TORONTO POLICE SERVICE

VISION, MISSION, AND VALUES

VISION

Our Service is committed to being a world leader in policing through excellence, innovation, continuous learning, quality leadership, and management.

We are committed to deliver police services which are sensitive to the needs of our communities, involving collaborative partnerships and teamwork to overcome all challenges.

We take pride in what we do and measure our success by the satisfaction of our members and our communities.

MISSION

We are dedicated to delivering police services in partnership with our community to keep Toronto the best and safest place to be.

VALUES

Honesty: We are truthful and open in our interactions with each other and with members of our community.

Integrity: We are honourable, trustworthy, and strive to do what is right.

Fairness: We treat everyone in an impartial, equitable, sensitive and ethical manner.

Respect: We value ourselves, each other, and members of our communities; showing understanding and appreciation for our similarities and differences.

Reliability: We are conscientious, professional, responsible, and dependable in our dealings with each other and our communities.

Team Work: We work together within the Service and with members of our communities to achieve our goals, making use of diverse skills, abilities, roles and views.

Positive Attitude: We strive to bring positive and constructive influences to our dealings with each other and our communities.

TORONTO POLICE SERVICE

OVERVIEW: DELIVERY OF SERVICE (1999)

THE COMMUNITY:

Estimated Population: 2,538,191
Area: 630 km²

CALLS FOR SERVICE:

Emergency line (9-1-1):   900,717
Non-Emergency: 876,407

POLICE PERSONNEL: *

Total Strength: 6,943
    Uniform Officers: 5,183
    Civilian Members: 1,760

% Females: 12.4%
% Racial Minority: 11.9%

Population per Police Officer: 491

Other 12.6%
Operational Support 22.7%
Detective Support 7.1%
Field Commands 57.5%
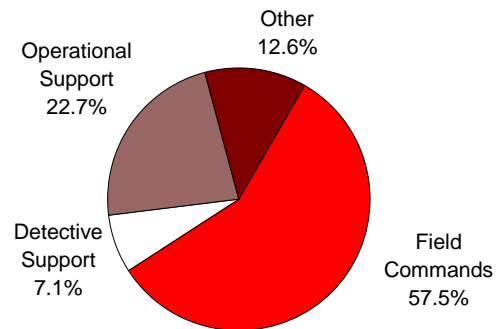
POLICE RESOURCES:

Fleet: Cars: 1,191   Boats: 19
           Motorcycles: 130   Horses: 23
           Other: 139

Gross Operating Budget: $537,911,400
Expenditure per Capita: $211

% Operating Budget:

Other 25.0%
Operational Support 15.2%
Detective Support 7.1%
Field Commands 52.7%

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* **As of December 31, 1999.**

TORONTO POLICE SERVICE

THE POLICING ENVIRONMENT

The Toronto Police Service is responsible for delivering policing services to a dynamic and very diverse community. To effectively identify the demands and challenges of our community, the Service performs a comprehensive environmental scan every two years. The process includes extensive public and internal consultation, research, and statistical analysis. The findings are published in the Toronto Police Service Environmental Scan. Highlights of the identified trends, challenges, and demands for service delivery are presented below.
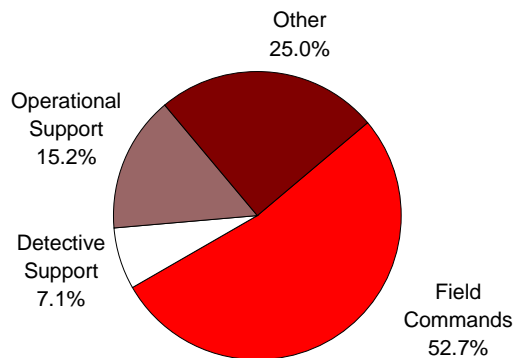
DEMOGRAPHICS:

► According to projections based on Statistics Canada census data, the population of Toronto increased 11.1% between 1990 and 1999, from 2,290,753 to 2,544,292.

► In 1990, most of the population of Toronto was between 20 and 40 years of age; it is projected that by 2011 the greatest proportion of the population will be over 50 years of age.

► According to 1996 census data, East York had the largest proportion of those 65 years of age and older (15.4%), while Scarborough had the largest proportion of those 14 years of age and younger (19.8%).

► Census data from 1996 showed that almost two-thirds (65.9%) of the visible minority population in the Toronto Census Metropolitan Area lived within Toronto itself. Visible minorities represented just over one-third (37.3%) of Toronto's population. Scarborough had the highest concentration of visible minorities in Canada, with over half of that city's population (51.9%) belonging to a visible minority group.

► There were roughly 67,000 newcomers to Toronto in 1999, about a 4% increase over 1990. Each year, the greatest number of newcomers have come from Asia, followed by Europe. Newcomers from Asia accounted for 53.4% of newcomers in 1990, increasing to 65.3% in 1999.

► Of the newcomers during the 1990s, an increasing proportion were children or youth, 18 years of age or younger.

► While over half of all newcomers to Toronto throughout the 1990s were able to speak English, the proportion was lower in 1999 (55.8%) than in any year but 1990 (52.0%). Those 18 years of age and younger were less likely in each year to be able to speak English and/or French than were those 19 years of age and older.

CRIME:

► In 1999, a total of 196,881 non-traffic Criminal Code offences occurred in Toronto, representing a 6.8% decrease from 1998. The 9.7% decrease in property crime was the main cause of the overall decrease. Violent crime also decreased 2.4%.

► Crimes that affect the quality of life most, such as break-and-enter (B&E), motor vehicle theft, and disorderly crimes, all showed decreases. In 1999, B&E dropped 13.2%, vehicle theft dropped 3.3%, and mischief dropped 12.4%.

► Over the past 10 years, crime overall has decreased 18.9%; in particular, property crime dropped 23.7%, while violent crime increased 5.7%.

► In 1999, a total of 77.4 non-traffic Criminal Code offences occurred for every 1,000 population; 13 of these were violent crimes and 41.3 were property crimes. These decreases brought the overall crime rate to the lowest level seen since the mid-1970s. The 1999 overall crime rate was 27% lower than the rate in 1990; the violent crime rate was 5% lower, and the property crime rate was 31% lower.

► Robberies involving the use of firearms and weapons in general decreased over the past five years, both in number and in proportion. Similar decreases were observed for assaults. While the proportion of victims injured in robberies remained relatively unchanged, the proportion of victims injured in assaults decreased steadily.

► There is indication that the drug problem in Toronto has increased. Drug offences and arrests increased for the second year and findings from Addiction Research Foundation studies revealed a higher proportion of students using drugs.

► The number of persons arrested continued to decrease. The overall arrest rate of 22.1 persons per 1,000 population in 1999 was a 28.3% decrease from the 1990 rate. Arrest statistics revealed that younger persons (12-17 and 18-24 years of age) continued to have the highest arrest rates, particularly males.

YOUTH CRIME:

► In Toronto, between 1990 and 1999, the number of young persons (aged 12 to 17 years) charged for all types of Criminal Code offences decreased 11.2%, compared to a 25.9% drop for adults. The number of young persons charged for violent crimes increased 35%, compared to a 6.6% decrease for adults.

► About 16.6% of the persons arrested/charged for Criminal Code offences in 1999 were young persons; this was an increase over the 14.2% in 1990. Youths accounted for an increased proportion of persons charged for violent crimes and a decreased proportion of persons charged for property crime.

► Youths aged 12 to 17 years were 2.1 times more likely to be arrested for a Criminal Code offence than adults, but less likely to be arrested than young adults aged 18-24 years.

► The rate of youths charged with all Criminal Code offences decreased over the past ten years, from 58.1 per 1,000 in 1990 to 43.1 in 1999. The rate of youths charged with property crime decreased by almost half, dropping from 31.3 in 1990 to 15.8 in 1999; however, the rate of youths charged with violent crime increased slightly from 12.3 in 1990 to 13.9 in 1999.

► The involvement of females in violent crime remains low compared to males. Of every five young persons charged, four were males and one was female.

► In 1999, the number of female youths charged for violent crimes increased about 26% over 1990, compared to a 37.3% increase for male youths.

► Although there was a downward trend in total crimes occurring on school property since 1990, there was a steady increase in the number of violent crimes. As a proportion of all incidents on school property, violent crime increased from 19% in 1990 to 35% in 1999.

► Toronto Police Service Intelligence officers estimate that there are between 60 and 80 youth gangs, with between 10 and 100 members.

► In 1999, a total of 419 youths were charged with drug-related offences, an increase of almost 65% from the 256 drug-related charges in 1990. Males were, on average, 5 to 10 times more likely to be charged with drug-related offences over the past ten years than were females.

VICTIMISATION:

► The number of victims of selected crimes of violence (assault, sexual assault, homicide, robbery) increased by 6.3% from 1990 to 1999, from 30,130 to 32,041 victims. The number of reported victimisations decreased slightly (2.7%) between 1998 and 1999.

► The number of reported victimisations for the selected violent crimes increased more for men (9.6%) and than for women (2.9%) between 1990 and 1999.

► While the rate per 1,000 population of victimisation by these selected crimes of violence increased slightly for men (14.0 in 1990 to 14.4 in 1999), the rate for women actually decreased slightly (12.3 in 1990 to 11.9 in 1999).

► Since 1990, the victims of assault have accounted for the greatest proportion of victims of the selected crimes of violence, followed by victims of robbery.

► From 1990 to 1999, those in the 20 to 29 years age group had the highest victimisation rate each year.

► Those aged 10 to 19 and 20 to 29 years were most likely to be the victims of assault and robbery, while those under age 10 and those 65 years and older were least likely to be victims

of these crimes. With regard to sexual assault, young people 10 to 19 years were most likely to be victims.

► The number of domestic or spousal (including common-law and ex-spouses) violence occurrences reported by the Toronto Police Service decreased 2.3% between 1990 and 1999; the 1999 number was a slight (1.9%) increase over the number reported in 1998. The proportion of domestic/spousal violence occurrences where weapons were used increased over the ten-year period, from 43.6% in 1990 to 52.6% in 1999.

► Total reported criminal harassment (stalking) incidents increased by 2.2% between 1994 and 1999, from 1,177 to 1,203 incidents. Most stalking victims were women and they were most likely to be stalked by ex-boyfriends.

► In Toronto in 1999, young people 19 years of age and under represented 24.2% of all physical assault victims, 58.5% of all sexual assault victims, and 30.7% of all robbery victims. In 1990, these proportions were 21.6% for physical assault, 63.0% for sexual assault, and 18.0% for robbery.

► In Toronto, the number of suspected child abuse offences reported to the police increased 4.1% between 1998 and 1999, and increased 26.3% between 1993 and 1999.

► The rate of reported victimisation of those 65 years and older remained relatively low in Toronto over the past 10 years (around 2 per 1,000 population).

► In 1999, 292 hate crimes were reported, an 88.4% increase from the number of such crimes reported in 1993 and a 28.1% increase over 1998. As in previous years, the most commonly reported motivation for hate crimes in 1999 was race.

► Requests to the Victim Services Program for support, information, and intervention increased by 11.8% in 1999 over 1998, and by 77.0% over 1992.

CALLS FOR SERVICE:

► Compared with 1990, the total number of calls received by the Communications Centre in 1999 decreased by 26.1%.

► The number of emergency calls in 1999 dropped 31.1% from 1990, but increased 5.7% over 1998. The number of non-emergency calls dropped 20.2% over 1990 and 1.5% over 1998.

► Over the past ten years, the proportion of emergency calls has decreased from 54.3% in 1990 to 50.7% in 1999, while that for non-emergency calls increased from 45.7% to 49.3%.

► In both 1990 and 1999, the number of calls dispatched constituted about 45% of the total calls received.

TRAFFIC:

► In 1999, the number of collisions increased to 89,494, a 9.4% increase over 1998, and a 36% increase over 1990.

► In 1999, the number of persons killed in collisions increased to 91 from 88 in 1998, a 3.4% increase.

► The number of senior citizens injured and killed in traffic-related collisions may continue to increase as the general population of the Toronto area ages.

PUBLIC PERCEPTIONS:

► A poll conducted by Pollara in December 1999, commissioned by the Service, found that 9 in 10 Toronto residents felt safe in their neighbourhood and 94% said they felt safe alone in their homes after dark. However, 1 in 3 residents said they did not walk alone in their neighbourhoods after dark.

► The majority of respondents (61%) in the Police Service/Pollara survey said that, when considering only their own neighbourhood, the level of crime had remained about the same over the past five years.

► The Police Service/Pollara survey found that about 7 in 10 residents were satisfied with the delivery of police service to their neighbourhood; only 6% of respondents indicated that they were unsatisfied.

► About 7 in 10 respondents also said that, in general, over the past year, relations between the police and people in their neighbourhoods were excellent or good; only 3% said the relationship was poor.

► The total of 629 complaints against the police reported in 1999 was only slightly higher (1.5%) than the 619 complaints reported in 1998.

URBAN TRENDS:

► Toronto Transit Commission (TTC) related crimes reported to the police increased by 15% in 1998 over 1997. Overall since 1990, the crime reported to the police increased by 7.8%.

► In 1998, 21.1 million people visited Toronto, a 4.5% increase over the 20.2 million people who visited in 1997.

► Since 1991, there has been a 95% increase from 797 in 1991 to 1554 in 1999, in events involving hazardous materials, including natural gas leaks, explosions, gasoline spills, and chemical hazards.

TORONTO POLICE SERVICE

2001 PRIORITIES

The core services or responsibilities of all police services within the Province of Ontario are set out in the *Police Services Act* and its accompanying regulations, including community-based crime prevention, emergency response, law enforcement, and assistance to victims. Each year, the Toronto Police Service determines where, within the context of these mandated responsibilities and within the framework provided by the Service's own Vision and Mission Statements, our resources and activities will be focused. Our Priorities represent those areas within our mandated responsibilities to which we will give special emphasis.

These Priorities are the result of extensive consultation, with both members of the Service and members of the community, as well as a comprehensive analysis of ongoing trends and anticipated challenges to the delivery of police services within coming years. This analysis is outlined in the Service's Environmental Scan document.

Within each general area of priority, there are specific goals we wish to achieve. These goals will be addressed using a diverse array of strategies and activities, including enforcement, education, analyses, technology, training, and re-organisation, as appropriate. As in the past, the Toronto Police Service will continue to strive to find creative and innovative means of achieving our goals.

Partnerships will continue to play a major role in our work. Many issues and problems cannot be addressed solely by the Police Service. We will continue to work with other City departments and services (such as Toronto Transportation, the Toronto Transit Commission, and the Fire and Ambulance Services), with schools and school boards, with community members and groups, including youth, with the business community, with agencies and departments of the Provincial and Federal governments, with other police services and law enforcement agencies, with community service organisations, and with many others.

For each Priority which follows, a Command or Senior Officer has been given responsibility for co-ordinating the Service's efforts to achieve our objectives. This does *not* mean that only units within that Command or area of the Service will be responsible for working towards the achievement of the priority. All Service units have a role to play in achieving the Service's priorities.

PRIORITY: YOUTH VIOLENCE AND VICTIMISATION OF YOUTH
Responsible for co-ordinating Service response: Deputy Chief, Policing Operations Command

Concerns about youth, crime, and 'disrespectful' attitudes have been common throughout history. Nevertheless, this should not minimise the concern and effects of violence and crime by youth in our society nor should it be allowed to act as an easy response and explanation for not taking action. In particular, violence committed by and upon youth continues to be an issue of great concern to the Toronto Police Service. It is also vital that we work to address the safety and security needs of those most vulnerable to victimisation, including children and youth. Particular issues of concern relating to the commission of crimes by and the victimisation of young people were identified in the 2000 Environmental Scan and consultations and are reflected in the goals outlined below.

GOAL	PERFORMANCE OBJECTIVES/INDICATORS
Focus on enforcing, deterring, and preventing robbery and weapons offences occurring on school premises.	♦ decrease in number of robberies on school premises ♦ decrease in number of weapons offences on school premises ♦ increased perception of safety in schools, relative to robbery and weapons offences
Increase enforcement initiatives relating to the sexual exploitation of children and child abuse.	♦ increase in number of persons charged with child exploitation offences
Increase enforcement activities and prevention initiatives that focus on decreasing the victimisation of youth by robberies and sexual assaults.	♦ decrease in number of youth victimised youth by robbery, including those involving swarming ♦ decrease in number of youth victimised by sexual assault
In partnership with the Toronto District and Toronto Catholic District School Boards, focus on ensuring a safe school environment as outlined in the Police/School Protocol.	♦ increased perception of safety in schools ♦ increased perception of partnership between police and school administrators ♦ increase number of schools with Student Crime Stoppers programs ♦ consistent delivery of prevention and drug education programs across divisions
Focus on preventing youth involvement in violent crime, especially those at younger ages.	♦ decrease in rate of youth arrested/charged for violent crimes
Focus on disbanding and disrupting the activities of street gangs.	♦ estimated number of street gangs ♦ number of victimisations where suspect believed to be affiliated with a gang

PRIORITY: ORGANISED CRIME
Responsible for co-ordinating Service response: Superintendent, Intelligence

Organised crime today can assume different forms, from lower-level street gangs to highly sophisticated transnational criminal organisations. Their activities are just as wide-ranging, from lower-level drug trafficking, prostitution, and gambling to quasi-corporate operations of large scale insurance fraud, environmental crime, and migrant smuggling. The social, economic, and political impacts of organised crime on society are far-reaching, yet unknown to most people. Recognising the threats posed by organised criminal groups to our social, political, and economic institutions, the Service is committed to addressing the critical issue of organised crime.

GOAL	PERFORMANCE OBJECTIVES/INDICATORS
Educate members of the Service, the community, political representatives, and legislators on the actual impact of organised crime and the consequences if appropriate action is not taken immediately.	♦ number of communications made to each of Service members, political representatives, legislators, and community members ♦ increased understanding of impacts and consequences of organised crime by groups receiving communication
Use Intelligence Services'-driven enforcement strategies intended to disrupt organised crime networks.	♦ increase the number of enforcement strategies implemented that target organised crime ♦ increase in number and value of seizures of assets/properties from organised crime groups
Improve the Service's response to organised crime.	♦ increase in the Service's capability to investigate and gather information on crimes committed using advanced technology through acquisition of technology and the creation of a unit to focus on issues related to cyber-crime ♦ develop a broader base of expertise in relation to organised crime by increasing the number of officers trained and the types of training received
Form partnerships with other law enforcement agencies (international, national, and regional) to work co-operatively to disrupt and dismantle organised crime groups.	♦ increase in the number of joint (enforcement) projects targeting organised crime ♦ increase in number and value of seizures of assets/properties from organised crime groups

PRIORITY: TRAFFIC SAFETY
Responsible for co-ordinating Service response: Superintendent, Traffic Services

The traffic on Toronto's roadways affects almost everyone within our City and is a consistent theme at public meetings. It is evident that the people of Toronto see traffic safety and congestion as priority issues. The safe and efficient flow of traffic, and the safety of our drivers, passengers, cyclists, and pedestrians, is, therefore, of significant concern to the Toronto Police Service. By focusing our efforts on increased enforcement of traffic offences and safety education for those most at risk, we will seek to improve conditions on our roadways for everyone.

GOAL	PERFORMANCE OBJECTIVES/INDICATORS
Increase enforcement of traffic offences.	♦ increase number of POTs issued ♦ increase number of relevant charges (e.g. follow too close, unsafe lane change, fail to signal lane change, careless driving) ♦ decrease in number of traffic-related fatalities ♦ decrease in number of traffic collisions ♦ increase enforcement in support of the City's Red Light Camera project
Increase focus on pedestrian safety, especially seniors.	♦ decrease in number of pedestrian traffic-related injuries ♦ decrease in number of senior pedestrian injuries ♦ decrease in number of pedestrian traffic-related fatalities ♦ decrease in number of senior pedestrian fatalities

PRIORITY: DRUG ENFORCEMENT
Responsible for co-ordinating Service response: Deputy Chief, Policing Support Command

There is an undeniable need to address ongoing problems related to drugs within Toronto. Not only do these problems affect the quality of life and safety in some of our neighbourhoods, but the associated social, health, and economic impacts of drug use have implications for the City as a whole. We must make efforts to reduce both the supply of drugs and the demand. Our investigative and enforcement activities must continue and improve, along with efforts to educate high risk populations about the dangers of drug use.

GOAL	PERFORMANCE OBJECTIVES/INDICATORS
Create an integrated Service-wide drug enforcement strategy.	♦ implement and communicate a consistent, focused Service-wide enforcement strategy
Increase enforcement of street-level drug activities to improve quality of life in neighbourhoods.	♦ increase in training for officers involved in drug enforcement ♦ increase in number of drug-related arrests at the street level ♦ increase in public perception of safety in neighbourhood ♦ decrease in number of crimes associated with drugs which affect quality of life in neighbourhoods – break & enters, theft from auto, robberies

PRIORITY: INFRASTRUCTURE

Responsible for co-ordinating Service response: Chief Administrative Officer, Corporate Support Command

A sound infrastructure is essential to any vital organisation and supports the best possible service delivery to the community. Organisational infrastructure includes not only technology and information systems, but human resources, planning, training, equipment, and facilities. Through the implementation of infrastructure change and investment, we will maintain excellence in the delivery of our core policing activities.

GOAL	PERFORMANCE OBJECTIVES/INDICATORS
Implement organisational change to improve effectiveness and acquire efficiencies to allow the re-deployment of officers to front-line services.	♦ implementation of recommendations from Chief's 90-day organisational review ♦ officers redeployed to front-line units ♦ increase in officer availability for operational duties ♦ increased public perception of officer visibility ♦ staff deployment and time/ attendance systems implemented ♦ increased officer perception of safety ♦ increased public perception of safety ♦ increased problem-solving at the community level ♦ decrease in response time for priority 1 calls

GOAL	PERFORMANCE OBJECTIVES/INDICATORS
Standardise and improve information systems and production of information within the Service.	♦ standard definitions and parameters produced and used Service-wide for the production of crime and related statistics and analysis ♦ integrated, adaptable statistical database established ♦ implement records management and financial control/reporting systems ♦ implement the Professional Standards information system
Ensure adequate and effective delivery of police services.	♦ creation of a Quality Assurance unit to confirm implementation (or plan created for the implementation) of all applicable legislative requirements of Ontario Regulation 3/99 under the *Police Services Act* (Adequacy and Effectiveness of Police Services)
Enhance the Service's ability to manage and plan for special events, including the World Youth Conference and Olympics.	♦ creation of a special events planning infrastructure
Strengthen the confidence of the public and Service members in the impartiality and the integrity of the Service's administration of Part V of the *Police Services Act* - the complaints system.	♦ increased perception of public confidence in the impartiality of the system ♦ increase in satisfaction with the complaints process for members of the public who had experience with the complaints system ♦ officer perception of confidence in the complaints system
Ensure, through succession planning strategies, that divisional police-community initiatives are not disrupted due to officer transfer or retirement.	♦ all officers moving into divisional Community Response functions to receive training prior to transfer ♦ perception of CPLC members of problem-free transition when CR staff sergeants are changed
Continue efforts to have the membership of the Toronto Police Service reflect the community we serve.	♦ increased number of women, racial minorities, and people with more than one language hired

ADDITIONAL PRIORITIES UNDER ADEQUACY STANDARDS (sec. 30(2)(b)):

PRIORITY: COMMUNITY-BASED CRIME PREVENTION
Responsible for co-ordinating Service response: Deputy Chief, Policing Operations Command

Effective policing is a partnership between the police and the community. Community issues cannot be dealt with solely by police, and community members often have a better understanding of the problems and concerns in their neighbourhoods. Increased community involvement can help to make all of our neighbourhoods safer places to live, work, and play.

GOAL	PERFORMANCE OBJECTIVES/INDICATORS
Increase community participation in solving and preventing crimes.	♦ increase in number of tips received by Crime Stoppers that result in arrests/charges ♦ increase in number of schools with Student Crime Stoppers ♦ increase in number of homes participating in Neighbourhood/Vertical Watch programs

PRIORITY: COMMUNITY PATROL
Responsible for co-ordinating Service response: Deputy Chief, Policing Operations Command

As part of the community, it is important that police be seen. Visibility is an effective form of crime prevention, can offer the opportunity for police and public to get to know each other, and generally makes those in our communities feel safer. Increased partnerships between the police and the community can also strengthen the ability of the community to create a social and physical environment that has fewer opportunities for criminal or anti-social activities to occur.

GOAL	PERFORMANCE OBJECTIVES/INDICATORS
Increase the visibility of officers in neighbourhoods.	♦ increase in the proportion of time spent by divisional front-line officers on foot patrol ♦ increase in perceived visibility by the community

PRIORITY: CRIMINAL INVESTIGATION
Responsible for co-ordinating Service response: Deputy Chief, Policing Support Command

The investigation of crime is carried out at two levels within the Service. The front-line detectives are responsible for criminal investigations occurring within the division, while the centralised detective squads are responsible for investigating major or complex crimes

throughout the City. Recent reviews of the Service's investigations of sexual assaults resulted in a number of issues which must be addressed.

GOAL	PERFORMANCE OBJECTIVES/INDICATORS
Implement recommendations relating to ViCLAS, from the City Auditor's report on the Review of the Investigation of Sexual Assaults.	♦ 95% of ViCLAS reports completed / submitted to the Sexual Assault Squad co-ordinator within the prescribed time limit ♦ 95% of ViCLAS reports completed / submitted to the OPP ViCLAS Centre by the Sexual Assault Squad within the prescribed time limit
Review training provided with regard to sexual assault, in accordance with recommendations from the City Auditor's report on the Review of the Investigation of Sexual Assaults, the requirements of the Adequacy Standards legislation, the Kaufman Inquiry, and the recommendations of the May-Iles Inquest.	♦ make changes to courses offered or training processes at CO Bick

PRIORITY: COMMUNITY SATISFACTION
Responsible for co-ordinating Service response: Deputy Chief, Policing Operations Command

Effective policing, oriented to the needs of the community, should not only reduce crime, but also decrease fear of crime and enhance the quality of life in the community. An important aim of community policing is also to provide a high quality service to the community. Community satisfaction and perceptions of service are, therefore, essential measures of Police Service performance.

GOAL	PERFORMANCE OBJECTIVES/INDICATORS
Focus on improving satisfaction with police services.	♦ increase in satisfaction of those who had contact with police during the past year ♦ increase in general satisfaction with the delivery of police services to neighbourhoods ♦ increase satisfaction with police services for victims of specific crimes

PRIORITY: EMERGENCY CALLS
Responsible for co-ordinating Service response: Deputy Chief, Policing Support Command

Responding quickly and effectively to emergency situations is one of the Police Service's prime functions. Feelings of satisfaction with police service are often tied to the perceived speed of response to calls for assistance. It is important, therefore, that the Service be able to track and report on response times for the public. Currently, while the Service's information systems are capable of providing response times, there are operational issues that must be addressed to ensure that the data are reliable and valid. It is also recognised that there are a number of calls that come in through the 9-1-1 line that are either not related to an emergency situation or do not involve issues which are most effectively dealt with by the Police Service. Responding to these less-than-urgent situations can leave little time for officers to become involved in crime prevention or problem solving within the community.

GOAL	PERFORMANCE OBJECTIVES/INDICATORS
Improve information available to allow accurate, reliable measurement of response times.	♦ increase in MDT 'at-scene' compliance rate for priority 1 calls ♦ development or acquisition of an Automatic Vehicle Location/Global Positioning System to track cars dispatched to calls
Ensure the 9-1-1 emergency line is used only for emergency situations.	♦ decrease inappropriate use of the '9-1-1' emergency number/increase the proportion of calls received through the 808-2222 non-emergency line ♦ explore the possibility of a multi-service '3-1-1' number for non-emergency calls

PRIORITY: VIOLENT CRIME AND CLEARANCE RATES FOR VIOLENT CRIME
Responsible for co-ordinating Service response: Deputy Chief, Policing Operations Command

The violent crime rate, taking into account population changes, decreased in Toronto during the 1990s; the actual number of violent crimes, however, increased. And, although violent crimes constitute a relatively small proportion of the total number of crimes, they typically attract a disproportionate amount of public attention. They are often widely publicised and have a negative impact on the community's perception of safety and quality of life. Effective police response and the community's input and co-operation are vital to the prevention of such crimes.

GOAL	PERFORMANCE OBJECTIVES/INDICATORS
Increase feeling of safety and security within the community.	♦ decrease in number and rate of violent crimes ♦ increase in overall clearance (by charges laid) rate for violent crimes ♦ increase in general perception of safety in neighbourhoods

PRIORITY: PROPERTY CRIME AND CLEARANCE RATES FOR PROPERTY CRIME

Responsible for co-ordinating Service response: Deputy Chief, Policing Operations Command

Property crimes can have a significant impact on the quality of life in the community. For example, the theft of an automobile, in addition to being a loss of property, may also be the loss of means of commuting, limiting mobility and causing other inconvenience to victims and their families. And, while a break-and-enter is an invasion of a private home or business that results in the theft or destruction of property, it is also an invasion of personal space, possibly leaving victims fearful of recurrence or personal harm and anxious about security. The Police Service will continue to work to enhance efforts to address property crimes.

GOAL	PERFORMANCE OBJECTIVES/INDICATORS
Provide an effective police response to property crimes.	♦ decrease in number and rate of property crimes ♦ increase in overall clearance (by charges laid) rate for property crimes

PRIORITY: ASSISTANCE TO VICTIMS

Responsible for co-ordinating Service response: Superintendent, Community Policing Support

A continuing priority for the Toronto Police Service is not only to prevent victimisation of those individuals and groups more vulnerable to it, but also to address the concerns and fears of those most at risk and the public in general. In particular, the Service views domestic violence as a crime that without intervention increases in severity and frequency. In addition, research has also shown that children who witness violence in the home are more likely to become involved in behaviours requiring police intervention and in violent relationships themselves, thus perpetuating the cycle. The Service is committed to addressing the needs of victims of domestic violence.

| GOAL	PERFORMANCE OBJECTIVES/INDICATORS
Improve police response to victims of domestic violence.	♦ decrease in number of domestic violence occurrences ♦ victim satisfaction with police response to domestic violence ♦ increase number of risk assessment efforts in relation to domestic violence

TORONTO POLICE SERVICE

FINANCES: SUMMARY

The Toronto Police Service's approved gross operating budget for 2000 is $577,893,500. As in 1999 shown previously, in 2000, over half of this funding will be spent in the Service's Field Commands, encompassing front-line divisional policing across the City. In total, a full three-quarters of the Service budget goes to policing operations, with the remaining going to the support infrastructure.

In every year, by far the largest proportion of the Service's budget is allocated to salaries and benefits for the Service's members:
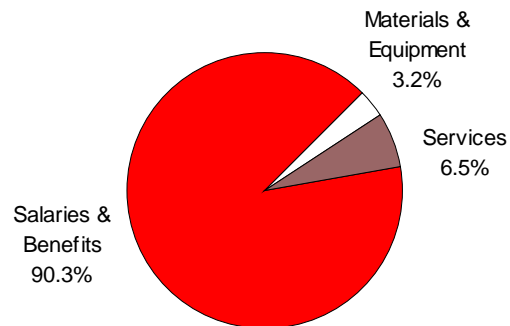
Each year's budget development process takes into consideration Service priorities for the coming year, the past year's experiences, and any known external influences. Pressures that are expected for 2001, from a budget perspective include:

- *The Service's Human Resource Strategy:* The Service's Human Resource strategy is outlined in detail in a report prepared annually by Human Resources. With regard to uniform officers, the Service's established target strength is 5,261 officers. Since the Service has not been at this strength for a number of years, and since the budget was reduced when the number of officers fell significantly below this level, the current budget does not contain sufficient funds for the cost of the officers needed to achieve target strength. This may not be a pressure in 2001, depending on the number of officers that will be retiring or resigning and on the Service's ability to "keep up"; however, it is expected to be a pressure in future years as we strive to achieve a steady strength of 5,261 officers. No pressure is foreseen for civilian staffing at this time, unless the Command determines that an increase in civilian staffing is required.

- *Salary Increases / Contract Settlements:* The 2001 contract includes a 3% increase for the majority of Service members. This will result in a budget pressure very roughly estimated at about $13 million for 2001. Increases in future years, if any, are unknown at this time.

- *Annualised Costs from 2000 and Previous Years:* Each year, as new initiatives are introduced or, as mentioned above, new staff are hired, part-year costs are included in the budget. In future years, the full year cost of these items must be added to the budget.

- *New Initiatives:* Each year, the Chief and Command Officers identify new initiatives that require funding to be implemented. These are related to Service Priorities for the coming year, however, specific initiatives for 2001 are not known at this time. It should also be noted that with many initiatives, efforts to address the Service's Priorities result in no or few actual dollar costs, instead simply resulting in Service members focusing their work in or being deployed to new areas.

- *90-Day Review and Other Re-organisations:* Implementation of recommendations of the Chief's 90-Day Organisational Review is being planned at this time. Although it is expected that this implementation will have a net-zero cost, it is unknown at this time whether the review will result in any pressures for 2001. Similarly, the Service regularly embarks on re-organisations in response to service delivery needs, which may also have an impact on expenditures.

- *Adequacy Standards:* The *Adequacy and Effectiveness of Police Services* regulation under the *Police Services Act*, was passed by the Province in December 1998. Implementation of the legislated requirements, to begin in January 2001, is expected to require funds. However, the exact cost impact of the implementation of any required changes is not known at this time.

TORONTO POLICE SERVICE

HUMAN RESOURCES STRATEGY: SUMMARY

It is essential that we manage our human resources effectively and efficiently, not only because over 90% of the Police Service budget is dedicated to salaries and benefits, but also because how well we manage our people will affect how successful we are in achieving a number of the Service's Priorities.

The Service's human resources strategy provides information on the hiring and recruitment necessary to maintain the number of personnel required to deliver quality service and ensure public and officer safety. This strategy covers a five-year period and is updated each year to ensure that the figures projected take into account current issues. The following is an outline of issues expected to be taken into account in updating the human resources strategy for 2001-2005. The strategy assumes that the Provincial government will adopt a recommendation from OMERS to phase out the reduced retirement factor program.

- Uniform hiring is planned to reach Service target strength of 5,261 by the end of 2001; hiring will maintain staffing at this target for the balance of the strategy period.

- A stronger emphasis is planned on hiring 'lateral entries' (serving officers and re-hires).

- The Service may begin to hire part-time police officers.

- OMERS has recommended to the Provincial government that instead of the 80-Factor[1] resuming in 2002, a 77-Factor be applied that year, rising to a 79-Factor in 2003, and to an 80-Factor in 2004. Separations in 2001 are expected to show an increase over the year 2000 experience, continuing the requirement for relatively high levels of hiring.

- Increased hiring requirements may result in an increased need for resources for recruitment, testing, and training, and well as on an increased need for clothing and equipment.

- Increased hiring presents an opportunity for the Service to pursue its equal opportunity objectives. The recruitment team in the Employment unit, made up of a diverse membership, attends community events, job fairs, etc., to make presentations about policing as a career.

- The OMERS 80-Factor is due to resume and close in the year 2004; separations and hiring needs are therefore expected to be significant that year. The OMERS 85-Factor is

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[1] To determine eligibility for retirement without penalty, the member's age plus length of service must equal or exceed the eligibility factor, in this case 80.

expected to resume in 2005 and should reduce separations/hires in the final year of the strategy period.

- Changes in unit staffing that may result from the Management and 90-Day Organisational reviews will be achieved through re-deployment.

- Civilian hiring for 2001 is expected to be replacement hiring; in addition, it is expected that four positions will be hired for the new Quality Assurance Unit.

TORONTO POLICE SERVICE

INFORMATION TECHNOLOGY PLAN: SUMMARY

Within the Toronto Police Service, virtually every core policing process has become dependent to varying extents on Information Technology (IT).

In 2000, 4.6% of the Service's annual operating budget was spent to sustain and advance the use of IT. Examples of technology deployment include calls for service, incident response, arrest and investigation, case preparation, and policing administration. As shown, in 2000, the largest proportion of IT expenditures was to the Field Commands.

Operational Support 16%

Other 25%

Detective Support 23%

Field Commands 36%
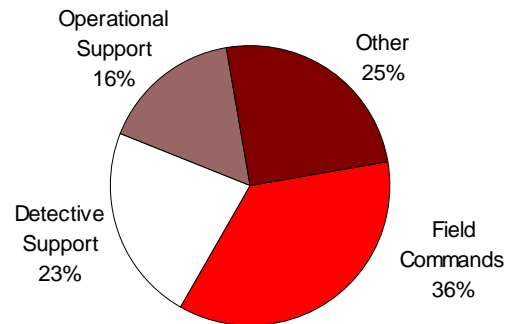
Our front line uniformed officers use technology in many different ways throughout their normal daily activities, including radio communication with the 9-1-1 dispatch control centre, inter-officer radio communications, CPIC and MTO checks, MANIX checks, e-mail and voice mail, occurrence inputs, and mugshots and fingerprints. The Service has over 100 information systems, which provide staff with access to and analysis of data related to crime patterns, fraud cases, evidence tracking, pawn shop activity, bicycle registration, towed vehicles, tagged vehicles, parade shifts, warrant tracking, court attendance, video tracking, firearms registration, and many other policing activities. Increasingly, IT is being used in more sophisticated and strategic ways, such as crime analysis/prediction and major case management.

Over the last decade, several IT plans have been prepared under the assumption that funding and IT resourcing would be available to execute the plans. The reality has been that many planned initiatives remain backlogged, largely as a result of affordability. The 2001-2005 IT plan assumes that the City of Toronto will continue with its 'hold-the-line' fiscal restraint policy over the next several years. Consequently, it remains vitally important that the Service select its projects carefully – many demands will not be addressed in the short term. Investment in tools and information needs for front line officers will be a priority. As with the Infrastructure Program, the projects of the Plan are generally reviewed on an on-going basis by the Service Command Officers and the Police Services Board as part of the review of annual budget submissions.

The IT plan flows directly from Service priorities and values, and has the following objectives:

- to document the IT planning process and the criteria for focussing IT spending/resources, and for prioritising new demands for technology;

- to provide a view of the full inventory of demands and opportunities, particularly those that will be addressed (reviewed) in the later years of the plan, in order that appropriate delivery expectations are set throughout the Service; and
- to meet the regulatory requirements of the Adequacy Standards with respect to IT planning.

The plan focuses primarily on initiatives on the years 2001 to 2003. The planned deliverables are summarised below.

Occurrence Re-engineering: In late 2001, police vehicles will be equipped with laptop computers for direct entry of occurrences, with fully automated CPIC and UCR2 interfaces. The new information system will greatly enhance our capability for crime analysis. In 2002-2003 (subject to funding availability of about $1.5 million), major function extensions will be added including integration with mugshots, AFIS, evidence management, and other police information systems. In 2003, collision and accident reporting will be accommodated within the new occurrence system.

Re-engineered Trunked Radio Communication System: In 2001, the Service will complete the installation of this system in partnership with the Fire Service, freeing-up 9 radio channels needed for occurrence re-engineering. As a result of this partnership, police will also benefit by having a 'hot' 9-1-1 back-up site and from the extensive in-building radio coverage required by the Fire Service.

Enterprise Resource Planning System (Financial ledgers, Budgeting, Procurement): In 2001, these antiquated systems will be replaced with a new, integrated system now in use by the City. In conjunction with a new time and attendance system and other administrative system improvements, the foundation will be in place for much improved management information on Service operations, for activity-based costing, and for 'scoreboarding'. These capabilities will be put in place in 2002-2003, following implementation of the foundation systems.

Staff Deployment/Scheduling: In 2001-2002, these processes, including capturing information on staff activities, will be revised. This will entail implementing a comprehensive, commercially available, staff deployment/scheduling information system. It is anticipated that this will become a Service-wide administrative and analysis tool for planners, supervisors, and management. Tightly integrated with this effort will be the replacement of the Service's time and attendance system. This is essential to achieve benefits associated with activity costing, improved court scheduling, and overtime optimisation, etc..

Human Resource and Payroll: (2001-2005) In 1998, the Service implemented a new Human Resource Information System (PeopleSoft). The initial implementation was limited to a narrow range of functions, and system advancement was halted by the freeze placed on all work not associated with *Y2K*. Funding in 2001 will assist in extending the functionality needed to integrate this system with a new time and attendance system. The Service will implement an average of one new release (including payroll) per year over the plan period.

Professional Standards: In 2000-2001, the requirements for the reporting and analysis of complaints and employee discipline will be addressed. The Professional Standards unit is responsible for all issues relating to discipline of Service members, most often driven by the complaints process, and is required to report to the Chief and Command Officers and Police Services Board on these issues. Currently, discipline information is kept in a variety of files, many of them manual, none of them inter-related. As a result of a 1999 Ontario Civilian Commission on Police Services (OCCPS) recommendation, the Service has committed to having personal and discipline data available either in one system or in tightly coupled systems capable of providing a unified view of the data. This data will be used primarily to provide timely and accurate statistical information on the subject of member misconduct; it should ultimately provide the Service with an increased focus on police accountability.

State of Good Repair: (2001-2005) Virtually all new IT initiatives will be dependant on the Service's ability to maintain an infrastructure of networks, servers, workstations, printers, etc, in order to operate reliably and with reasonable performance. Currently, about 1/3rd of existing workstations are not on a renewable lifecycle program and neither networks nor servers are on lifecycle programs. It is planned that all infrastructure technology will be put into lifecycle programs, at an additional cost of about $2.5 million in the operating budget, such that, once in place, level year-to-year budgets are achievable. As well, in 2000-2001, the Service's e-mail system will be replaced. E-mail has become a fundamental method of communication (roughly 10,000 messages are generated per day), and the current 1992 system is not supported by the vendor, is unreliable, and support intensive. Replacement is essential and funding is in place.

Internet (e)-Business: (2001-2005) By year-end 2000, the Internet security review will have defined a security architecture suitable to the Service and acceptable to the RCMP (required for CPIC access). The Service will collaborate with the City and the Province on other infrastructure requirements (such as public key encryption, digital signature). By the end of 2000, the Service will also have completed the development of an e-business strategy and plan. These activities will position the Service to leverage this low cost technology to streamline and improve many policing processes and communications, such as reporting minor occurrences, pawn shop transactions, bicycle registration, media broadcasts, and community communications.

Inter-Police Communications: (2001-2005) In 2002-2003, following implementation of new records systems at other regional police services, the electronic sharing of occurrence and arrest data will become feasible. In 2001 to 2003, subject to Provincial funding, the Service will begin implementation of the Harlequin PowerCase software and associated investigative processes for complex major cases. This software has powerful search and analysis capabilities to identify potential linkages between cases. Between 2001 and 2005, the Service will continue to be committed to supporting common police data standards in order to enable electronic exchanges of information among police services and other members of the Canadian justice community.

Electronic Fingerprint Recording (Livescan): In 2001, the present practice of manually taking fingerprint impressions from arrested persons will be replaced by electronically recording fingerprints. Acquiring this system will mean a significant reduction in time in capturing fingerprints – the entire process will be immediate rather than several days. It will significantly

reduce the incidence of dangerous offenders escaping by lying about their identity. The system will be integrated with mugshots, the DNA database, and the occurrence information system.

Vehicle Location and Global Positional Systems: In 2001-2002, the Communication Centre will introduce a system for tracking for police vehicles. This will both enhance officer safety and optimise the dispatch of officers to events.

Other technology initiatives over the Plan period include:

- assessment of an auto-theft detection program;
- participation in a Bell Canada program to pilot technology that would identify 9-1-1 wireless callers;
- a pilot for the application of voice recognition technology – potential applications for front-line officers include MTO checks and occurrence reports; and,
- assessment of video remands for court appearances, victim and witness evidence, and so on.

Successful completion of the initiatives outlined in this plan will provide front-line officers with more effective and efficient tools for communications and information access needed in their daily activities. In addition, management and analysts will have access to a much more complete and integrated information systems for crime analysis, operational performance, and 'scoreboarding'.

TORONTO POLICE SERVICE

INFRASTRUCTURE PROGRAM: SUMMARY

In order to continue to provide a high level of service to the community and address the Service's priorities, it is important that Service facilities and infrastructure meet the needs of Service members. The Toronto Police Service Infrastructure Program combines elements of a number of past studies and plans, including the Occupational Health & Safety study, the TPS Long-term Facilities Plan, the Final Report of the TPS Beyond 2000 Restructuring Task Force, the Service's Boundaries Committee report, and on-going annual facility requirements. Capital and operating funds have been identified and/or forecast to meet the requirements of the Program. The projects of the Program are reviewed on an on-going basis by the Service Command Officers and the Police Services Board as part of the review of annual budget submissions.

While the Infrastructure Program outlines work planned over the next 15 years, only those that impact at least until 2003 are summarised below.

	Spending approved or forecast for:		
	2001	2002	2003
State of Good Repair (City)	▓	▓	▓
State of Good Repair (TPS)	▓	▓	▓
TPS Initiated Repairs/Renovations	▓	▓	▓
51 Division	▓	▓	▓
Security Control	▓		
Detention Area Monitoring	▓	▓	
Videotape Storage	▓	▓	
TPS Headquarters Renovations	▓	▓	▓
11 Division	▓	▓	▓
43 Division (new facility)	▓	▓	▓
23 Division & West Training Facility		▓	▓
14 Division (including sub-station)			▓

Brief Descriptions of Projects/Programs:

State of Good Repair (City): An on-going, five-year program for the repair, maintenance, and enhancement of City-owned police facilities, developed by City staff in co-operation with TPS staff. This funding is used to repair and replace roofs, HVAC systems, electrical system components, windows, parking lots, and the like.

State of Good Repair (TPS): An on-going five-year program for the repair, maintenance, and enhancement of police facilities. This funding is used to paint, and replace floor and window coverings in police facilities.

TPS Initiated Repairs/Renovations: An on-going program that provides funding for emergency repairs, for unforeseen operational changes, and for minor renovations and to address Occupational Health & Safety issues in TPS facilities. There is currently a backlog of identified requirements.

51 Division: The current division was constructed in 1954 and no longer meets the needs of the community or Service. The new facility, in a new location, will be larger and structured to accommodate more staff. The new facility is expected to open in early 2002.

Security Control: To provide and enhance security of TPS facilities. The system includes issuance of new warrant cards to all members to allow access to approved facilities as buildings are brought online.

Detention Area Monitoring: To upgrade and provide camera surveillance in the cell areas of TPS facilities in response to a Coroner's Inquest recommendation.

Videotape Storage: To meet the videotape storage and processing needs of the TPS Video Services unit.

TPS Headquarters Renovations: To meet the operational requirements of the Service, the program calls for the consolidation of operational areas with Headquarters.

11 Division: To replace the current facility with a new building. City Real Estate Department is presently looking for suitable sites.

43 Division (New Facility): To construct a new facility in south Scarborough. The need for this facility was identified in the Boundaries Committee report.

23 Division & West Training Facility: To replace the current divisional facility with a new building. City Real Estate Department is presently looking for suitable sites. The opening of Woodbine Casino will impact operational requirements in this division. The divisional facility will be combined with a West Training Facility. This Training Facility will provide a fully integrated firearms, use of force, and driver training facility. The new facility will replace the obsolete Firearms Ranges, the temporary Use of Force facilities, and the current driver training facility that is scheduled for redevelopment by the City. It will also be an Applicant Testing facility. The TPS is licensed by the Province of Ontario to conduct police applicant testing. At present, the Service leases a facility on the former CFB Downsview to meet the requirements of this operation. The renewal of this lease is unlikely due to pending re-development plans, and therefore, the Service will have to re-locate this operation before 2003.

14 Division (including sub-station): To replace the current facility with a new building. City Real Estate Department is presently looking for suitable sites.