TORONTO POLICE SERVICE

2002 – 2004
BUSINESS PLAN

Vision Statement

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 Statement

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

Core Values

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

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.

A Message from
The Chairman of the Police Services Board
and
The Chief of Police

Toronto is Canada's largest and one of its most dynamic municipalities, with an enviable international reputation. We are not, however, complacent about the future. The policing environment has been and continues to change at a rapid pace. Shifts in City demographics, the economy, crime, our urban environment, technology, and a wide variety of international pressures all combine to create complex challenges for policing.

Having consulted widely, both with members of our communities and with members of the Service, and undertaken a comprehensive analysis of our current environment, the Toronto Police Service's 2002-2004 Business Plan outlines the major challenges facing us and the resources we have available to address them.

The Priorities section of the Plan outlines the challenges we will focus on; within each Priority, we have set out specific goals we wish to achieve. It should be remembered, however, that the Priorities do not represent all of policing, nor do they mean that issues not specifically mentioned will be ignored. We will continue to fulfil all of our responsibilities under the *Police Services Act* and other legislation. The Service's Priorities are simply those areas to which we will give special emphasis.

In addition to the Priorities, the Business Plan also summarises our human resources, facilities, and information technology plans. It summarises the financial resources we currently have available to us and how finances and personnel are allotted within the Service.

Due to the changing nature of policing demands, this Plan will be under constant review to ensure the public's policing priorities continue to be addressed and that we are meeting the needs and demands of our communities. At the end of each year within the Plan's timeframe, we will provide a report on our accomplishments to date.

Every community should feel that the police care about their quality of life. They should know that we will strive to maintain the highest standards of integrity, and will carry out our duties professionally, equitably, and with sensitivity. The cornerstone of our success has always been our relationship with the public. We believe that the actions outlined in this Business Plan will strengthen and foster that relationship.

Norman Gardner
Chairman
Police Services Board

Julian Fantino
Chief
Toronto Police Service

Service Delivery Overview

The Toronto Community[1]

Estimated Population: 2,565,555
Area: 630 km^2
Calls For Service:
   Emergency (911):   973,249
   Non-Emergency: 849,191
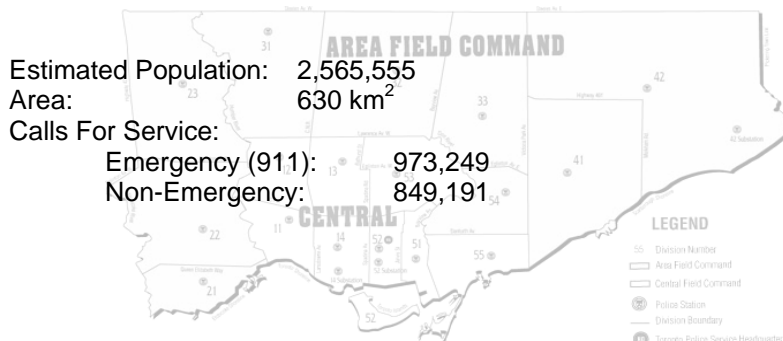
The Toronto Police

Police Personnel[2]

Total Strength	6,925
Uniform	5,234
Civilian	1,691
Population per Police Officer	490

Distribution of Personnel by Command

Other 1%
Policing Operations 56%
Corporate Support 15%
Policing Support 28%

Note: Other includes Police Services Board, Chief of Police and Professional Standards

Resources[3]

Gross Operating Budget: $592,119,200
Expenditure Per Capita: $230.80
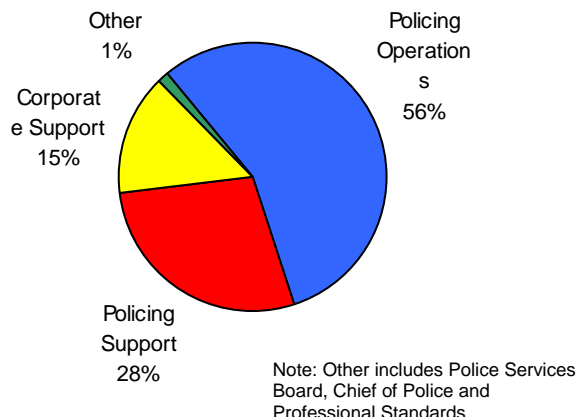
Distribution of Resources by Command

Board & Chief 1%
Corporate Suport 23%
Policing Operations 52%
Policing Support 24%
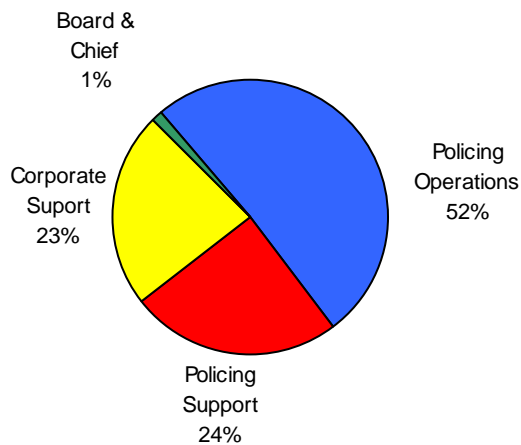
Fleet[1]

Cars	1,193	Boats	19
Motorcycles	133	Horses	25
Other	149		

1   As of December 31, 2000 (2000 Annual Report)
2   As of September 30, 2001 (per Human Resources)
3   2001 Operating Budget, including Police Services Board

Toronto Police Service
Organisational Chart

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                    ┌─────────────────────┐
                    │   Toronto Police    │
                    │  Services Board     │
                    └─────────────────────┘
                              │
                    ┌─────────────────────┐
                    │   Chief of Police   │
                    └─────────────────────┘
                              │
          ┌──────────────┐    │
          │ Professional │    │
          │  Standards   │    │
          └──────────────┘    │
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   ┌──────────────┬───────────┼───────────────────┐
┌──────────────┐ ┌──────────────┐ ┌──────────────┐
│  Corporate   │ │   Policing   │ │   Policing   │
│   Support    │ │  Operations  │ │   Support    │
│   Command    │ │   Command    │ │   Command    │
└──────────────┘ └──────────────┘ └──────────────┘
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Corporate Support Command	Policing Operations Command	Policing Support Command
Human Resources	Area Field	Operational Support
Finance and Administration	Central Field	Detective Support
Information Technology Services		
Executive Support		

As shown, the Toronto Police Service is organised into four specific areas: units reporting to the Chief of Police, Policing Operations Command and Policing Support Command, which are each led by a Deputy Chief, and Corporate Support Command, led by a civilian Chief Administrative Officer.

Chief of Police:

In addition to overseeing the three Command areas, the Chief of Police has direct command over the Trials Office and Professional Standards, which is comprised of the Public Complaints Investigation Bureau, Internal Affairs, Complaints Review, Quality Assurance, and Prosecution Services.

Policing Operations Command:

The Deputy Chief in charge of Policing Operations Command is responsible for all uniform (including emergency, community, and traffic response) and investigative functions delivered by the 16 divisional police stations across Toronto.[*] These 16 divisions are divided into Central Field (11, 12, 13, 14, 51, 52, 53, 54, and 55 Divisions) and Area Field (21/22, 23, 31, 32, 33, 41, and 42 Divisions).

Policing Support Command:

The Deputy Chief in charge of Policing Support Command oversees two areas. The Detective Support area is comprised of the centralised investigative squads (Homicide, Hold-Up, Sexual Assault, Fraud, and Detective Services), Forensic Identification Services, and the Bail & Parole Enforcement unit. The Operational Support area is comprised of Mounted & Police Dog Services, the Marine unit, the Emergency Task Force, the Public Safety unit, Parking Enforcement, the Community Policing Support unit, Traffic Services, Communications Services, and Court Services.

Corporate Support Command:

The Chief Administrative Officer in charge of Corporate Support Command oversees four areas, dealing mainly with the Service's financial, human, material, and technological resources. The Human Resources area is comprised of Compensation & Benefits, Employee Records, Employment, Labour Relations, Occupational Health Services, and Staff Planning & Development. The Finance & Administration area is comprised of Budgeting & Control, Facilities Management, Financial Management, Fleet & Materials Management, and Purchasing Support Services. The Information Technology Services area is comprised of Police Liaison Services, Radio & Electronics Services, Communications & Systems Operations Services, and Information Systems Services. And, the Executive Support area is comprised of the Training & Education unit, Corporate Planning, Property & Evidence Management, Video Services, Corporate Information Services - Information Access, Corporate Information Services - Operations, and the Corporate Communications unit.

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[*] Prior to the amalgamation of 21 and 22 Divisions, approved in July 2001, there were 17 divisions across Toronto.

Environmental Scan

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, and produces an update of the main statistical chapters in other years. The process includes extensive public and internal consultation, research, and statistical analysis. Highlights of the identified trends, challenges, and demands for service delivery from the Service's 2001 Environmental Scan Update are presented below.

Crime Trends:

- In 2000, the total number of non-traffic Criminal Code offences fell 0.8% (from 196,880 to 195,360), the eighth consecutive annual drop. Property crimes, which constitute the bulk of Criminal Code offences, dropped 7.5%. The number of violent crimes, however, increased 8.2%.
- Between 1996 and 2000, the number of violent crimes increased 8.4%, property crimes decreased 32.8%, and total non-traffic Criminal Code offences decreased 19.9%. Similarly, the overall crime rate (number of crimes per 1,000 population) dropped 23.1% over the past 5 years, but the rate for violent crime increased 4.1%.
- Crimes showing increases between 1999 and 2000 included homicide, sexual and non-sexual assaults, fraud, break-and-enter of apartments, weapons and drug offences.
- There were drops in both bank/financial institution robberies (28.7%) and home invasion robberies (20.0%), but an increase in car-jackings (19.5%).
- The proportions of robberies and non-sexual assaults involving weapons continued to decrease, from 44.0% in 1996 to 38.3% in 2000 for robbery, and from 29.0% to 26.3% for non-sexual assaults.
- Compared with 5 years ago, the proportion of cases involving a stranger as the suspect increased for both sexual (from 19.8% to 26.0%) and non-sexual assaults (from 26.6% to 29.0%).
- The numbers of theft of motor vehicles and break & enters continued to decline. Young persons were responsible for a disproportionately high percentage of both types of crime.
- Over the past 5 years, the number of drug arrests increased 68.3%, amidst a 76.4% increase for drug offences.
- In terms of crime rates, compared with 17 other large Canadian cities, Toronto ranked 11th in number of overall crimes, and ranked 6th and 14th in violent crimes and property crimes, respectively (1999 data). Among all 18 cities, Toronto also had the 2nd largest cost per capita for policing, and the 3rd smallest number of population per officer.

Youth Crime:

- A total of 7,938 young persons between 12 and 17 years old were charged with Criminal Code offences in 2000, up 4.4% from 1999 but down 11.0% from 1996.
- In 2000, 2,488 youths, about 3 in every 10 youths charged, were charged with a violent offence, up 1.5% from 1999 and down very slightly from 1996.
- Youth accounted for 16.6% of all charges; in comparison, youth accounted for 8.1% of the total population.
- In 2000, 46.2 of every 1,000 youths were charged with a Criminal Code offence, more than double the adult rate of 20.4 per 1,000 adults.

- The number of crimes occurring on school premises increased 1.7% from 1999, but showed a decrease of almost 10% from five years earlier. However, violent crime, as a proportion of total crime occurring on school premises, increased from 28.0% to 38.0% during the same period.
- Compared to 1996, the number of youths charged with drug related offences in 2000 more than doubled.

Victimisation:

- The number of reported victimisations by homicide, sexual assault, assault, and robbery increased 8.5% between 1999 and 2000, from 32,050 to 34,783. In 2000, 52.8% of victims of these crimes were men, 47.2% were women. Men were more likely than women in both years to be victims of assault, robbery, and homicide. Women were more likely to be victims of sexual assault.
- In 2000, the rate of victimisation was 15.5 per 1,000 for men (up from 14.5 in 1999), and was 12.6 per 1,000 for women (up from 11.8 in 1999).
- Examining rates of victimisation per 1,000 by age, it was found that those in the 10-19 years age group were most likely to be victimised in each year, particularly by robbery and sexual assault.
- Those 10-19 years of age were also far more likely in both years than any other age group to be victims of swarming, with a 19.0% increase between 1999 and 2000. Robberies and assault were the most likely violent crimes involved.
- The number of suspected child abuse offences reported to police increased 4.0% between 1999 and 2000.
- The 4,492 domestic/spousal (including common-law and ex-spouses) violence occurrences reported by the Toronto Police Service in 2000 was a 19.7% increase over 1999. The proportion of these occurrences where charges were laid by police also increased: 87.2% in 2000, up from 80.6% in 1999.
- In 2000, there were a total of 204 hate crimes reported -- a 30.1% decrease from the 292 such crimes reported in 1999, but a 16.6% increase over 1996.

Traffic:

- In 2000, 67 people were killed in traffic collisions, a 26.4% decrease over the 91 killed in 1999.
- There were 24 drivers killed in traffic collisions in 2000, a 22.6% decrease from 1999 when 31 drivers were killed. The number of passengers killed in traffic collisions rose slightly to 15 in 2000 from 13 in 1999. The number of pedestrians killed in traffic collisions showed a substantial decrease from 45 in 1999 to 26 in 2000 (42.2%), while the number of cyclists killed remained the same.
- Pedestrians over 65 years of age made up a large portion of the total number of pedestrians killed in traffic collisions in 2000.

Calls for Service:

- In 2000, a total of 1.8 million calls were received by the Communications Centre, a 2.5% increase over 1999, but a 2.9% decrease from 1996.[1]
- Over the past five years, there was a trend of increase in emergency calls and decrease in non-emergency calls. The number of emergency calls in 2000 was a 19.7% increase over 1996 and an 8.1% increase over 1999. Non-emergency calls dropped 3.1% from 1999 and 20.2% from 1996.
- Between 1996 and 2000, the proportion of emergency calls increased from 43.3% in 1996 to 53.4% in 2000, while that for non-emergency calls decreased from 56.7% to 46.6%.
- In 2000, there was a total of 837,219 calls resulting in one or more police units being dispatched, a 4.4% increase over 1999 and a 12.2% increase over 1996.

Police Resources:

- As of December 31, 2000, the Toronto Police Service had 7,114 members, including 5,372 uniform and 1,742 civilian members.
- Total strength of the Service increased 2.5% from 1999, but remained almost 7% less than staffing levels reported a decade ago.
- An ageing workforce was still very evident – about 55% of officers were over 40 years of age and only 12% were less than 30 years old; the average age was 41 years. Similarly, in 2000, almost half of all officers had 20 or more years service, and 25-30 years was the most frequent service level.
- Uniform retirements in 2000 totalled 175, the second highest level in the past decade; in the first ten weeks of 2001, almost 190 officers formally notified the Service of their intention to retire in 2001. About 1,500 officers – one in every three officers – will be eligible to retire by year-end 2001; the forecasted number of uniform retirements for 2001 is 300.
- During 2000, 99 officers resigned from the Service; more than half separated from this Service to join of other police services.

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[1] **A further 400,000 calls came into the Communications Centre via the Police Administrative Switchboard, for a total of 2.2 million calls into the Centre during 2000.** These non-emergency calls came into the Centre via the 808-2222 line and through cell phones via *MTP, during regular business working days and were handled by Switchboard staff. For the sake of fair comparison with previous years, these calls are not included in the analyses of number/types of calls since the new data were only available for 1999 and 2000 (due to technology improvements in late 1998).

Service 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. Within each of these Priorities, there are specific goals we wish to achieve.

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.

The Priorities and Goals are the result of extensive consultation, with both members of the community and members of the Service, as well as from 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.

Youth Violence and Victimisation of Youth

Concerns about youth, crime, and 'disrespectful' attitudes have been common throughout history. This should not, however, minimise concern about the 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.

Priority

∏ **Goal**

∏ Performance Objective/ Indicator

∏ **In partnership with the school boards, work to encourage reporting by students of crimes occurring on school premises, particularly violent crimes.**
  → increased perception of safety in schools
  → increased student comfort with reporting to police
  → increase in proportion of students who say they reported victimisation to police/decrease in proportion who say they did not report
  → increase in number of schools with Student Crime Stoppers programs

∏ **Increase education and outreach efforts targeting 'at-risk' youth to deter and prevent involvement in violent crimes.**
  → decrease in number of youths charged with violent crimes
  → decrease in number of violent crimes
  → STOP program rolled-out Service-wide
  → number of youth enrolled in STOP program, after roll-out
  → increase in number of violence prevention initiatives/presentations carried out
  → increase in number of children under 12 years referred for assistance

∏ **Increase enforcement activities and education initiatives to encourage the reporting of sexual exploitation of children and child abuse.**
  → creation of a dedicated investigative child abuse unit
  → increase in number of persons charged with child exploitation offences
  → increase in number of reported child abuse and sexual exploitation offences
  → number and type of education initiatives carried out

∏ **Increase enforcement activities and prevention initiatives that focus on decreasing the victimisation of youth by robberies (in particular, those involving swarming) 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

∏ **Focus on disbanding and disrupting the activities of youth street gangs.**
→ creation of a dedicated youth street gang unit
→ decrease in number of youth street gangs, members, and associates
→ number of victimisations where suspect believed to be affiliated with a youth gang

∏ **Increase efforts to educate Service members about issues relating to youth street gangs, including the link between street gangs and organised crime.**
→ number of training sessions offered
→ number of Service members trained

∏ **Achieving the Goals:**

The Service will work towards achieving these goals using a diverse array of strategies and activities. These strategies will include, but by no means be limited to:

→ prevention techniques and lectures by School Liaison officers;
→ educating teachers, administrators, and parents on the consequences of child sexual exploitation and abuse and how to recognise symptoms of abuse;
→ providing information on how to report crime and victimisation;
→ continuation of programs such as School Watch, Never be a Victim, Students with a Target, etc.;
→ continuing and expanding the Serious Teen Offender Program targeting 'high risk' youth;
→ ensuring that all secondary schools have active Crime Stoppers programs;
→ maintaining liaison with school staff to allow early intervention in any trouble areas;
→ enforcement and high visibility patrols in and around schools during lunchtimes and after school;
→ high visibility patrol and enforcement in areas where street gangs congregate;
→ provision of intelligence information relating to street gangs to divisional officers through training sessions and analyst reports;

→ identification of youth street gang members, associates, hangouts, and graffiti; and,

→ continued liaison with Crown Attorneys to obtain stiffer sentences for those involved in gang-related offences.

Organised Crime

Organised crime today can assume different forms, from lower-level street gangs to highly sophisticated trans-national 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.

Priority

∏ **Goal**

 ∏ Performance Objective/ Indicator

∏ **Continue to educate members of the Service, the community, political representatives, and legislators on the actual impact and consequences of organised crime.**

→ number of communications/education initiatives made to Service members, political representatives, legislators, and community members

→ increased public awareness of organised crime

∏ **Continue to develop and improve the processes by which the Service responds to all organised crime.**

→ OACP organised crime risk/threat assessment process used to determine enforcement priorities

→ number of enforcement initiatives targeting non-traditional organised crime groups

→ number of enforcement initiatives targeting traditional organised crime groups

→ number of enforcement initiatives dealing with connected organised crime groups and number of groups involved

→ increased co-ordination/collaboration between commodity-oriented investigative units (e.g. Fraud, Drug Squad) and person/group-oriented investigative units (e.g. Intelligence)

∏ **Through increased training, improve the Service's ability to respond to organised 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
- → increased communication to front-line officers regarding their role in addressing organised crime

∏ **Continue 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

∏ **Improve the Service's ability to identify and disrupt international and domestic terrorist groups active within the City.**
- → creation of a unit to work with the nation-wide Joint Intelligence Group to focus on terrorists
- → identification of active terrorist groups within the City or those with links to active terrorist groups
- → identification of potential terrorist targets and possible ways of diminishing the threat

∏ **Achieving the Goals:**

The Service will work towards achieving these goals using a diverse array of strategies and activities. These strategies will include, but by no means be limited to:

- → continuing educational sessions for members of the Service, members of government, the community, etc.;
- → continuing to contribute resources to the Provincial Special Squad to enhance enforcement against organised motorcycle gangs in Toronto;
- → detectives from centralised squads participating in training sessions at the divisions for front-line officers;
- → enhancing existing or establishing new partnerships with external agencies to target organised crime groups; and,
- → co-ordinating activities and exchanging information with local, national, and international agencies to focus on suspected terrorists and terrorist activities.

Traffic Safety

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.

Priority

∏ **Goal**

∏ Performance Objective/ Indicator

∏ **Increase enforcement of aggressive driving offences.**
- → 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-related injuries
- → decrease in number of traffic collisions

∏ **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

∏ **Increase education and safety efforts that target high risk drivers.**
- → increase in number of times existing programs are delivered to high risk drivers
- → increase in number of programs for high risk drivers
- → decrease in number of collisions involving high risk drivers

∏ **Use a crime analysis or intelligence-driven approach to identifying traffic safety issues to be addressed.**
- → number and type of traffic safety issues/problems identified
- → number of programs/projects implemented to address identified issues/problems

∏ **Form or strengthen partnerships with community and government agencies to improve traffic safety.**

→ increase in number of partnerships that deal with traffic safety issues

→ number of traffic safety programs/initiatives carried out with partners

∏ **Achieving the Goals:**

The Service will work towards achieving these goals using a diverse array of strategies and activities. These strategies will include, but by no means be limited to:

→ enforcement of drinking and driving offences;

→ targeting motorists who restrict the free flow of traffic;

→ continuing to work with the Community Traffic Liaison Committee in addressing community traffic safety concerns;

→ focusing on pedestrian safety through education, awareness, and enforcement campaigns; and,

→ continuing a senior citizen pedestrian safety awareness program, in partnership with other community services/agencies.

Drug Enforcement and Education

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 also 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.

Priority

∏ **Goal**

∏ Performance Objective/ Indicator

∏ **Improve quality of life in neighbourhoods through increased enforcement of street-level drug activities.**

→ 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

→ improve co-ordination and communication between centralised units involved in drug enforcement and divisions

∏ **Broaden Service response to drug enforcement by increasing referrals to diversion programs.**
→ number of people arrested for drugs recommended for the Drug Treatment Court

∏ **Strengthen partnerships with local, regional, and national law enforcement agencies to deal with high-level drug enforcement.**
→ creation of a GTA Major Drug Squad
→ number of law enforcement agency partnerships dealing with drug enforcement
→ increase number of joint enforcement projects
→ number of joint enforcement projects which target organised crime groups involved in drug importation, cultivation, and/or manufacturing

∏ **Increase and strengthen partnerships with local agencies to provide a multi-faceted response to drug issues.**
→ number of partnerships with health, education (including schools), and/or treatment agencies
→ number of joint initiatives developed
→ number of joint initiatives implemented

∏ **Educate community and Service members on the connection between high-level drug activities, organised crime, and problems in neighbourhoods.**
→ number of education/awareness initiatives carried out
→ increased public awareness of impact of organised crime

∏ Achieving the Goals:

The Service will work towards achieving these goals using a diverse array of strategies and activities. These strategies will include, but by no means be limited to:

→ identifying current and evolving trends associated with the sale and distribution of illicit drugs, co-ordinating investigations with divisional personnel;
→ co-ordinating specific enforcement activities and exchanging information with other law enforcement agencies;
→ divisional training sessions to ensure officers consider drugs as a possible motivating factor in relation to certain types of criminal occurrences; and,

→ continuing the delivery of a comprehensive drug investigators training course at the Service's CO Bick College.

Human Resource Development

Human resources are central to our organisation. Although the members of the Toronto Police Service generally enjoy the good opinion of the communities we serve, we must always strive to preserve and improve this positive regard. The Service must ensure that members have the skills and abilities they need to provide effective, professional services to our diverse communities.

Priority

∏ **Goal**

∏ Performance Objective/ Indicator

∏ **Increase training dealing with ethics and professional behaviour.**
> → changes made to relevant officer training
> → decrease in number of public complaints dealing with officer conduct
> → increase in public perception of professionalism, courtesy, and conduct during contact with police

∏ **Continue efforts to have the membership of the Toronto Police Service reflect the community we serve.**
> → increase in number of women, racial minorities, aboriginals, and people with more than one language hired

∏ **Given Service demographics and expected retirement levels, develop succession planning processes for units requiring specialised skills.**
> → units requiring specialised skills identified
> → proportion of these units for which succession planning process implemented

∏ **Achieving the Goals:**

The Service will work towards achieving these goals using a diverse array of strategies and activities. These strategies will include, but by no means be limited to:

> → training of divisional personnel to reinforce professional conduct;
> → identification and recruitment of qualified individuals, including aboriginals, women, and members of racial/ethnic minorities; and,
> → holding mentoring and information sessions to explain the hiring process and to alleviate real or perceived concerns of potential applicants.

Service Infrastructure

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 also equipment and planning for the provision of specialised services. Through the implementation of infrastructure change and investment, we will maintain excellence in the delivery of our core policing activities.

Priority

∏ **Goal**

∏ Performance Objective/ Indicator

∏ **In partnership with other City emergency services and agencies, improve and expand disaster management response.**
→ regular on-going liaison with other City emergency response agencies
→ mock/practical disaster exercises held

∏ **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

∏ **Improve information available to allow accurate, reliable measurement of response times to emergency calls.**
→ increase in MDT 'at-scene' compliance rate for priority 1 calls
→ rollout of Automatic Vehicle Location technology and begin use of AVL data to improve dispatch
→ decreased response times to priority 1 calls following implementation of AVL technology

∏ **Improve the Service's response to crimes that involve computers.**
→ formation of a computer crime unit or section, including acquisition of necessary equipment, staffing, and training
→ maintenance of funding at a level that allows the Service to acquire technology as needed to address emerging issues
→ types of crimes addressed by unit, if established

∏ **Develop and implement a formal special event planning process.**
- → standardisation of operational plans for special events
- → development of staffing requirements by level of involvement
- → development of strategies for service delivery

∏ **Achieving the Goals:**

The Service will work towards achieving these goals using a diverse array of strategies and activities. These strategies will include, but by no means be limited to:

- → continuing to extend the police business/information systems integration that began with Occurrence Re-engineering;
- → enhancing the Service's capability for forensic data recovery through training for dedicated Service members;
- → reinforcing direction to officers to use the MDT 'at-scene' button when appropriate;
- → continuing to provide unit commanders with 'at-scene' button compliance rates; and,
- → developing a standardised operational plan, including staffing requirements and service delivery strategies, for responding to special events within the City.

Community Safety and Satisfaction

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. As part of the community, it is important that police be visible. 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. Effective police response and the community's input and co-operation are vital to the prevention and investigation of violent crimes and property crimes, both of which can have a negative impact on the community's perception of safety and quality of life. 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.

Priority
∏ **Goal**
∏ Performance Objective/ Indicator

∏ **Increase public awareness of crime prevention through environmental design (CPTED) principles.**
- → # CPTED audits performed by divisional Crime Prevention officers
- → CPTED pamphlet developed for community

∏ **Increase the visibility of officers in neighbourhoods through directed and proactive patrols.**

→ increase in the proportion of time spent by divisional front-line officers on proactive patrol

→ increase in perceived visibility by the community

→ number of targeted/directed patrol initiatives carried out by divisions

∏ **Ensure officers continue to display a high level of professionalism during any type of contact with members of the public.**

→ increase satisfaction of those who had contact with police during the past year

→ increase general satisfaction with the delivery of police service to neighbourhoods

→ increase in perception of professionalism during contact with police

∏ **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

→ increased 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

∏ **Increase public awareness of the Crime Stoppers program to encourage information to police to help solve violent crimes.**

→ increase in number of tips to Crime Stoppers

→ increase in number of tips to Crime Stoppers that result in arrests/charges

→ increase in clearance (by charges laid) rates for violent crimes

∏ **Focus resources on addressing residential break & enters, particularly in relation to apartments.**

→ decrease in number of residential break & enters

→ decrease in number of break & enters into apartments

→ increase in clearance (by charges laid) rate for residential break & enters

∏ **Increase feeling of safety and security within the community by addressing violent crime.**
- → decrease in number and rate of violent crimes
- → decrease in number and rate of property crimes
- → increase in general perception of safety in neighbourhoods
- → increase in number of arrests for violent crimes

∏ **Ensure victims receive assistance and referrals as needed.**
- → increase in number of requests to the Victim Services Program for support, information, and intervention

∏ Achieving the Goals:

The Service will work towards achieving these goals using a diverse array of strategies and activities. These strategies will include, but by no means be limited to:

- → holding education sessions on Crime Prevention through Environmental Design for community and business groups;
- → ensuring that all secondary schools have active Crime Stoppers programs;
- → encouraging members to park marked cars and walk within the community whenever possible to increase visibility;
- → continuing to use the crime management process and weekly meetings to prioritise 'beats' and assign officers to where they are most needed for directed patrols and foot patrols;
- → continuing training of personnel at the divisional level to reinforce professional conduct;
- → continuing to produce a public semi-annual report on public complaints;
- → providing new officers with the 'code of ethics' in their orientation packages;
- → focusing patrol resources on times and places with the highest risks of violent or property crimes;
- → targeting potential victims for crime prevention seminars (e.g. youth, seniors, women, taxi drivers, etc.); and,
- → continuing to remind officers, through divisional visits on a regular basis, of the services offered by the Victim Services Program.

Finances

The Toronto Police Service's approved gross operating budget for 2001 is $590,859,200. As in 2000 shown previously, in 2001, over half of this funding will be spent in the Service's Policing Operations Command, 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 gross budget is allocated to salaries and benefits for the Service's members:
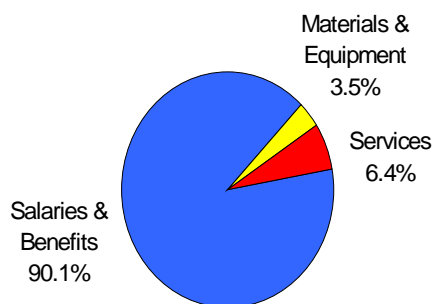
Each year's budget development process takes into consideration Service priorities for the coming year, the past year's experiences, and any known external influences. Pressures that are expected for 2002, from a budget perspective include:

Human Resource Strategy: The Service's Human Resource Strategy is outlined in detail in a report prepared annually by Human Resources. The Service's established target strength is 5,242 officers. The Service has been experiencing a high number of retirements and resignations over the last year, and maintaining funding for 5,242 officers will be a challenge. No pressure is foreseen for civilian staffing at this time, unless the Chief and Command Officers determine that an increase in civilian staffing is required.

Salary Increases/Contract Settlements: The 2001 contract included a 3% increase for the majority of Service members. Increases in future years, if any, are unknown at this time.

Annualised Costs from 2001 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 before they can be implemented. These are generally related to Service Priorities. 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 involve Service members focusing their work in or being deployed to new areas.

Other Re-organisations: The Service regularly embarks on re-organisations in response to changing 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 1998. Implementation of the legislated requirements began in January 2001. Further cost impact of the implementation of required changes is not known at this time.

The Toronto Police Service's approved capital budget for 2001 is $26.4M. The majority of capital expenditures are focused on state-of-good-repair projects, including funding, in 2001, for work on the replacement of 51 and 11 Divisions and a new 43 Division.

Other capital projects focus on technology replacement, such as the conclusion of the Occurrence Re-engineering and Mobile Data Terminal (MDT) replacement projects, implementation of new Financial Management and Time Resource Management systems, and replacement of the Service's e-mail system.

Human Resources Strategy

It is essential that we manage our human resources effectively and efficiently, not only because over 92% of the Police Service budget is dedicated to salaries and benefits, but also because how well we manage our people affects how successful we are in achieving a number of the Service's Priorities.

The Service's Human Resources Strategy deals with expected uniform member separations and the hiring required to deliver quality service and ensure public and officer safety. The Strategy covers a five-year period and is updated annually to ensure that projections for separations and hires take into account current issues. The projected uniform separations and hiring for the three years is shown below.

	2002	2003	2004
Retirements	(189)	(153)	(213)
Resignations	(100)	(100)	(100)
New Hires	190	253	313
Net Change	(99)*	0	0

* Uniform strength projected to be in excess of target strength at year end 2001.

Levels of uniform hiring are planned so that the Service's target strength is achieved by year end for each year of the strategy period. The target strength is set annually, taking into account operational and budgetary considerations.

The following is an outline of the issues expected to have an impact on the Strategy for 2002-2006:

| In June 2001, the Provincial Government approved a phase-out of the reduced OMERS retirement factor program through to the end of 2004. This should moderate separations to some extent in 2002, but hiring requirements will still be higher than our experience prior to the reduced factor program.

| The OMERS reduced factor program is due to close in 2004 and separations and hiring

are therefore expected to be significant that year. The OMERS 85-Factor is expected to resume in 2005 and should reduce separations and hires for the balance of the strategy period.*

| The Police Services Board approved the amalgamation of 21 and 22 Divisions at its meeting in July 2001. The decrease in the number of officers required as a result of this amalgamation reduced the Service uniform strength target from 5,261 to 5,242.

| Changes in staffing recommended by the Chief's 90-Day Organisational Review, undertaken to ensure operational efficiency and effectiveness, were achieved through re-deployment.

| Planned hiring will include 'lateral entries' (i.e. officers currently with other police services and re-hires), and may include part-time officers, if required.

| Higher levels of hiring require more resources for recruitment, testing, training, 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.

| Civilian hiring is expected to be mainly replacement hiring. A Civilian Review Project conducted in 2001 may result in changes to the civilian staffing of some units.

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* 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 85.

Information Technology Plan

Within the Toronto Police Service, virtually every core policing process has become dependent, to varying degrees, on information technology (IT).

In 2001, 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 2001, the largest proportion of IT expenditures was to the Field Commands.
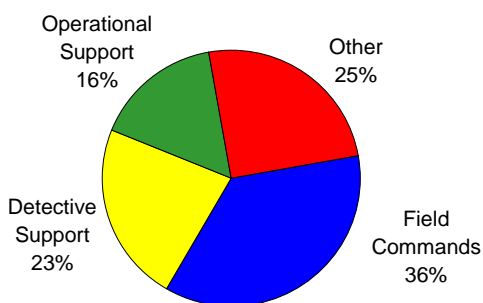
Our front-line uniformed officers use technology in many different ways throughout their normal daily activities, including radio communication with the 9-1-1 dispatch control centre, inter-officer radio communications, CPIC and MTO checks, MANIX checks, e-mail and voice mail, occurrence inputs, and 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 2002-2005 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's Chief and 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 Mission, and has the following objectives:

- to document the IT planning process and the criteria for focusing 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 2002 to 2004. 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 be fully deployed by mid-2002, and will greatly enhance our capability for crime analysis. In 2002-2003

(subject to funding availability of about $1.75 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.

Mobile Personal Communication: A large number of police officers and civilians are not in mobile workstation (MWS) equipped police vehicles (i.e. foot patrol, motorcycles, mounted and unmarked police vehicles). Currently these officers and civilians (e.g. parking enforcement officers) are 'disconnected' from access to police information systems. They have to contact communication dispatchers to have basic queries to police systems such as CPIC/MTO conducted by the dispatcher and the results "voiced over" the radio network. A pilot study will be conducted in 2002 to determine the utility of using personal digital assistant (PDA) technology to 'connect' officers to police information. Additional deployment is planned in 2003 and beyond.

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 2002 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.

State of Good Repair: (2002-2004) 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. In 2001, the Service began a program of moving its servers, networks, and the remainder of its workstations onto renewable lifecycle programs. This will continue through 2002-2004.

Internet (e)-Business: (2002-2005) By year-end 2001, 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). These activities will position the Service to use this 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: (2002-2005) 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 2001-2003, 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 2002 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 2002, subject to funding, 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.

Video Tape Storage and Processing:
(2001-2002) The Video Services Unit uses storage areas located on the 11th floor and the basement of Police Headquarters. These storage areas are approaching maximum capacity. Plans are to implement a robotics library and a digitised environment capability for videotape statements and interviews. The system must efficiently track original tapes and any copies made for court.

Document Management System:
(2002 – 2004) In June 1996, an audit of Intelligence Services recommended that the microfiche system used for archiving data be replaced. The system is antiquated and accessing information is difficult; purging information as required by the Privacy Act is extremely time-consuming and has not always been able to take place within the time frame required by law.

The same type of hardware and software would also benefit the other units within Detective Support. Many of their investigations, in particular those conducted by the Fraud Squad, deal with vast quantities of paper evidence. Duplicating these documents for disclosure is both time-consuming and expensive. One large Fraud case can consume up to 50,000 pieces of paper. The cost of duplicating paper evidence associated with these cases is upwards of $50,000 per year.

Other technology initiatives over the Plan period include:

- assessment of an auto-theft detection program;
- 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 system for crime analysis, operational performance, and 'scoreboarding'.

Infrastructure Program

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 Long-term Facilities Plan, the Beyond 2000 Restructuring Task Force Final Report, the Boundaries Committee report, as well as 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's Chief and Command Officers and the Police Services Board as part of the review of annual budget submissions. Those that impact at least until 2004 are summarised below.

	Spending approved or forecast ($millions)		
	2002	**2003**	**2004**
51 Division	5.78	4.95	
State of Good Repair • City	3.09	2.59	2.51
State of Good Repair • TPS	1.03	1.03	1.03
TPS Initiated Repairs/Renovations	1.00	1.00	1.00
TPS Headquarters Renovations	0.52	0.31	0.24
43 Division • new facility	3.09	5.15	2.43
Firearms, Defensive Tactics & Applicant Testing Facility	3.00	3.00	7.00
11 Division		1.50	5.80
23 Division		0.60	3.80
14 Division • including sub-station			0.60

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 late 2002.

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.

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

43 Division (New Facility): To construct a new facility in south Scarborough. The need for this facility was identified in the Boundaries Committee report. A site has been identified and funding is in-place to start the process of designing the facility. The facility will be a joint Police/Ambulance facility.

Firearms, Defensive Tactics & Applicant Testing Facility: This Training Facility will provide a fully integrated firearms and use of

force facility. The new facility will replace the obsolete Firearms Ranges and the temporary Use of Force facilities. 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.

11 Division: To replace the current facility with a new building. City Real Estate Department has identified a suitable site. The PSB has approved the site and has requested the City start negotiations to obtain the property.

23 Division: To replace the current divisional facility with a new building. City Real Estate Department has identified a suitable site. The PSB has approved the recommended site and has asked the City to start the process for obtaining the site. The opening of Woodbine Casino will impact operational requirements in this division.

14 Division (including sub-station): To replace the current facility with a new building. City Real Estate Department has identified a suitable site. The PSB has approved the recommended site and the City has been asked to start the process for acquiring the site.