



## ARCHIVED - Archiving Content

### Archived Content

Information identified as archived is provided for reference, research or recordkeeping purposes. It is not subject to the Government of Canada Web Standards and has not been altered or updated since it was archived. Please contact us to request a format other than those available.

## ARCHIVÉE - Contenu archivé

### Contenu archivé

L'information dont il est indiqué qu'elle est archivée est fournie à des fins de référence, de recherche ou de tenue de documents. Elle n'est pas assujettie aux normes Web du gouvernement du Canada et elle n'a pas été modifiée ou mise à jour depuis son archivage. Pour obtenir cette information dans un autre format, veuillez communiquer avec nous.

This document is archival in nature and is intended for those who wish to consult archival documents made available from the collection of Public Safety Canada.

Some of these documents are available in only one official language. Translation, to be provided by Public Safety Canada, is available upon request.

Le présent document a une valeur archivistique et fait partie des documents d'archives rendus disponibles par Sécurité publique Canada à ceux qui souhaitent consulter ces documents issus de sa collection.

Certains de ces documents ne sont disponibles que dans une langue officielle. Sécurité publique Canada fournira une traduction sur demande.

# 2012 SERVICE PERFORMANCE REPORT



May 2013



## TABLE OF CONTENTS

	PAGE
<b>2012 SERVICE PERFORMANCE: PRIORITIES .....</b>	<b>1</b>
FOCUSING ON CHILD & YOUTH SAFETY .....	3
FOCUSING ON VIOLENCE AGAINST WOMEN .....	11
FOCUSING ON PEOPLE WITH DISTINCT NEEDS .....	14
TARGETING VIOLENCE, ORGANIZED CRIME, & GANGS .....	18
DELIVERING INCLUSIVE POLICE SERVICES .....	23
ADDRESSING COMMUNITY SAFETY ISSUES .....	25
ENSURING PEDESTRIAN & TRAFFIC SAFETY .....	28
<b>2012 SERVICE PERFORMANCE: ADDITIONAL ADEQUACY STANDARDS REPORTING REQUIREMENTS .....</b>	<b>31</b>
SERVICE BUDGET AND COST OF POLICING PER CAPITA .....	31
COMPLAINTS ABOUT POLICE SERVICE .....	32



## 2012 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.

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 any of the prohibited grounds, including race, gender, sexual orientation, age, disability, and place of origin. 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.

The 2012 Priorities were generally a continuation of the Priorities presented in the 2009-2011 Business Plan. In 2011, given the budget environment and ongoing initiatives (including the City of Toronto's Service Efficiency Review and the Chief's Internal Organizational Review), the Police Services Board approved the extension of the 2009-2011 Service Priorities, with some revision. The revision involved the removal of six goals, either because they were no longer relevant or feasible, or because processes had been put into place to address the issue.

The following tables summarize Service performance on each of the remaining goals within the Priorities during this additional year of the revised 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 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.

**PRIORITY: ADDRESSING COMMUNITY SAFETY ISSUES**

Goal	
●	Improve the Service's ability to analyze crimes committed using technology (computer-assisted crimes), particularly frauds and identity thefts targeting seniors.

**PRIORITY: ENSURING PEDESTRIAN & TRAFFIC SAFETY**

Goal	
●	Increase traffic enforcement and education to better protect the safety of pedestrians, cyclists, and drivers.



## Priority: Focusing on Child & Youth Safety

**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%

**in 2012:** 89%

the proportion of high school students in 2012 who said they felt safe in and around the school during the day was a 1% **increase** from 2008

- ◆ **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%

**in 2012:** 63%

the proportion of high school students in 2012 who said they felt comfortable talking to police about problems was a 6% **increase** from 2008



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

number of specified offences on school premises:

	<b>assaults</b>	<b>robberies</b>	<b>weapons offences</b>	<b>total</b>
<b>2008</b>	1,155	258	219	<b>1,632</b>
<b>2009</b>	980	275	189	<b>1,444</b>
<b>2010</b>	942	281	156	<b>1,379</b>
<b>2011</b>	911	290	198	<b>1,399</b>
<b>2012</b>	786	270	115	<b>1,171</b>

the number of assaults, robberies, and weapons offences on school premises in 2012 was a 28% **decrease** from 2008

### Update on Activities:

The Divisional Policing Support Unit reported that the School Resource Officer (SRO) program – the key strategy for this goal – continued its primary mandate to build trust and positive relationships between youth and police, focusing on the needs of the individual schools by being present on a daily basis and participating in the school community. There has also been an increase in the number of police-initiated programs funded by the ProAction Cops & Kids charity (from 135 programs in 2011 to 158 in 2012); all these programs were aimed at promoting trust and confidence in police. A further mandate of the SRO program – to address safety and crime issues in the schools – was specifically emphasized in 2011 and was continued into 2012.



## Priority: Focusing on Child & Youth Safety

**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%

**in 2012:** 31%

the proportion of students in 2012 who said they received some crime prevention/safety information was a 7% **decrease** from 2008

- ◆ **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%

**in 2012:** 32%

the proportion of students in 2012 who said they would be willing to report a crime they witnessed to police was a 9% **increase** from 2008





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%

**in 2012:** 53%

the proportion of students in 2012 who said they would be willing to report they were victim of a crime to police was a 7% **increase** from 2008

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

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

**in 2008:** 4,812  
**in 2009:** 4,829  
**in 2010:** 4,987  
**in 2011:** 5,413

**in 2012:** 4,800

the number of crimes reported by youth in 2012 was a 0.2% **decrease** from 2008

- ◆ **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)

**in 2012:** 85% (66% said only if anonymous)

the proportion of students in 2012 who said they would be willing to provide information to police about a problem or a crime was a 7% **increase** from 2008



### **Update on Activities:**

The Divisional Policing Support Unit reported that the School Resource Officers (SROs) continued to provide presentations on topics such as Crime Stoppers, Personal Safety, Bullying, Cyber Safety, Graffiti, and Lockdowns. These presentations were aimed at crime prevention and promoting reporting. Due to lack of funding, the School Action Teams website was cancelled; however, the presentations and resources developed for the site were retained and continued to be used by the SROs. Service members also partnered with the Toronto Argonauts to train them to deliver anti-bullying presentations. The athletes and cheerleaders presented the lecture to children in Grades 3 through 6.

The Sex Crimes Unit reported that the Special Victims section partnered in the “Providing Resources, Offering Support” (PROS) program, with the All Saints Community Centre. Through this alliance, an educational video was developed that chronicles the experiences of being victimized by Human Trafficking related offences. When final approval is received, this video will be presented to Grade 8 students in schools/areas throughout Toronto that have been designated as high risk. This presentation will be available for use by all police officers in the schools, including Community School Liaison Officers (CSLOs) and SROs. The training for this presentation was provided to these officers at the end of 2012, and the presentation will be offered to schools in 2013.

The Child Exploitation Section of the Sex Crimes Unit met with the Canadian Centre for Child Protection (CCCP) and developed a strategy to educate teen students on issues that arise as a result of ‘sexting’, otherwise known as self-peer exploitation. ‘Sexting’ involves sending sexually explicit messages and/or photographs, generally between cell phones. A plan was formulated to work with both the CCCP and the Toronto School Boards to raise awareness through education and to reach out to the segment of the community that take part in ‘sexting’.

Education initiatives were also undertaken, with the Child Exploitation Section providing input on the resource guides being developed by the CCCP. These educational materials will be offered in 2013 to students, parents, teachers and law enforcement agencies to help reduce incidents of child exploitation.



## Priority: Focusing on Child & Youth Safety

**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%

**in 2012:** 40%

the proportion of students in 2012 who said they received information on bullying and/or cyber-bullying was a 7% **increase** from 2008

- ◆ **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%

**in 2012:** 15%

the proportion of students in 2012 who said they had been bullied in the past 12 months was a 3% **increase** from 2008



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%

**in 2012:** 11%

the proportion of students who said they had been cyber-bullied in the past 12 months **was the same** in 2012 as in 2008

- ◆ **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%

**in 2012:** 47%

the proportion of students in 2012 who said they were concerned about bullying in/around their school was an 11% **increase** from 2008

### Update on Activities:

As mentioned previously, the Divisional Policing Support Unit reported that Service members partnered with the Toronto Argonauts to provide an anti-bullying message to students in Grades 3 through 6, and the School Resource Officers (SROs) continued to support school-based bullying initiatives and programs. All SROs participated in a one day workshop – ‘Safer and Accepting School Workshop’ – provided by Egale Canada. The workshop provided a deeper understanding of the impact of bullying, concrete strategies, and comprehensive resources for the participants.



## Priority: Focusing on Child & Youth Safety

**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\*:

**in 2008:** 1,534

**in 2009:** 1,284

**in 2010:** 1,415

**in 2011:** 1,507

**in 2012:** 1,326

the number of children (0-11 years) victimized by violent crime in 2012 was a 14% **decrease** from 2008

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

number of youth victimized by violent crime\*:

**in 2008:** 4,683

**in 2009:** 4,578

**in 2010:** 4,607

**in 2011:** 4,578

**in 2012:** 3,802

the number of youth (12-17 years) victimized by violent crime in 2012 was a 19% **decrease** from 2008

### Update on Activities:

As noted previously, a number of new programs to raise awareness of youth victimization through bullying, 'sexting', human trafficking, and so on, were developed and, in some instances, are already being delivered to students. The intention of these programs was to raise awareness of the existence and consequences of certain threats and behaviours in order to prevent and decrease victimization of children and youth. And again as noted previously, the increased emphasis on addressing safety crime issues by the SROs continued in 2012.

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



## Priority: Focusing on Violence Against Women

**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%

**in 2012:** 15%

the proportion of agency workers in 2012 who said police have improved over past year at providing follow-up information was a **3% decrease** from 2008

- ◆ **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%

**in 2012:** 20%

the proportion of agency workers in 2012 who said police have improved over past year at providing referrals was a **3% increase** from 2008



→ *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 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%

**in 2012:** 82%

the proportion of agency workers in 2012 who said they had trust/confidence in police was a 2% **decrease** from 2008

◆ **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:** 7,100

**in 2012:** 6,217

the number of domestic violence occurrences reported to police in 2012 was a 9% **decrease** from 2008

**Update on Activities:**

The Divisional Policing Support Unit provided domestic violence training to TPS personnel and participated in consultations with public sector agencies and service providers with respect to domestic violence and domestic violence awareness. The Unit also made presentations to and had meetings with private sector agencies, organizations, services, and resource providers who were engaged with victims of domestic abuse.

A number of initiatives were undertaken to help increase reporting, including community workshops and presentations to high schools, colleges and universities, cultural organizations, and shelters. The Teens Ending Abusive Relationships (TEAR) program offered by Victim Services was showcased at Divisional Policing Support operational meetings with Service members (Community Response Officers and School Resource Officers), as well as at meetings with school officials.

Also in 2012, funding was approved and strategies and operational plans were finalized for the Scarborough Family Justice Pilot Project. It will be run in 41 Division, with 43 Division as the control division. The purpose of the Pilot Project is to provide a victim-focused, victim-friendly approach to criminal justice and social service interventions to ensure that each victim of domestic violence is provided with one “go to” person (the Victim Advocate) for support, case co-ordination, guidance, and consistent information throughout the criminal justice process. The Divisional Policing Support Unit initiated discussions with the John Howard Society to become involved as a resource for the Pilot Project. The John Howard Society would be engaged with high risk domestic violence offenders so as to reduce risk for their victims. An engagement strategy is under review and is to be finalized in 2013.



The Divisional Policing Support Unit, together with the Toronto West Court, initiated another pilot program in 2012 to assist victims of domestic violence navigate the process associated with the Domestic Early Intervention Court, particularly in relation to victims of domestic violence initially consenting to have contact with the accused and then withdrawing that consent at a later point in the process. This Pilot is scheduled to end in March 2013, at which time a review of the initiative will be conducted.

The Toronto Police Domestic Advisory Committee increased its partnerships with social service agencies and public and private service providers that are involved in offering resources and assistance to victims and families of domestic violence. The partnerships enhanced the level of cooperation among community partners and also served as a mechanism for building better understanding, trust, and confidence with outside agencies.





## 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.**

### 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:

work with:	Seniors	Aboriginal people	Newcomers	the Homeless	those with Mental Illness
<b>2008</b>	83%	81%	83%	83%	84%
<b>2009</b>	83%	83%	82%	80%	84%
<b>2010</b>	84%	79%	80%	82%	80%
<b>2011</b>	81%	80%	82%	82%	79%
<b>2012</b>	85%	88%	86%	84%	84%

the proportion of agency workers, dealing with seniors, who in 2012 said they had trust/confidence in police was a 2% **increase** from 2008

the proportion of agency workers, dealing with Aboriginal people, who in 2012 said they had trust/confidence in police was a 7% **increase** from 2008

the proportion of agency workers, dealing with newcomers, who in 2012 said they had trust/confidence in police was a 3% **increase** from 2008

the proportion of agency workers, dealing with the homeless, who in 2012 said they had trust/confidence in police was a 1% **increase** from 2008

the proportion of agency workers, dealing with those with mental illness, who said they had trust/confidence in police **was the same** in 2012 as in 2008



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:

work with:	Seniors	Aboriginal people	Newcomers	the Homeless	those with Mental Illness
<b>2008</b>	47%	43%	39%	47%	44%
<b>2009</b>	35%	36%	35%	36%	38%
<b>2010</b>	41%	33%	41%	41%	37%
<b>2011</b>	50%	40%	47%	36%	41%
<b>2012</b>	53%	57%	51%	52%	50%

the proportion of agency workers, dealing with seniors, who in 2012 said police understanding of their clients' needs was excellent or good was a 6% **increase** from 2008

the proportion of agency workers, dealing with Aboriginal people, who in 2012 said police understanding of their clients' needs was excellent or good was a 14% **increase** from 2008

the proportion of agency workers, dealing with newcomers, who in 2012 said police understanding of their clients' needs was excellent or good was a 12% **increase** from 2008

the proportion of agency workers, dealing with the homeless, who in 2012 said police understanding of their clients' needs was excellent or good was a 5% **increase** from 2008

the proportion of agency workers, dealing with those with mental illness, who in 2012 said police understanding of their clients' needs was excellent or good was a 6% **increase** from 2008

### Update on Activities:

The Divisional Policing Support Unit provided elder abuse training to Service personnel and participated in case consultations (between police, public, and service providers) with respect to elder abuse, disability issues, and mental health issues.

The Unit made presentations to and had meetings with agencies, organizations, service providers, and government divisions working with seniors, persons with disabilities, and mental health issues. In addition, the Divisional Policing Support Unit, working with the Financial Crimes Unit, made presentations on frauds and scams against seniors and familial financial abuse, and partnered with the Seneca College Graphic Design program to produce multiple awareness campaigns on frauds and scams against seniors.

The Aboriginal Consultative Committee, which includes sixteen separate organizations from within the Aboriginal community in Toronto and is part of the Service's consultative process, continued to meet on a monthly basis, providing a valuable conduit and advisory role to the Aboriginal Peacekeeping Unit in identifying the needs of Toronto's Aboriginal Community. A Community Talking Circle was hosted by the



Diversity Management Unit and attended by Deputy Chief Federico, the Aboriginal Peacekeeping Unit, the Diversity Management Unit, the Toronto Police College, members of the Aboriginal Consultative Committee, members of the community, and Elders. Discussions included terminology, community perspectives on police, history, and what is important for the Service to know and understand about the Aboriginal community of Toronto.

Aboriginal Divisional Liaison Officers were identified Service-wide. These officers are an outreach for the Aboriginal Peacekeeping Unit and a resource to the Aboriginal community at the divisional level. With input by the Aboriginal Consultative Committee, the Toronto Police College, and the Aboriginal Peacekeeping Unit, specialized training is now being developed.

The Divisional Policing Support Unit continued to participate with the City of Toronto initiatives with respect to homeless people and plans are in place to work more closely with the City in 2013. Members of the Divisional Policing Support Unit were involved in the Hot Weather Response Committee, which included representatives from Toronto Public Health, the Canadian Red Cross, and Toronto Community Care Access Centres.

The Service continued to present the Newcomer Resources Program, including the Guide to Police Services, to a number of groups, tailoring the program to address specific client needs.



## Priority: Focusing on People with Distinct Needs

**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.*

### **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

**in 2012:** 9,202

**the number of referrals to Victim Services in 2012 was a 1% increase from 2008**

### **Update on Activities:**

The Divisional Policing Support Unit reported that the Service continued to refer victims of violence, including the family and friends of victims, to Victim Services and other victim resources both directly, and through partnerships with social service providers.



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

**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:** 227

**in 2012:** 213

the number of shootings in 2012 was an 11% **decrease** from 2008

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

number of firearms seized:

**in 2008:** 1,374

**in 2009:** 1,180

**in 2010:** 1,463

**in 2011:** 1,117

**in 2012:** 988

the number of firearms seized in 2012 was a 28% **decrease** from 2008

\* '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.*

◆ **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

**in 2012:** 10.2 per 1,000 population

the rate of violent crime in 2012 was a 13% **decrease** from 2008

◆ **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%

**in 2012:** 69%

the proportion of the community who thought the police did well in dealing with gun crimes in 2012 was a 4% **decrease** from 2008

## Update on Activities:

According to Divisional Policing Command and the Intelligence Division, intelligence gathering and sharing, both within the Service and with various justice partners, continued to be the primary activities to address violence, organized crime, and gangs. The information gathering mechanisms, practices, and associated protocols developed and/or enhanced in recent years were continued; intelligence-led policing remained the basis of all major Service-wide and localized divisional initiatives to address violence, organized crime, and gangs, and associated activities such as drug trafficking. During 2012, the Service initiated four major programs to this end: Project Hive, Project Post, Project Summer Safety, and Project Neighbourhood Safety.

Project Hive, an intensive three week project implemented in July 2013, was launched in response to a shooting incident linked to gang retaliation; the program objectives were to respond to the activities of identified gangs operating in three specific neighbourhoods, suppress the escalation of inter-gang violence, and identify and arrest those responsible for two homicides. Using increased police visibility in the neighbourhoods and extensive intelligence gathering, police were able to apprehend those responsible in the double homicide and reassure the community of their general safety.



Project Post, initiated to address increased violence arising from a rivalry between two well-known Toronto gangs, ran throughout the summer of 2012. The project, staffed by 14, 52, 51, and 55 Divisions, focused on providing a much increased police visibility in downtown areas. In addition to the increased police visibility, officers were tasked with gathering intelligence and feedback from both residents and businesses in the affected neighbourhoods.

Project Summer Safety (PSS) was a ‘whole of Service’ co-ordinated effort to address gun violence, street level gang activity, and violent crime across Toronto. The project, a crime reduction and focused community mobilization plan, ran from July 20<sup>th</sup> to September 9<sup>th</sup>. As with the Neighbourhood TAVIS Initiatives (NTI), the policing activities focused on crime reduction, and increasing public safety and public trust through partnership and communication with the community. Activities integrated intelligence gathering, operational co-ordination, shooting investigations, offender management, event management, traffic and transit management, and community mobilization.

Finally, Project Neighbourhood Safety, built on the principles and successes of Project Summer Safety, began on October 15<sup>th</sup>, 2012, and ran through January 27<sup>th</sup>, 2013. The project assigned officers to areas within their division where intelligence had identified a potential risk for gun violence or gang activity. Each division was tasked with developing strategies specific to the needs of the at-risk neighbourhoods in their division. While the strategies were tailored to the particular neighbourhood, most involved a dramatically increased police presence in areas frequented by gang members, particularly those active in the drug trade. Many divisions increased their enforcement of all offences including *Criminal Code*, *Highway Traffic Act*, *ByLaw*, and *Liquor Licensing Act* offences, among others, to provide a heightened sense of safety in these neighbourhoods. Neighbourhood officer positions were emphasized along with the requirement to develop stronger relationships and contacts within the neighbourhoods.



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

**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

**in 2012:** 8,075

the number of persons charged with drug offences in 2012 was a **19% increase** from 2008

- ◆ **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%

**in 2012:** 58%

the proportion of community concerned about drugs in their neighbourhood in 2012 was a **2% increase** over 2008





*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.*

◆ **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%

**in 2012:** 67%

the proportion of the community who thought the police did well in enforcing drug laws in 2012 was a **1% decrease** from 2008

### Update on Activities:

As noted previously, according to Divisional Policing Command and the Intelligence Division, intelligence-led policing remained the basis of all major Service-wide and localized divisional initiatives to address violence, organized crime, and gangs, and associated activities such as drug trafficking. During 2012, the Service initiated four major programs to this end: Project Hive, Project Post, Project Summer Safety, and Project Neighbourhood Safety. A brief outline of each of these projects was provided under the previous goal.

In addition, the Toronto Drug Squad ran a number of projects dealing with various aspects of drug activity in the city, including, for example:

- organized crime growing and trafficking marijuana in and around the Greater Toronto Area
- the sale and distribution of cocaine (including crack cocaine) in both the east and west ends of the city
- the production of MDMA and methamphetamine in the Greater Toronto Area
- the sale and distribution of heroin in the west end of the city



## Priority: Delivering Inclusive Police Services

**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%

**in 2012:** 76%

the proportion who rated the officer's professionalism as excellent or good in 2012 was a 3% **increase** from 2008

- ◆ **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%

**in 2012:** 34%

the proportion of the community who said they believed Toronto police officers targeted members of minority or ethnic groups for enforcement in 2012 was a 13% **increase** from 2008



◆ **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%

**in 2012:** 45%

the proportion of Service members who agreed with the statement “I believe there is a lot of discrimination within the Service” in 2012 was a 10% **increase** from 2008

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

**in 2008:** 22

**in 2009:** 17

**in 2010:** 47

**in 2011:** 26

**in 2012:** 28

the number of internal complaints related to harassment and discrimination in 2012 was a 27% **increase** from 2008

## Update on Activities:

Professional Standards and the Diversity Management Unit reported that they continued the programs initiated in 2011, building on the strategies and successes. Professional Standards continued to deliver lectures on professional conduct, and its importance to community relations, in recruit, supervisory, and leadership classes, in platoon training sessions, and in senior officer seminars, increasing the number of officers and civilian members who have received the training. Service-wide mandatory training in 2012 included two segments on Items of Religious Significance; a third segment will be available in 2013.

Both units participated in a number of internal and external meetings, workshops, and conferences, including the Divisional Policing Support Unit’s 2012 Community Policing Conference and the annual meeting attended by all Consultative Committees and Community Police Liaison Committees, to discuss partnerships and the importance of community policing.

The Toronto Police Service also furthered its mandate of inclusive policing with the inclusion of the hijab as part of the official uniform; this is the first such inclusion for Canadian police services.

The Diversity Management Unit reported that although the number of Human Rights complaints increased, they were confident that it reflected complainants’ increased awareness of and confidence in the fairness and transparency of the system; they felt that the decreased level of Human Rights settlements supported this. In November 2012, Professional Standards, to further increase awareness, began to publish the number of internal and external Human Rights Complaints on the Service’s Intranet.

Although hiring was strictly limited in 2012, the Service managed to increase its diversity representation.



## Priority: Addressing Community Safety Issues

**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 assisted with the expansion of eCOPS to capture greater detail required.

#### **in 2010:**

Members of the Financial Crimes Unit (previously the Fraud Squad) worked 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 continued 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.

#### **in 2012:**

While, as noted below, the CyberCrime Working Group continues to develop a workable definition for cybercrimes, there is now a notification flag on cyber-crime related fraud, identity fraud, and identity theft occurrences.

computer-assisted frauds, identity theft – ability now available  
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

**in 2012:** cyber-crime related frauds counted using occurrence flag:  
11

Until a workable operational definition has been established and officers receive training on when to use the flag, data shown above should be considered very preliminary.

◆ **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

**in 2012:** cyber-crime related identity frauds and identity thefts  
counted using occurrence flag: 1

Until a workable operational definition has been established and officers receive training on when to use the flag, data shown above should be considered very preliminary.

## Update on Activities:

The CyberCrime Working Group, which includes the Financial Crime Unit, Records Management Services, IRIS, Tech Crime, Intelligence, and Professional Standards, as well as the OPP and the RCMP, continues to work on developing a workable/operational definition for cybercrimes. The Financial Crimes Unit has also partnered with the Financial Services Committee of Ontario (FISCO). In addition, the IRIS team is currently working on counting and tracking occurrences to better define the extent of the problem as Statistics Canada does not collect information on cyber-crime (e.g. count the number of occurrences). As noted above, there is now a notification flag on cyber-crime related fraud, identity fraud, and identity theft occurrences, but no training has as yet been provided to officers on its use. Until a workable operational definition has been established and officers receive training on when to use the flag, data shown above should be considered very preliminary.

In the fall of 2011, the Financial Crimes Unit launched a Social and Digital Media awareness campaign and the Unit is now active on Twitter, YouTube, Facebook, and the TPS website. The Unit runs a one-hour weekly talk-show called 'Fraud Chat' on Twitter and recently released a series of tweets about romance scams. A Facebook page 'Fraud Chat' was also created.

The Financial Crimes Unit is a member of the Social Media Working Group for Financial Crimes. This group is comprised of 20 agencies that are committed to decreasing frauds and financial crimes



provincially and nationally. They share resources that are used to enhance and amplify the message to the media and to the public.

The Unit is reaching out to the public more and has increased the number of presentations given to the public and community advocacy groups, and providing public service messages. The Unit also ran a campaign for fraud awareness at Seneca College, distributing posters and running an e-campaign.

The Financial Crimes Unit has also partnered with the Insurance Bureau of Canada, consumer advocacy groups, and the Crime Prevention Association of Canada to further develop fraud prevention measures.



## Priority: Ensuring Pedestrian & Traffic Safety

**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:** 2,185

**in 2012:** 2,020

the number of road-related injuries to pedestrians in 2012 was a 2% **decrease** from 2008

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

**in 2008:** 1,126  
**in 2009:** 1,149  
**in 2010:** 1,067  
**in 2011:** 1,100

**in 2012:** 1,212

the number of road-related injuries to cyclists in 2012 was an 8% **increase** from 2008

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

**in 2008:** 7,880  
**in 2009:** 7,440  
**in 2010:** 8,479  
**in 2011:** 7,393

**in 2012:** 6,911

the number of road-related injuries to drivers in 2012 was a 12% **decrease** from 2008



*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%

**in 2012:** 68%

the proportion of the community who felt safe as pedestrians **was the same** in 2012 as in 2008

◆ **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%

**in 2012:** 39%

the proportion of the community who felt safe as cyclists in 2012 was a 2% **decrease** from 2008

◆ **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%

**in 2012:** 70%

the proportion of the community who felt safe as drivers in 2012 was a 3% **decrease** from 2008

## Update on Activities:

After showing increases between 2008 and 2011, pedestrian, cyclist and driver perceptions of safety decreased in 2012 to levels seen in or lower than 2008. Traffic Services reported that the Service continued to offer traffic programs relevant to both on-going and emerging enforcement and education concerns. Specific emerging concerns such as distracted drivers, distracted pedestrians, e-bikes, etc., were incorporated into existing educational and enforcement campaigns and, in some instances, were specifically targeted by new campaigns. The Service continued to tailor and update programs, particularly education programs, to specific demographics and roadway users, such as pedestrian safety for seniors, young bicyclists' safety, and proper use of bike lanes by both drivers and cyclists. Traffic Services increasingly used social media (Facebook, Twitter) to extend its educational traffic campaigns.





In addition to the educational and general awareness programs, the Service continued enforcement programs to target specific traffic concerns, including distracted driving, seat belt use, traffic around schools, cyclists, stop signs, red lights, gridlock, aggressive driving, unsafe vehicles, and impaired driving.

Service members continued to participate in strategic partnerships to promote safe roadways. The Service continued to work with the Coroner's Office to address patterns in pedestrian and cyclist fatalities, the City's Safe Cycling Committee to advise on the planning of cycling routes, and the Motorcycle Confederation of Canada to develop protocols to increase motorcycle safety.



## 2012 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 2% 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% 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% 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.

In 2011, the Service's Council-approved net operating budget was \$905.9 million, an increase of 10% over the 2008 net operating budget. 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' Organization. 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.

In 2012, the Service's Council-approved net operating budget was \$933.8 million, an increase of 17% over the 2008 net operating budget. Toronto City Council later approved a transfer of \$1.8 million from the City's Non-Program operating budget to reflect the ratified contract with the TPS Senior Officers Organization; a further reallocation of \$0.1 million from the Insurance Reserve Fund resulted in a total net operating budget of \$935.7 million. It is noted, however, that due to a corresponding charge from the City, the reallocation did not result in additional funds available to the Service. Due to various cost reduction initiatives (including reduced staffing levels), lower-than projected City Facilities chargebacks for caretaking and maintenance, and higher than expected grant and other revenues, at year-end, the Service's expenditure at year-end was \$920.2 million, achieving a favourable operating budget surplus of \$15.5 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.

\* 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 Minute P93/12 (meeting of April 19, 2012).

‡ Information from Police Service Board meeting of April 25, 2013.



	2008	2009	2010	2011	2012
<b>Services / Rent</b>	9.3%	9.3%	9.3%	9.1%	9.2%
<b>Material</b>	2.1%	2.2%	2.1%	2.0%	2.2%
<b>Equipment</b>	0.1%	0.1%	0.2%	0.2%	0.5%
<b>Salaries / Benefits</b>	88.5%	88.4%	88.4%	88.7%	88.1%

Source: TPS Annual Statistical Reports

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

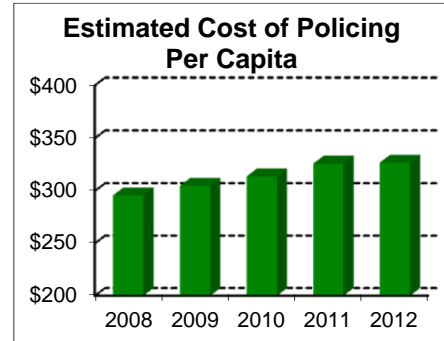
Based on the net operating budget of \$822.0 million and an estimated population of 2,776,175 the cost of policing per capita in 2008 was about \$296.

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.

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.

And, based on the net operating budget of \$935.7 million and an estimated population of 2,861,050 the cost of policing per capita in 2012 was about \$327.

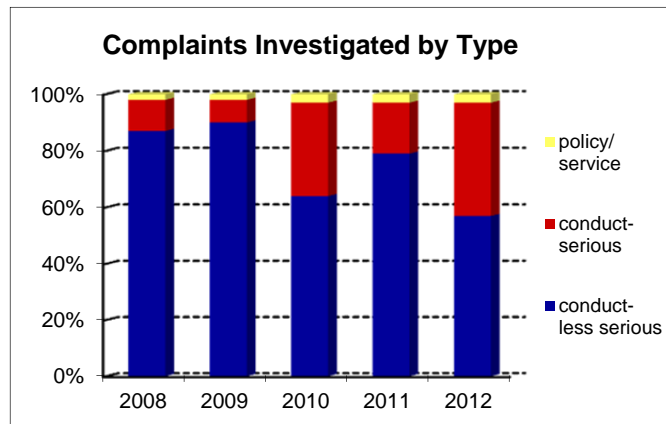


### Complaints about Police Service:

The total number of public complaints received in 2012 was the same number received in 2008 – 764 complaints; 712 complaints were received in 2009, 1,146 complaints were received in 2010, and 850 complaints were received in 2011. Of the complaints received, 60% were investigated in 2008, 59% were investigated in 2009, 65% were investigated in 2010, 59% were investigated in 2011, and 52% were investigated in 2012. While in previous 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), in 2012, the largest proportion of complaints not investigated were classified “No Jurisdiction” (48%).

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, 79% in 2011, and 57% in 2012.

Of the five years examined, the proportion of serious conduct complaints investigated was largest in 2010 and 2012. 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, 18% were related to serious conduct in 2011, and 40% were related to serious conduct in 2012. Complaints relating to policy or service represented on 2%-3% of investigated complaints in all years.

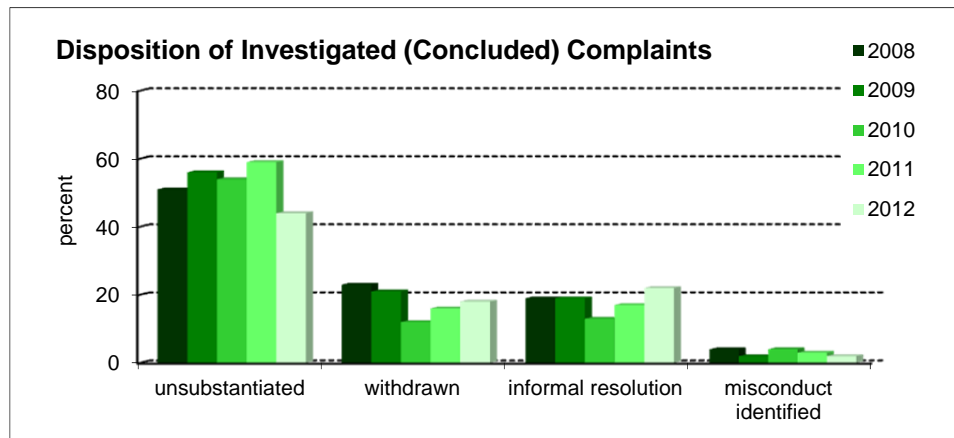


\* The 1,146 complaints in 2010 included complaints related to the G20 Summit.



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, 53% in 2010, 58% in 2011, and 66% in 2012).

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, 56% in 2009, 54% in 2010, 59% in 2011, and 44% in 2012.\*\* Misconduct was identified in 4% of these concluded 2008 complaints, in 2% of concluded 2009 complaints, in 4% of concluded 2010 complaints, in 3% of concluded 2011 complaints, and in 2% of concluded 2012 complaints. Informal resolution was the outcome of 19% of investigated, concluded complaints in 2008 and 2009, 13% of investigated, concluded complaints from 2010, 17% of investigated, concluded complaints from 2011, and 22% of investigated, concluded complaints from 2012.



\*\* While almost all complaint investigations for 2009 and 2011 were concluded, 12% of both the 2010 and 2012 complaint investigations, were not yet completed at year end.