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# 2011 SERVICE PERFORMANCE Year End Report



May 2012



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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 third 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. All seven Priorities and most, though not all, of the goals have been extended through 2012.

### 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

Initial Corporate Lead: Staff Superintendent, Human Resources Development \*

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

## Initial 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 high school students who said they felt safe in and around the school during the day:

**in 2008:** 88%  
**in 2009:** 86%  
**in 2010:** 89%  
**in 2011:** 87%

the proportion of high school students who said they felt safe in and around the school during the day **decreased** 1% between 2008 and 2011

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

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

**in 2008:** 57%  
**in 2009:** 63%  
**in 2010:** 64%  
**in 2011:** 58%

the proportion of high school students who said they felt comfortable talking to police about problems **increased** 1% between 2008 and 2011

- ◆ **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>	<u>2011</u>
assaults	1,153	980	940	909
robberies	258	274	281	290
weapons offences	190	169	147	167
<b>total</b>	<b>1,601</b>	<b>1,423</b>	<b>1,368</b>	<b>1,366</b>

the number of assaults, robberies, and weapons offences on school premises **decreased** 15% between 2008 and 2011

\* With the restructuring of the organization approved by the Police Services Board in October 2011, this position no longer exists.



### **Update on Activities:**

According to the Divisional Policing Support Unit (formerly the Community Mobilization Unit), almost all of the more recent efforts/initiatives specific to Youth and Child Safety have been centered on the School Resource Officer (SRO) program which operates in high schools. The Elementary School Safety Program continues, but has remained relatively unchanged over the last few years. All other programs are continued at the discretion of the schools/school boards.

When the SRO program was created, the focus of the program was building trust between youth and police and promoting youth involvement in preventing and resolving safety and crime issues within their school. While youth engagement remains a primary focus of SROs, there has been a significant shift in time and resources of the SROs toward directly addressing safety and crime issues (e.g. weapons offences).



## Priority: Focusing on Child & Youth Safety

Initial Corporate Lead: Staff Superintendent, Human Resources Development

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

### Initial 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%  
**in 2011:** 26%

the proportion of students who said they received some crime prevention/safety information **decreased** 12% between 2008 and 2011

- ◆ **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%  
**in 2011:** 28%

the proportion of students who said they would be willing to report a crime they witnessed to police **increased** 5% between 2008 and 2011

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%  
**in 2011:** 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 2011





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

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

**in 2008:** 4,805

**in 2009:** 4,820

**in 2010:** 4,971

**in 2011:** 5,366

the number of crimes reported by youth **increased** 12% between 2008 and 2011

- ◆ **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)

**in 2011:** 83% (64% 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 2011

### Update on Activities:

As noted previously, when the School Resource Officer (SRO) program was created, the focus of the program was youth engagement – building trust between youth and police, and promoting youth involvement in preventing and resolving safety and crime issues within their school.

Additionally, SRO officers report that building relationships with teachers over the past three years has created an increased level of trust between police and teachers; in turn, teachers are encouraging students to report incidents to the police.

A state-of-the-art resource-centred School Action Teams website ([www.schoolactionteams.com](http://www.schoolactionteams.com)) was launched in the Fall of 2010; school personnel, police, and selected students have access to this site to share best practices, lesson plans/planning, presentations, approved resources, etc.



## Priority: Focusing on Child & Youth Safety

Initial Corporate Lead: Staff Superintendent, Human Resources Development

**Goal: Reduce the impact and effects of bullying and cyber-bullying.**

### Initial 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%  
**in 2011:** 31%

the proportion of students who said they received information on bullying and/or cyber-bullying **decreased** 2% between 2008 and 2011

- ◆ **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%  
**in 2011:** 15%

the proportion of students who said they had been bullied in the past 12 months **increased** 3% between 2008 and 2011

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

**in 2008:** 11%  
**in 2009:** 11%  
**in 2010:** 14%  
**in 2011:** 12%

the proportion of students who said they had been cyber-bullied in the past 12 months **increased** 1% between 2008 and 2011



- ◆ **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%

**in 2011:** 41%

the proportion of students who said they were concerned about bullying in/around their school **increased 5%** between 2008 and 2011

### Update on Activities:

According to the Divisional Policing Support Unit (formerly the Community Mobilization Unit), schools have taken the responsibility for bullying prevention programs, while police continue to address any criminal issues related to bullying (e.g. assaults, threats, etc.). School administrators have defined bullying as a social development issue in the school community and schools are now better staffed (i.e. sociologists, psychologists, etc.) to address the problem. Officers, particularly School Resource Officers, continue to support and partner in the school programs for bullying. Bullying also remains a component of the Elementary School Safety Program (for Grade 8).

Cyber-bullying is an emerging issue and is being addressed by police; in 2011, 3 presentations were launched on the School Action Teams website – 'By Any Other Name', 'Think Before You Send', and 'The Price of Nice'. As noted previously, these presentations are available for use by police, school personnel, and selected students.



## Priority: Focusing on Child & Youth Safety

Initial Corporate Lead: Staff Superintendent, Human Resources Development

**Goal: Focusing on violent crime, prevent and decrease the victimization of children and youth.**

### Initial 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

**in 2011:** 1,505

the number of children (0-11 years) victimized by violent crime **decreased 1%** between 2008 and 2011

- ◆ **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

**in 2011:** 4,578

the number of youth (12-17 years) victimized by violent crime **decreased 2%** between 2008 and 2011

### Update on Activities:

In addition to the safety initiatives carried out in and with the schools, the Service and a number of community partners, including the Children’s Aid Societies, BOOST, and the SCAN program at the Hospital for Sick Children, launched the Child and Youth Advocacy Centre pilot project in April 2011 to address sexual and physical abuse and neglect of children and youth. The purpose of the multi-disciplined approach is to ensure better outcomes for children, better investigations, better treatment and, in turn, breaking the cycle of abuse by removing offenders.

And, in October 2011, a public service video announcement program addressing child abuse was launched across various social media; the program was developed by YIPI students in the Divisional Policing Support Unit (formerly the Community Mobilization Unit).

<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.**

### Initial 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%
- in 2011:** 11%

the proportion of agency workers who said police have improved over past year at providing follow-up information **decreased** 9% between 2008 and 2011

- ◆ **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%
- in 2011:** 14%

the proportion of agency workers who said police have improved over past year at providing referrals **decreased** 7% between 2008 and 2011



→ 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 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%
- in 2011:** 84%

the proportion of agency workers who said they had trust/confidence in police **increased** 4% between 2008 and 2011

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

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

- in 2008:** 2,566
- in 2009:** 2,688
- in 2010:** 2,849
- in 2011:** 2,961

the number of sexual assault occurrences reported to police **increased** 15% between 2008 and 2011

### Update on Activities:

The Sex Crimes Unit continues to promote a co-ordinated, improved, and effective response to sexual assault investigations by maintaining linkages between justice partners, health care centres, community service agencies, and advocacy groups through the Sexual Assault Advisory Committee (SAAC). This Committee meets several times a year and provides a forum for information sharing between partners/agencies, with specific emphasis on improving police response to sexual assault investigations and improving the follow up support for survivors of sexual assault.

In May 2011, the SAAC completed and launched “A Guide For Sexual Assault Survivors”, a booklet explaining the process and options of reporting a sexual assault from the first point of contact to trial, and includes resources/referrals for victims. The booklet is available on the Sex Crimes Unit website, and an awareness campaign was carried out through community partners.

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



Sex Crimes Unit investigators attended divisions on a regular basis to conduct training with respect to sexual assault investigations and emphasizing the importance of both the Victim Contact Sheet and the sexual assault evidence kit. These training lectures also reinforce the divisional Sexual Assault Victim Liaison Officer as a valuable contact person for agencies and a support for victims and investigators.

The Sex Crimes Unit Sexual Assault Co-ordinator increased communication with divisional training sergeants, Quality Control Officers, and Sexual Assault Victim Liaison Officers. These officers were also invited to an information session in November 2011 with the Sexual Assault Nurse Examiners from Women's College Hospital and Scarborough Grace Hospital.

The Special Victims Section of the Sex Crimes Unit translated information pamphlets into Cantonese and Russian. The pamphlets were delivered to agency partners and massage parlours in an effort to increase level of knowledge of police process and increase reporting.



## 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.**

### Initial 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*

### 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%  
**in 2011:** 14%

the proportion of agency workers who said police have improved over past year at providing follow-up information **decreased** 4% between 2008 and 2011

- ◆ **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%  
**in 2011:** 17%

the proportion of agency workers who said police have improved over past year at providing referrals **did not change** between 2008 and 2011





→ *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.*

### Update on Activities:

The Divisional Policing Support Unit (formerly the Community Mobilization Unit) reports that a number of initiatives were undertaken to improve the provision of support to victims. The “Domestic Violence – Protect Yourself” pamphlet was translated into Tamil and Chinese. The Unit was actively involved with the Scarborough Access Centre Committee (made up of numerous agencies) in developing a Family Justice Centre for Scarborough (with a pilot to start in 2012), and with the pilot for an Integrated Domestic Violence Court. And the Unit, along with various divisions, participated in a number of events (e.g. Family Violence Roundtable with Native Child and Family Services, ‘Walk a Mile in Her Shoes’, ‘Shelter from the Storm’, etc.)

A number of initiatives were also undertaken to help increase reporting, including presentations to schools, colleges, and universities; presentations to cultural organizations; presentations to shelters; community workshops; and domestic violence training for officers. The Unit also worked with Seneca College students who produced 5 different culturally-focused domestic violence posters for the community, and with YIPI students who produced (with Video Services) a domestic violence video that was posted on YouTube, Facebook, and Twitter. The YIPI students also produced a presentation for School Resource Officers to deliver to schools and posters to be put up in their schools.

◆ **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%  
**in 2011:** 86%

the proportion of agency workers who said they had trust/confidence in police **increased 2%** between 2008 and 2011

◆ **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  
**in 2011:** 6,003

the number of domestic violence occurrences reported to police **decreased 12%** between 2008 and 2011



## 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.**

### Initial 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><u>2008</u></b>	<b><u>2009</u></b>	<b><u>2010</u></b>	<b><u>2011</u></b>
Seniors	83%	83%	84%	81%
Aboriginal people	81%	83%	79%	80%
Newcomers	83%	82%	80%	82%
the Homeless	83%	80%	82%	82%
those with Mental Illness	84%	84%	80%	79%

the proportion of agency workers, dealing with seniors, who said they had trust/confidence in police **decreased** 2% between 2008 and 2011

the proportion of agency workers, dealing with Aboriginal people, who said they had trust/confidence in police **decreased** 1% between 2008 and 2011

the proportion of agency workers, dealing with newcomers, who said they had trust/confidence in police **decreased** 1% between 2008 and 2011

the proportion of agency workers, dealing with the homeless, who said they had trust/confidence in police **decreased** 1% between 2008 and 2011

the proportion of agency workers, dealing with those with mental illness, who said they had trust/confidence in police **decreased** 5% between 2008 and 2011



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>	<b>2011</b>
Seniors	47%	35%	41%	50%
Aboriginal people	43%	36%	33%	40%
Newcomers	39%	35%	41%	47%
the Homeless	47%	36%	41%	36%
those with Mental Illness	44%	38%	37%	41%

the proportion of agency workers, dealing with seniors, who said police understanding of their clients' needs was excellent or good **increased** 3% between 2008 and 2011

the proportion of agency workers, dealing with Aboriginal people, who said police understanding of their clients' needs was excellent or good **decreased** 3% between 2008 and 2011

the proportion of agency workers, dealing with newcomers, who said police understanding of their clients' needs was excellent or good **increased** 8% between 2008 and 2011

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 2011

the proportion of agency workers, dealing with those with mental illness, who said police understanding of their clients' needs was excellent or good **decreased** 3% between 2008 and 2011

### Update on Activities:

The Divisional Policing Support Unit (formerly the Community Mobilization Unit) provided elder abuse training to TPS personnel; participated in case consultations (between police, public and service providers) with respect to elder abuse, disability issues, mental health issues; and made presentations to and had meetings with agencies, organizations, and service providers working with seniors, persons with disabilities, youth and mental health issues.

The Newcomer Resources Program, including the Guide to Police Services, was presented to a number of groups and adjusted as necessary to focus on the relevant issues and needs of the clients; the Newcomer presentations also provided an opportunity to connect agencies and workers with divisional officers who could provide ongoing support (e.g. Community Response, School Resource, Crime Prevention).

The Unit also worked with the Consultative Committees to address the needs of the communities they represent, and participated on the City of Toronto's Hot Weather Response Committee which includes representatives from Toronto Public Health, the Canadian Red Cross, and Toronto Community Care Access Centres.



## 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.**

### Initial 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.*

### Update on Activities:

The Divisional Policing Support Unit (formerly the Community Mobilization Unit) reports that in all presentations, to members of the Service or to members of the community, there is always a discussion of the Victim Services program emphasizing the benefits and value of the program. As well, when appropriate, the program is suggested in case consultations.

### 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

**in 2011:** 9,491

the number of referrals to Victim Services **increased 4%** between 2008 and 2011



## Priority: Targeting Violence, Organized Crime, & Gangs

Corporate Lead: Staff Superintendent, Detective Services

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

### Initial 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:** 238  
**in 2009:** 256  
**in 2010:** 263  
**in 2011:** 225

the number of shootings **decreased** 5% between 2008 and 2011

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

number of firearms seized:  
**in 2008:** 1,374  
**in 2009:** 1,180  
**in 2010:** 1,460  
**in 2011:** 1,109

the number of firearms seized **decreased** 19% between 2008 and 2011

◆ **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  
**in 2011:** 11.0 per 1,000 population

the rate of violent crime **decreased** 6% between 2008 and 2011

\* '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 ACIIS database to more effectively share intelligence with policing partners outside the TPS.*

## **Update on Activities:**

The Strategic Assessment and Analysis Section of the Intelligence Division co-ordinates the collection of qualitative data from various sections (e.g. Operations, Covert Operations, Integrated Guns & Gangs Task Force) relating to organized crime groups. With firearms and violence given high priority, the data are compiled and published on a quarterly basis in the Toronto Police Threat Assessment. Intelligence analysts have also created quarterly trend and pattern analyses that are incorporated into the Threat Assessment updates and are shared with external agencies at national conferences.

The divisional Field Intelligence Officer (FIO) program represents the formal channel for the flow of information and intelligence between the divisions and the Intelligence Division. FIOs regularly develop source information about criminal activity, weapons and drugs within their divisions, which is complemented by source information from Intelligence investigators relating to organized crime, drug activity, and firearms.

- ◆ **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%

**in 2011:** 90%

the proportion of the community who thought the police did well in dealing with gun crimes **increased** 17% between 2008 and 2011



Members of the Intelligence Division liaise with investigators and field personnel on a regular basis to stay current on active investigations, crime trends, and organized crime groups operating within the community.

While investigators are made aware of the ballistics links between shootings, Intelligence Division members work with investigators to understand those links from an organized crime perspective and identify suspects and/or gangs involved. A web-based database where investigators may view their ballistic matches to other investigations is also maintained. All firearms seized in Toronto that were not registered in Canada were traced through the US Bureau of Alcohol, Tobacco, and Firearms. This information assisted in the identification and arrest of persons that trafficked firearms to the city.

A weekly Tactical Intelligence Strategy meeting brings together front-line enforcement, intelligence, TAVIS Response Teams, GTA enforcement partners, and other stakeholders (e.g. Canada Border Services Agency) to share information and dynamically respond to violent crime and weapons within the community. These meetings are a unique opportunity for members representing the front line (FIOs) and members from specialized units to review and discuss shootings and violence within the community over the past week. Decisions are made regarding the deployment of field, TAVIS, and specialized investigative personnel for the upcoming week to address areas that are prone to violence and gang activity. This process can often expand into large-scale investigations to respond to community issues. Information obtained in these meetings is combined with other intelligence and analysed to pinpoint any underlying cause(s) and suspects.

The School Resource Officer (SRO) FIO is now a permanent member of the weekly Tactical Intelligence Strategy meeting. Being involved in this intelligence-sharing assists in identifying youth-based community issues and trends that contribute to youth participating in gangs and violent crimes. Youth-focused gang exit initiatives were promoted when providing referrals to gang members, associates and young persons at-risk of joining a gang.

On-call teams from Intelligence are now deployed when an arrest is made and the person is identified as a person of interest. Members of the on-call team engage in debriefs of prisoners in security-related matters, but also communicate any information regarding firearms, drugs, and violent offences. Other members of Intelligence and divisional FIOs regularly debrief persons associated to street gangs and organized crime. FIO debriefings are tracked on a monthly basis and they are accountable for ensuring that known gang members are properly debriefed.



# Priority: Targeting Violence, Organized Crime, & Gangs

Corporate Lead: Staff Superintendent, Detective Services

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

## Initial 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:** 6,812  
**in 2009:** 6,316  
**in 2010:** 6,945  
**in 2011:** 7,448

the number of persons charged with drug offences **increased** 9% between 2008 and 2011

- ◆ **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%  
**in 2011:** 51%

the proportion of community concerned about drugs in their neighbourhood **decreased** 5% between 2008 and 2011

- ◆ **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%  
**in 2011:** 88%

the proportion of the community who thought the police did well in enforcing drug laws **increased** 20% between 2008 and 2011





*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.*

### **Update on Activities:**

Members of the Intelligence Division have been involved in ongoing drug projects throughout the past three years and regularly share intelligence with the Drug Squad. The officers assigned to these investigations provide context and support on specific organized crime groups being investigated and the Intelligence Division Threat Assessment assists in selecting targets for projects. The Toronto Drug Major Project Section provides the target information and operational plans to the Intelligence Division so that this can be uploaded into the national intelligence database.

The Drug Squad's Major Project Section concluded Project KHIAR in 2011; the project was conducted in partnership with York Regional Police, Peel Regional Police, Canada Border Services Agency, and Criminal Intelligence Service Ontario (CISO). Information related to this investigation was uploaded to the CISO Provincial Threat Assessment by way of the national database and the Canadian Integrated Response to Organized Crime (CIROC) to ensure that the CISO Provincial Threat Assessment had access to current information. The Section works with many partners during investigations, including law enforcement agencies across Canada and the US.

Monthly statistical information on arrests, drug seizures, divisional activity hours, drug arrest profile sheets, marijuana grow information, and reports on emerging drug trends are sent to divisional Unit Commanders, Field Intelligence Officers (FIOs), and Crime Analysts. Information is also posted to Push Pin on a regular basis. The Intelligence Division also sends representatives to CISO Operating and District meetings in order to share information with outside agencies on intelligence-related matters, including those related to illicit drugs.

To provide education and raise awareness about drug issues, the Drug Squad conducted 17 community group presentations and 16 divisional presentations on drug trends and neighbourhood drug problems. The Squad also provided media releases and interviews regarding drug-related topics. *Product Identification* booklets were produced in partnership with Purdue Pharma; these brochures were distributed to all TPS FIOs, analysts, and to Correctional Service Canada. The Drug Squad also participated in several media productions, such as a Rogers' Television show regarding Marijuana and Clandestine Laboratories, a CBC National program on the Jamaican Shower Posse, and a National Geographic exposé on Importation and Drug Trafficking.



## 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.**

### *Initial 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%  
**in 2011:** 82%

the proportion who rated the officer's professionalism as excellent or good **increased** 9% between 2008 and 2011

- ◆ **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%  
**in 2011:** 17%

the proportion of the community who said they believed Toronto police officers targeted members of minority or ethnic groups for enforcement **decreased** 4% between 2008 and 2011



◆ **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%

**in 2011:** 38%

the proportion of Service members who agreed with the statement “I believe there is a lot of discrimination within the Service” **increased** 3% between 2008 and 2011

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

**in 2008:** 22

**in 2009:** 17

**in 2010:** 47

**in 2011:** 26

the number of internal complaints related to harassment and discrimination **increased** 18% between 2008 and 2011

## Update on Activities:

Professional Standards reports that a number of initiatives have worked to address this goal. Lectures were delivered by the Office of the Independent Police Review Director to help complaint investigators understand how the police in general or a particular situation may be perceived by members of the public; e-learning modules (e.g. LGBT and *Accessibility for Ontarians with Disabilities Act*) were mandatory for all uniform members; and more officers have been through the Toronto Police College leadership course module on investigating complaints of incivility, harassment, Human Rights, etc.

In addition, the implementation of recommendations of the Human Rights Charter Project is believed to have brought these issues to the forefront, with the project’s focus on education, accountability, and learning.

Training, in partnership with external Human Rights lawyers, for Professional Standards members, Unit Complaint Co-ordinators, senior officers, and Diversity Management Unit (DMU) members specific to harassment and investigating harassment complaints has increased investigative competencies; better investigations may increase perception of accountability and confidence in the ability of the Service to better address human rights issues and thereby increase the number of complaints.

DMU also worked with influential members of religious/ethnic communities to identify religious items/clothing to come to a consensus as to how to most effectively include these items in the context of the police uniform.

Finally, dealing with emotionally disturbed persons remains a significant challenge for police officers; often police response and resulting media coverage is very damaging to the perceived professionalism of police. Deputy Federico continues to meet with social services partners to deal with this issue.



## 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.**

### Initial 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>	<u>2011</u>
Women – Uniform	117	142	124	29
Women – Civilian	1,575	1,971	3,366	1,559

the number of uniform applicants who were women **decreased** 75% between 2008 and 2011

the number of civilian applicants who were women **decreased** 1% between 2008 and 2011

- ◆ **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>	<u>2011</u>
Visible Minority – Uniform	342	458	372	99
Visible Minority – Civilian	1,934	2,194	2,863	2,007

the number of uniform applicants who were visible minority **decreased** 71% between 2008 and 2011

the number of civilian applicants who were visible minority **increased** 4% between 2008 and 2011



- ◆ **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>	<u>2011</u>
Uniform	101	65	37	45
Civilian	33	32	20	48

the number of uniform members who resigned **decreased** 55% between 2008 and 2011

the number of civilian members who resigned **increased** 45% between 2008 and 2011

- ◆ **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>	<u>2011</u>
Sgts/Staff Sgts – Women	15.2%	15.7%	17.0%	17.3%
Sgts/Staff Sgts – Visible Minority	9.3%	11.0%	12.1%	13.3%
Senior Officers – Women	15.2%	13.9%	13.9%	14.5%
Senior Officers – Visible Minority	10.1%	11.9%	11.9%	14.5%

the proportion of sergeants/staff sergeants who were women **increased** 2.1% between 2008 and 2011

the proportion of sergeants/staff sergeants who were visible minority **increased** 4.0% between 2008 and 2011

the proportion of senior officers who were women **decreased** 0.7% between 2008 and 2011

the proportion of senior officers who were visible minority **increased** 4.4% between 2008 and 2011



- ◆ **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%

**in 2011:** 51%

the proportion of members who said they had access to career planning guidance and information **decreased** 4% between 2008 and 2011

### Update on Activities:

According to the Benefits & Employment Unit, the Service continued its outreach programs for both uniform and civilian applications at schools, job fairs, and community events, particularly those events organized by racial or ethnic communities and those directed at women. However, with the hiring deferral imposed in 2011 due to budget constraints, the Employment Unit stopped the intake of applications for both civilian and uniform positions. The Service did maintain the police officer applicant pool and previously filed applications were reviewed and updated (i.e. withdrawn if applicant was hired elsewhere or was no longer interested in a position). The Service also continued to provide training for applicants, although the last female-only preparation training session was poorly attended. Unit members continued to participate in public education/seminars offered by community groups to determine the most effective ways to access members of these communities and how to most effectively market policing as a career to the members of these communities.

Sergeant, Staff Sergeant and Superintendent processes were held in 2011; the Service promotional process was specifically designed to be neither favourable or obstructive to any identified group or individual. Members may take advantage of the experience and contacts offered by any of the Internal Support Networks (ISNs) to develop themselves and better prepare for promotional opportunities. In the past year or so, there has also been increased use of Staff Planning & Development for career support, information, and direction. Given the increased number of female and visible minority officers hired in the recent years, the proportion of these groups in supervisory and senior ranks is expected to continue to increase with time and experience, although promotional processes will likely slow with current budget constraints.

In addition to more career support and information being sought from Staff Planning, in the fall of 2010, descriptions for specific specialized positions were posted on the TPS Intranet for the information of members. Three Employment Information lectures were also held in Spring 2011 dealing with preparing a resumé and interviewing techniques, and three were held in the Fall dealing with career development, including career-pathing, and an introduction to the new e-recruit system.



# 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.**

## Initial 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%  
**during 2011:** 67%

the proportion of Service units with reviewed/updated continuity plans **decreased** 33% between 2008 and 2011

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

number of after-action debriefing recommendations approved:

**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.)  
**during 2011:** 10

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

number of approved debriefing recommendations that were implemented:

**during 2008:** 9 (38% of total approved)  
**during 2009:** 26 (96% of total approved)  
**during 2010:** 0 (Note: The EPC experienced a 6 month hiatus in 2010 due to G20 preparations and follow-up.)  
**during 2011:** 8 (80% of total approved)

the number of approved debriefing recommendations that were implemented **decreased** 11% between 2008 and 2011 (however the proportion implemented of the total number of approved recommendations **increased** 42% between 2008 and 2011)



### **Update on Activities:**

According to Public Safety and Emergency Management, in working towards the achievement of this goal, an Incident Management System (IMS) database has been developed that includes external partners such as Toronto Emergency Medical Services, Office of Emergency Management, and Toronto Fire Services, and standard operating guidelines have been drafted for an Incident Management Team.

The number of compliance checks of unit business continuity plans was increased to support the goal and improvements in plans, if necessary. The continuity compliance checks were also enhanced through activities, such as shutting the power off. However, with the resignation and retirement without replacement of two members, the task of overseeing compliance with the annual review of unit-level operational continuity plans has been incorporated into the duties of the Planning Section. Given competing priorities, compliance oversight has recently not been supported to the extent previously possible. Public Safety and Emergency Management is currently reviewing the process to provide a more appropriate level of support.

A new major event planning process has been developed that includes risk assessment, staffing models, articulation methods for incident commanders to justify decision-making, corporate or divisional-level response, and intelligence-led identification of issues. This emphasis on a more structured incident management process provides for the early consideration and preparation of After Action Reports. Going forward, After Action Reports will become more commonplace.

Finally, a main focus has been the implementation of recommendations from the G20 After Action Report. These recommendations are concerned with preparation and training of major event specialists; IMS training for members; improving understanding of roles, responsibilities, and decision-making authorities; public order management of black bloc tactics, disorder, and major events; procedures for identifying, isolating, and extracting specific individuals in a crowd; facilitating the effective flow of intelligence information; and enhancing large event radio protocol, procedures, and training.





# Priority: Addressing Community Safety Issues

Corporate Lead: Director, Corporate Services

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

## Initial 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%
- in 2011:** 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 2011**

- ◆ **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%
- in 2011:** 96%

proportion of community who said they felt Toronto was safe:

- in 2008:** 83%
- in 2009:** 86%
- in 2010:** 97%
- in 2011:** 98%

*difference in 2008 = 7%*  
*difference in 2009 = 4%*  
*difference in 2010 = - 4%*  
*difference in 2011 = - 2%*

**the difference between community perception of safety in neighbourhoods and community perception of safety in the city overall was smallest in 2011**



### **Update on Activities:**

The Corporate Communications unit has continued to explore ways of communicating to the citizens of Toronto that crime is low and that the city is a safe one. Crime statistics, such as the annual number of homicides, are used to relay the message when possible. The use of social media channels to connect with and provide information to people may have contributed to a better understanding of levels of crime in the city.



# 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.**

## Initial 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) are 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”. Once the definitions are established, RMS must create a method of counting these occurrences within existing and future records management systems.

### in 2011:

As reported in 2010, there are a number of issues that must be considered. Members of the Financial Crimes Unit continue to work with members of Records Management Services (RMS). Establishment of nationally-accepted definitions for identifying “technology” and “computer-assisted” crimes remains an issue. Once these definitions have been articulated, RMS will create a system for counting these occurrences.

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
- in 2011: 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

**in 2011:** n/a

this will not be available until first objective has been completed

## Update on Activities:

Records Management Services (RMS) reports that in December 2009, Statistics Canada notified all policing agencies that the Government of Canada had introduced a new law codifying identity theft/identity fraud. This change in legislation came into effect January 2010. These newly legislated offences of Identity Theft and Identity Fraud were added to the eCOPS application in March 2010. The flag of 'cybercrime-related' was added to the Notifications folder in eCOPS in November 2008. This flag creates a tool to extract and measure computer-related offences.

The new offences, together with the 'cybercrime-related' flag in eCOPS, facilitate the Service's ability to identify and extract computer-assisted criminal activity for analysis. Information has been e-mailed to field members, divisional quality control officers, and training sergeants, to ensure the flag is captured for computer-related offences. As of March 15<sup>th</sup>, 2011, the cybercrime-related notification was flagged in 510 reports.

Coding definitions/values in eCOPS for fraud offences have been redefined in order to add clarity and uniformity for statistical reporting. However, a meeting with members of the Canadian Centre for Justice Statistics, the Financial Crimes Unit, and RMS identified the scoring inconsistencies in the definition of 'computer-assisted' frauds, identity theft, etc., among different policing communities.

To discuss and possibly fix these inconsistencies, a meeting with Fraud experts from police services in the Greater Toronto Area and/or introduction of this topic at an upcoming CACP Police and Information Statistics (POLIS) committee meeting have been recommended.

The Hate Crime Unit manually maintains meticulous statistics for hate/bias occurrences committed via the Internet. There is a special Incident Type in eCOPS 'Hate Bias' that allows tracking of these occurrences. The Hate Crime Unit analyst classifies hate crime relating to computers and manually tracks them on an Excel spreadsheet. RMS and the Hate Crime Unit have been in discussion to streamline current processes for extraction and identification.



## 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.**

### Initial 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%  
**in 2011:** 62%

the proportion of agency workers who said police were effective in dealing with hate crimes **decreased** 5% between 2008 and 2011

- ◆ **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%  
**in 2011:** 57%

the proportion of agency workers who said they felt victims were satisfied with police response to hate crimes **decreased** 10% between 2008 and 2011

- ◆ **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  
**in 2011:** 123

the number of hate crime occurrences reported to police **decreased** 20% between 2008 and 2011



### **Update on Activities:**

The Hate Crime Unit met with divisional Hate Crime Co-ordinators in October 2011 to discuss divisional hate crime occurrences, as well as trends and occurrences of particular interest. The Unit also met regularly with divisional Field Intelligence Officers, to discuss hate crime and extremism, persons of interest, and protest demonstrations that involved opposing groups and resulted in reports of hate crimes.

The Hate Crime Unit worked with the Divisional Policing Support Unit (formerly the Community Mobilization Unit) to provide education and community outreach to members of the public and police on lesbian, gay, bi-sexual, and transgender (LGBT) issues, particularly through the 'Report Homophobic Violence, Period' (RHVP) program. This is a public awareness and education campaign that focuses on young people and the issue of homophobic and transphobic bullying and violence. In January 2011, the RHVP program was presented during a one day province-wide training to police officers, teachers, and school administrators (from the public and separate boards) at the Toronto Police College.

The Hate Crime Unit partnered with the School Action Teams, formerly known as the Empowered Students Partnership (ESP) program in 2007, and maintained this partnership in 2011 as part of ongoing program development in the area of hate/bias crime education. School Action Teams are currently operating in all Toronto secondary schools.

The Hate Crime Unit Intranet page provides an up-to-date community resource list for front-line officers, providing links to over 30 groups.

The Hate Crime Unit is a member of the Policing Standards Advisory Committee (PSAC) Hate Crimes Working Group (HCWG), established by the Ministry of Community Safety and Correctional Services. The Unit has worked actively with the HCWG to develop draft definitions for hate crime and hate incident, and to review existing policing standards guidelines with respect to hate crime, as recommended by the HCWG. The decrease in reported hate crimes in Toronto follows the trend seen nationally and in other large jurisdictions.



## 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.**

### Initial 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  
**in 2011:** 2,101

the number of road-related injuries to pedestrians **increased 2%** between 2008 and 2011

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

**in 2008:** 1,126  
**in 2009:** 1,149  
**in 2010:** 1,067  
**in 2011:** 1,072

the number of road-related injuries to cyclists **decreased 5%** between 2008 and 2011

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

**in 2008:** 7,880  
**in 2009:** 7,440  
**in 2010:** 8,479  
**in 2011:** 7,206

the number of road-related injuries to drivers **decreased 9%** between 2008 and 2011



*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 pedestrian perception of safety**

proportion of community who said they felt safe as pedestrians:

**in 2008:** 68%  
**in 2009:** 74%  
**in 2010:** 76%  
**in 2011:** 86%

the proportion of the community who felt safe as pedestrians **increased 18% between 2008 and 2011**

◆ **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%  
**in 2011:** 47%

the proportion of the community who felt safe as cyclists **increased 6% between 2008 and 2011**

◆ **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%  
**in 2011:** 79%

the proportion of the community who felt safe as drivers **increased 6% between 2008 and 2011**

## Update on Activities:

According to Traffic Services, programs continue to be updated to reflect current issues. Traffic-related education is now carried out through social media (Facebook, Twitter), allowing for interaction and response to traffic-related questions. The annual 'share the road safely' cycling campaign – Safety, Prevention, Awareness, Courtesy, Education (SPACE) – is also carried out through social media. A number of other programs, directed often towards children and young people, focus on safety and injury prevention through education, awareness, and enforcement (e.g. seatbelt, distracted driving, alcohol, drug, and speeding campaigns). A new program for seniors has been implemented involving officers attending at community centres and seniors' residences to give presentations.

The Unit provides resources for divisional education traffic safety programs (e.g. a library of presentations on pedestrian, driver, and cyclist safety), and continues to give presentations to corporations (e.g. Labatts, University of Toronto) to enhance safety. Community cycling committees have also been established in 17 at-risk neighbourhoods.

Traffic Services also works with the Coroner's office to identify patterns in pedestrian/cyclist accidents, has engaged Community Police Liaison Committees, and meets with divisional Traffic sergeants on a quarterly basis. New software maps hot spots for impaired drivers; there is ongoing analysis of high-collision sites; a training package is being created relating to e-bike legislation; and the unit is working with City of Toronto engineers regarding left turn lane changes (signals).





## Priority: Ensuring Pedestrian & Traffic Safety

Corporate Lead: Staff Superintendent, Operational Services

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

### Initial 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%  
**in 2011:** 52%

the proportion of crime management initiatives that included a traffic component **increased** 18% between 2008 and 2011

- ◆ **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%  
**in 2011:** 66%

the proportion of divisional officers who felt that traffic was included as part of their division's crime management process **decreased** 1% between 2008 and 2011



- ◆ **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%

**in 2011:** 64%

the proportion of divisional officers who felt that traffic enforcement plays a role in addressing their division's crime and disorder problems **decreased** 3% between 2008 and 2011

### Update on Activities:

Divisional Policing Command (DPC) has communicated to all divisions the requirement to identify 3 main areas of concern and devise 3 initiatives that would address those concerns. Divisions now have weekly crime management meetings and design initiatives that encompass traffic components to increase the perception that traffic is included in crime management strategies. DPC coordinates and receives the initiatives from all units, which are reviewed and approved by the Staff Superintendent.



## 2011 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.<sup>\*</sup> 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.<sup>\*\*</sup> 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.<sup>\*\*\*</sup> 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.

In 2011, the Service's Council-approved net operating budget was \$905.9 million, an increase of 10.2% over the 2008 net operating budget.<sup>†</sup> The net operating budget was subsequently increased to \$929.5 million to reflect an allocation from the Insurance Reserve Fund and to cover the cost of the negotiated contract settlement for Toronto Police Association members. The operating budget was further increased to \$930.4 million in late 2011 to reflect the contract settlement for the Toronto Police Service Senior Officers' Association. Due to various cost reduction initiatives (including reduced staffing levels) and higher than expected revenues, at year-end, the Service achieved a favourable operating budget surplus of \$24.0 million.

As shown in the table below, the largest proportion of the gross operating budget in each year was dedicated to salaries and benefits, with the budget for all features remaining relatively unchanged. Over half of the budget in each year went to Divisional Policing Command.

	2008	2009	2010	2011
<b>Services / Rent</b>	9.3%	9.3%	9.3%	9.1%
<b>Material</b>	2.1%	2.2%	2.1%	2.0%
<b>Equipment</b>	0.1%	0.1%	0.2%	0.2%
<b>Salaries / Benefits</b>	88.5%	88.4%	88.4%	88.7%

Source: TPS Annual Statistical Reports

\* 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).

† Information from Police Service Board meeting of April 19, 2012.



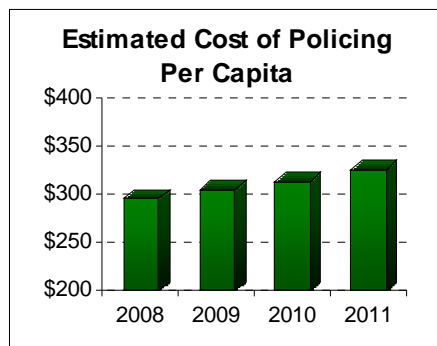
The figure to the right shows the estimated cost of policing per capita for the past four years.

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.

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.

And, based on the net operating budget of \$930.4 million and an estimated population of 2,855,085 the cost of policing per capita in 2011 was about \$326.

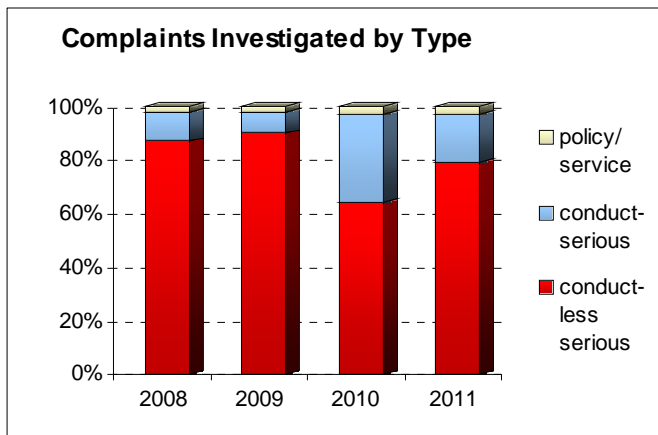


### Complaints about Police Service:

The total number of public complaints received increased 11% between 2008 and 2011, from 764 complaints in 2008 to 847 in 2011; 712 complaints were received in 2009 and 1,147 complaints were received in 2010. Of the complaints received, 60% were investigated in 2008, 59% were investigated in 2009, 65% were investigated in 2010, and 59% were investigated in 2011. In all years, the largest proportions of complaints not investigated were those deemed frivolous (70% in 2008, 69% in 2009, 61% in 2010, and 38% in 2011).

As shown in the figure to the right, in all years, the largest proportion of investigated complaints involved allegations of conduct of a less serious nature: 87% in 2008, 90% in 2009, 64% in 2010, and 79% in 2011.

The proportion of serious conduct complaints investigated was relatively low in 2008 and 2009, but increased markedly in 2010, before decreasing again in 2011. Of the total number of investigated complaints, 11% were related to serious conduct in 2008, 8% were related to serious conduct in 2009, 33% were related to serious conduct in 2010, and 18% were related to serious conduct in 2011. Complaints relating to policy or service represented on 2%-3% of investigated complaints in all years.



With regard to the specific type of complaint, the largest proportion of investigated complaints in each year related to allegations of discreditable conduct (63% in 2008, 62% in 2009, 56% in 2010, and 58% in 2011).

As can be seen in the figure below, of those complaints for which the investigation has been concluded, the largest proportion was found unsubstantiated in all years: 51% in 2008, 57% in 2009, 60% in 2010, and 59% in 2011. Misconduct was identified in 5% of these concluded complaints in 2008, in 2% of concluded complaints in 2009, 5% of concluded complaints in 2010, and 2% of concluded complaints in 2011.\*\* Informal resolution was the outcome of 19% of investigated, concluded complaints

\* The 1,147 complaints in 2010 include complaints related to the G20 Summit.

\*\* While almost all complaint investigations for 2008 and 2009 were concluded, 18% and 14% of the 2010 and 2011 complaint investigations, respectively, were not yet completed at year end.



in 2008, 19% of investigated, concluded complaints from 2009, 16% of investigated, concluded complaints from 2010, and 18% of investigated, concluded complaints from 2011.

