement “I believe there is a lot of discrimination within the Service”:

**in 2008:** 35%

**in 2009:** 37%

**in 2010:** 39%

the proportion of proportion of Service members who agreed with the statement “I believe there is a lot of discrimination within the Service” **increased** 4% between 2008 and 2010

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

**in 2008:** 22

**in 2009:** 17

**in 2010:** 47

the number of internal complaints related to harassment and discrimination **increased** 113.6% between 2008 and 2010





## 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:

- ◆ **increase** in number of uniform and civilian applicants who are women

Number of Applicants as of December 31<sup>st</sup>:

	<u>2008</u>	<u>2009</u>	<u>2010</u>
Women – Uniform	117	142	124
Women – Civilian	1,575	1,971	3,366

the number of uniform applicants who were women **increased 6.0%** between 2008 and 2010

the number of civilian applicants who were women **increased 113.7%** between 2008 and 2010

- ◆ **increase** in number of uniform and civilian applicants who are visible minority

Number of Applicants as of December 31<sup>st</sup>:

	<u>2008</u>	<u>2009</u>	<u>2010</u>
Visible Minority – Uniform	342	458	372
Visible Minority – Civilian	1,934	2,194	2,863

the number of uniform applicants who were visible minority **increased 8.8%** between 2008 and 2010

the number of civilian applicants who were visible minority **increased 48.0%** between 2008 and 2010



- ◆ **decrease** in number of uniform members and civilian members who resign from the Service

Number of Resignations as of December 31<sup>st</sup>:

	<u>2008</u>	<u>2009</u>	<u>2010</u>
Uniform	101	65	37
Civilian	33	32	20

the number of uniform members who resigned **decreased** 63.4% between 2008 and 2010

the number of civilian members who resigned **decreased** 39.4% between 2008 and 2010

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

Proportions as of December 31<sup>st</sup>:

	<u>2008</u>	<u>2009</u>	<u>2010</u>
Sgts/Staff Sgts – Women	15.2%	15.7%	17.0%
Sgts/Staff Sgts – Visible Minority	9.3%	11.0%	12.1%
Senior Officers – Women	15.2%	13.9%	13.9%
Senior Officers – Visible Minority	10.1%	11.9%	11.9%

the proportion of sergeants/staff sergeants who were women **increased** 1.8% between 2008 and 2010

the proportion of sergeants/staff sergeants who were visible minority **increased** 2.8% between 2008 and 2010

the proportion of senior officers who were women **decreased** 1.3% between 2008 and 2010

the proportion of senior officers who were visible minority **increased** 1.8% between 2008 and 2010

- ◆ **increase** in member awareness of available career planning guidance and information

proportion of members who said they had access to career planning guidance and information:

**in 2008:** 55%  
**in 2009:** 57%  
**in 2010:** 56%

the proportion of members who said they had access to career planning guidance and information **increased** 1% between 2008 and 2010



# 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:

- ◆ **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

proportion of Service units that reviewed/updated their continuity plan:

**during 2008:** 100%

**during 2009:** 92%

**during 2010:** 95%

the proportion of Service units with reviewed/updated continuity plans **decreased** 5% between 2008 and 2010

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

number of after-action debriefing recommendations approved by EPC:

**during 2008:** 24

**during 2009:** 27

**during 2010:** 3 (Note: The EPC experienced a 6 month hiatus in 2010 due to G20 preparations and follow-up.)

the number of after-action debriefing recommendations approved by the Emergency Preparedness Committee **decreased** 87.5% between 2008 and 2010

- ◆ **increase** in number of approved debriefing recommendations that are implemented

number of approved debriefing recommendations that were implemented:

**during 2008:** 9

**during 2009:** 26

**during 2010:** 0 (Note: The EPC experienced a 6 month hiatus in 2010 due to G20 preparations and follow-up.)

the number of approved debriefing recommendations that were implemented **decreased** 100.0% between 2008 and 2010



# 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:

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

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

**in 2008:** 23%  
**in 2009:** 12%  
**in 2010:** 2%

the proportion of the community who said they received or were made aware of information about crimes in their neighbourhood **decreased 21% between 2008 and 2010**

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

proportion of community who said they felt safe in their neighbourhood:

**in 2008:** 90%  
**in 2009:** 90%  
**in 2010:** 93%

proportion of community who said they felt Toronto was safe:

**in 2008:** 83%  
**in 2009:** 86%  
**in 2010:** 97%

*difference in 2008 = 7%  
 difference in 2009 = 4%  
 difference in 2010 = - 4%*

the difference between community perception of safety in neighbourhoods and community perception of safety in the city overall **was smaller** between 2008 and 2010 (note: for the first time, people were more likely to say that the city was safe than they were to say they felt safe in their neighbourhood)



# 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:

- ◆ 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.

### in 2010:

Members of the Financial Crimes Unit (previously the Fraud Squad) working with Records Management Services (RMS) and Statistics Canada to determine what metrics are needed to track this properly. At issue is the establishment of appropriate and nationally-accepted definitions for “technology” and “computer assisted”. Additionally, once the definitions are established, RMS must create a method of counting these occurrences within the existing and forthcoming records management systems.

computer-assisted frauds, identity theft – under development (as above)

computer-assisted hate crime – ability available

- ◆ **increase** in number of reported computer-assisted frauds

number of computer-assisted frauds reported:

**in 2008:** n/a

**in 2009:** n/a

**in 2010:** n/a

this will not be available until first objective has been completed

- ◆ **increase** in number of reported computer-assisted identity thefts

number of computer-assisted identity thefts reported:

**in 2008:** n/a

**in 2009:** n/a

**in 2010:** n/a

this 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 training, enforcement, provision of victim services, and/or the prosecution of hate crime, by increasing frequency of meetings and collaborative efforts. Partners include Boards of Education, Ministry of the Attorney General Victim Services, Human Rights Commissions, university/college administrations, security, and student associations/unions.*

### Performance Objectives/Indicators:

- ◆ **increase** in perception of agency workers of police effectiveness in dealing with hate crimes

proportion of agency workers who said police were effective in dealing with hate crimes:

**in 2008:** 67%

**in 2009:** 77%

**in 2010:** 78%

the proportion of agency workers who said police were effective in dealing with hate crimes **increased** 11% between 2008 and 2010

- ◆ **increase** in perception of agency workers of victim satisfaction with police response to hate crimes

proportion of agency workers who said they felt victims were satisfied with police response to hate crimes:

**in 2008:** 67%

**in 2009:** 62%

**in 2010:** 65%

the proportion of agency workers who said they felt victims were satisfied with police response to hate crimes **decreased** 2% between 2008 and 2010

- ◆ **increase** in number of hate crime occurrences reported to police

number of hate crime occurrences reported to police:

**in 2008:** 153

**in 2009:** 174

**in 2010:** 132

the number of hate crime occurrences reported to police **decreased** 13.7% between 2008 and 2010



# 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.*

## Performance Objectives/Indicators:

- ◆ **decrease** in number of road-related injuries to pedestrians

**in 2008:** 2,059  
**in 2009:** 2,161  
**in 2010:** 2,132

the number of road-related injuries to pedestrians **increased 3.5%** between 2008 and 2010

- ◆ **decrease** in number of road-related injuries to cyclists

**in 2008:** 1,126  
**in 2009:** 1,149  
**in 2010:** 1,067

the number of road-related injuries to cyclists **decreased 5.2%** between 2008 and 2010

- ◆ **decrease** in number of road-related injuries to drivers

**in 2008:** 7,880  
**in 2009:** 7,440  
**in 2010:** 8,479

the number of road-related injuries to drivers **increased 7.6%** between 2008 and 2010

- ◆ **increase** in pedestrian perception of safety

proportion of community who said they felt safe as pedestrians:

**in 2008:** 68%  
**in 2009:** 74%  
**in 2010:** 76%

the proportion of the community who felt safe as pedestrians **increased 8%** between 2008 and 2010



*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.*

◆ **increase** in cyclist perception of safety

proportion of community who said they felt safe as cyclists:

**in 2008:** 41%

**in 2009:** 59%

**in 2010:** 52%

**the proportion of the community who felt safe as cyclists increased 11% between 2008 and 2010**

◆ **increase** in driver perception of safety

proportion of community who said they felt safe as drivers:

**in 2008:** 73%

**in 2009:** 65%

**in 2010:** 72%

**the proportion of the community who felt safe as drivers decreased 1% between 2008 and 2010**





## 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:

- ◆ **increase** in proportion of divisional crime management initiatives that include a traffic component

proportion of crime management initiatives that included a traffic component:

**in 2008:** 34%

**in 2009:** 48%

**in 2010:** 57%

the proportion of crime management initiatives that included a traffic component **increased** 23% between 2008 and 2010

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

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

**in 2008:** 67%

**in 2009:** 73%

**in 2010:** 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 2010

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

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

**in 2008:** 67%

**in 2009:** 69%

**in 2010:** 68%

the proportion of divisional officers who felt that traffic enforcement plays a role in addressing their division's crime and disorder problems **increased** 1% between 2008 and 2010



## 2010 Service Performance – Additional Adequacy Standards Reporting requirements

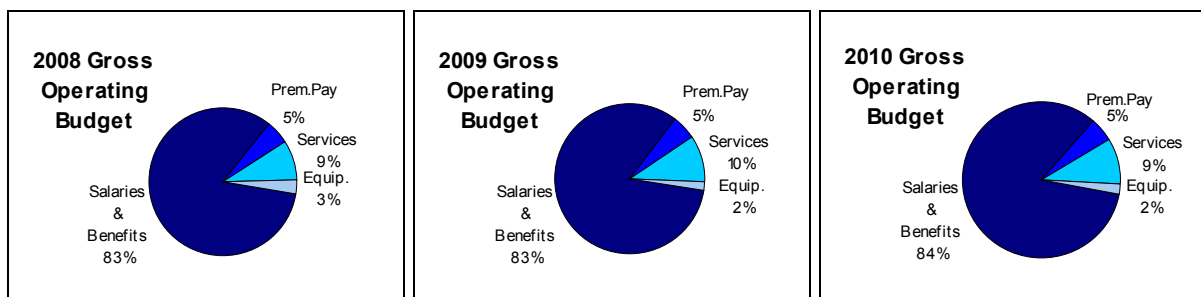
### Service Budget and Cost of Policing per Capita:

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.

In 2010, the Service’s Council-approved net operating budget was \$888.2 million, an increase of 8.1% over the 2008 net operating budget.\*\*\* At year-end, the Service achieved a favourable operating budget surplus of \$4.9 million, comprised of a \$0.5 million surplus compared to the Council-approved budget and the recovery of \$4.4 million for salary and benefit expenditures from the G8/G20 Summits.

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 all features remaining relatively unchanged.

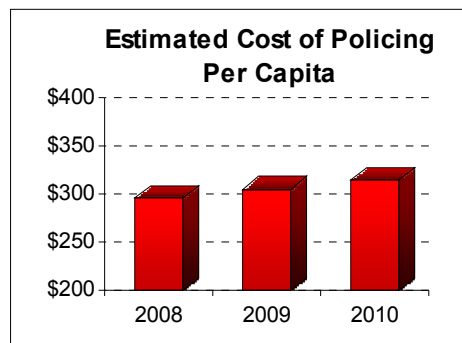


The figure to the right shows the estimated cost of policing per capita for 2008, 2009, and 2010.

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.

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.

And, based on the net operating budget of \$888.2 million and an estimated population of 2,828,536 the cost of policing per capita in 2010 was about \$314.



\* 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).

\*\*\* Information from Police Service Board Minute P81/11 (meeting of April 7, 2011).



### Complaints about Police Service:

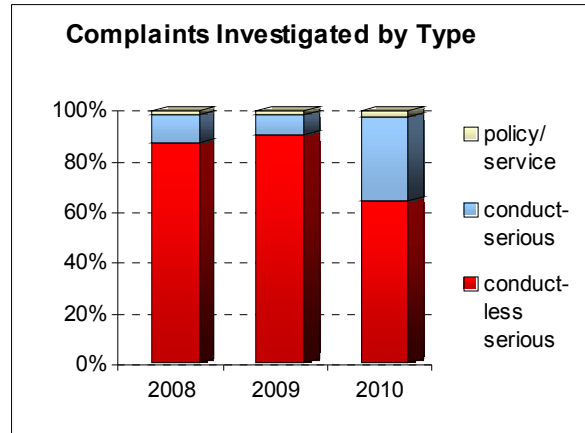
The total number of public complaints received increased 48.2% between 2008 and 2010, from 764 complaints in 2008 to 1,132 in 2010; 712 complaints were received in 2009. Of the complaints received, 60.0% (459) were investigated in 2008, 59.0% (420) were investigated in 2009, and 64.0% (724) were investigated in 2010. In all years, the largest proportions of complaints not investigated were those deemed frivolous (69.8% in 2008, 68.8% in 2009, and 61.5% in 2010).

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: 87.1% in 2008, 90.4% in 2009, and 64.1% in 2010.

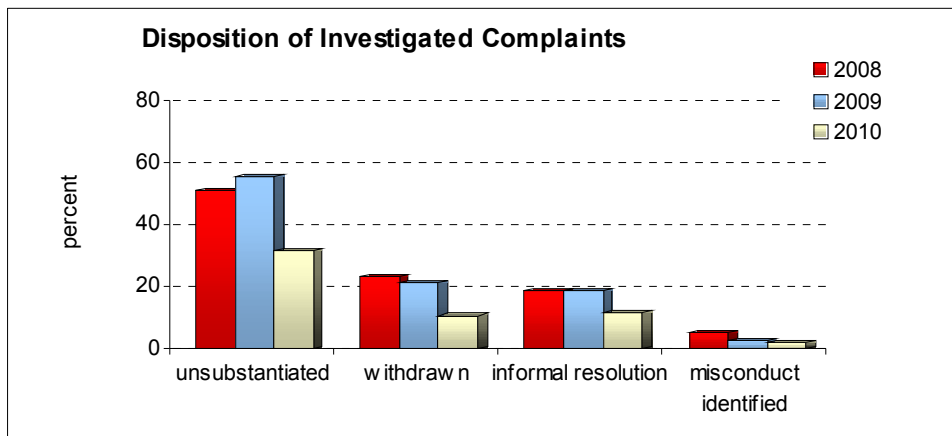
The proportion of serious conduct complaints investigated was relatively low in 2008 and 2009, but increased markedly in 2010. Of the total number of investigated complaints, 10.9% were related to serious conduct decreased in 2008, and 7.9% were related to serious conduct in 2009. This proportion increased to 33.3% in 2010.

Complaints relating to policy or service formed the smallest proportion of investigated complaints in both years (2.0% in 2008, 1.7% in 2009, and 2.6% in 2010).

With regard to the specific type of complaint, the largest proportion of investigated complaints in each year related to allegations of discreditable conduct (63.0% in 2008, 62.1% in 2009, and 59.8% in 2010).



As can be seen in the figure below, the largest proportion of investigated complaints were found unsubstantiated in all years: 50.5% in 2008, 55.2% in 2009, and 31.2% in 2010. Misconduct was identified in 5.2% of investigated complaints in 2008, in 2.6% of investigated complaints in 2009, and 1.9% of investigated complaints in 2010.\*\* Informal resolution was the outcome of 18.3% of investigated complaints in 2008, 18.3% of investigated complaints from 2009, and 11.6% of investigated complaints from 2010.



\* The 1,132 complaints in 2010 include complaints related to the G20 Summit.

\*\* Almost half – 42.4% – of the 2010 complaint investigations were not yet completed at year end.