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Crime, Costs and Performance Measurement

The Second Summit on The Economics of Policing & Community Safety
Innovations and Partnerships

March 3, 2015



ONTARIO PROVINCIAL POLICE



J.V.N. (VINCE) HAWKES
COMMISSIONER



Demands of Today/Planning for Future

- Must broaden scope of discussion.
- Multiple pressures and operational risks.
- High demand for accountability, trust and quality service delivery.
- Finite resources and sustainability issues.
- Emerging crime trends and threats.
- Policing is evolving and we must adapt to the changing environment.

Clearly, the status quo is not the option...



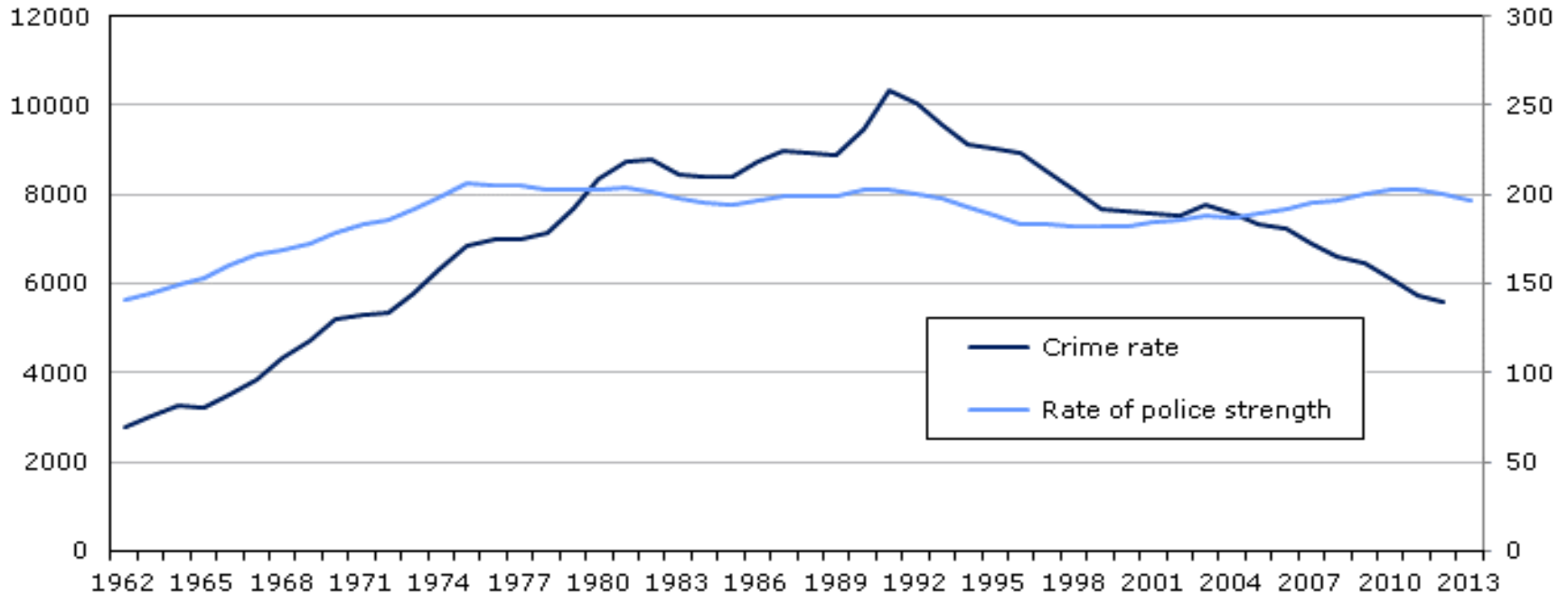
CRIME

Crime Rate and Rate of Police Strength

1962-2013

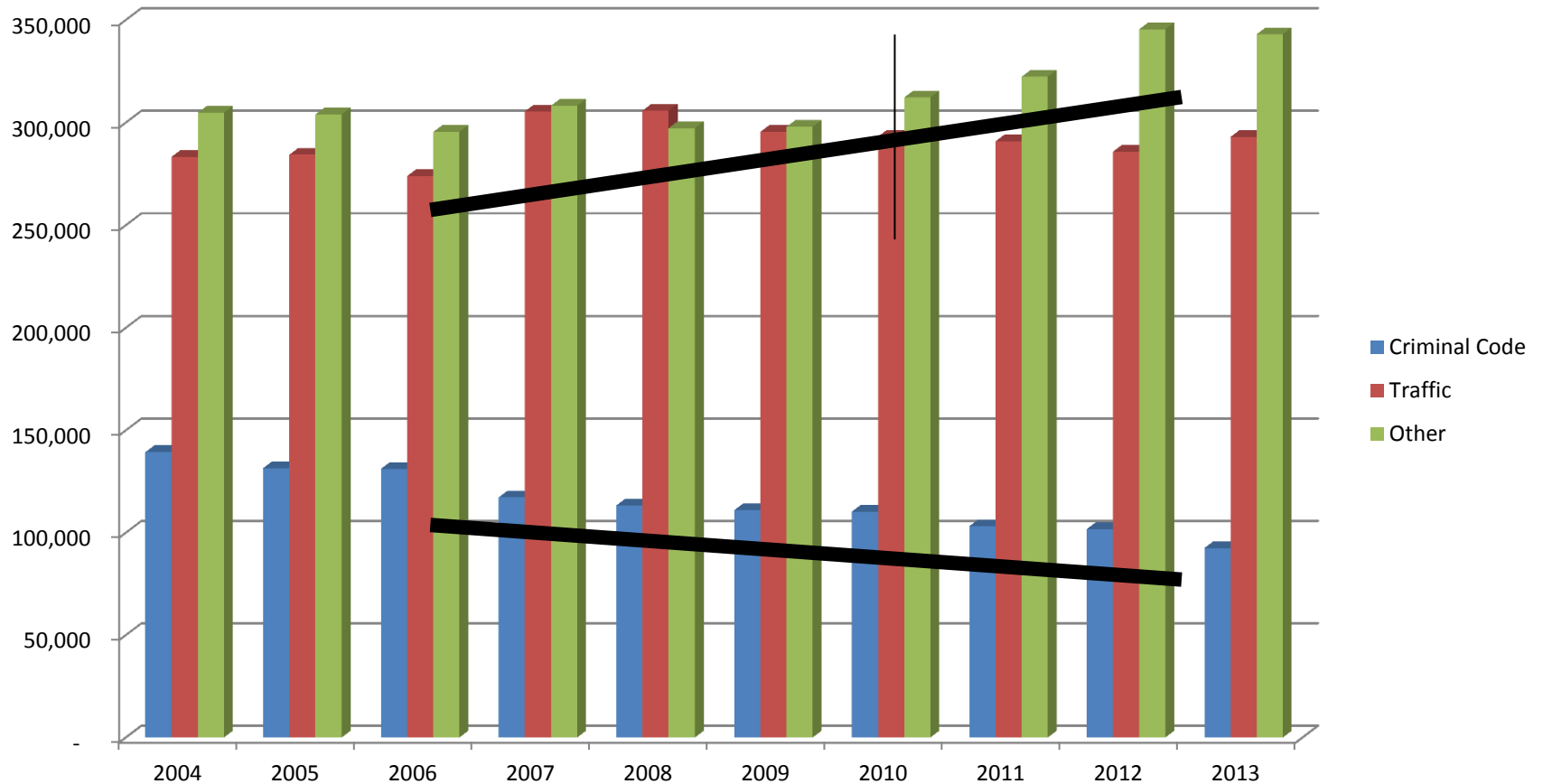
Criminal Code incidents
(excluding traffic)
per 100,000 population

Police officers per
100,000 population



*Source: Statistics Canada, Canadian Centre for Justice Statistics
Police Administration Survey Uniform Crime Reporting Survey

OPP Calls for Service Trends, 2004 - 2013



Source: Ontario Provincial Police Daily Activity Reporting System

Emerging Crime Trends/Challenges

- Cybercrime vs. Digital/Cyber Forensics.
- Child Sexual Exploitation.
- R. vs Spencer and Privacy Issues.
- Corruption and Collusion.
- Distracted and Drug Impaired Driving.

In the news:

CYBERCRIME January 16, 2014 8:58 pm

RCMP boss: Canada needs to focus more on cybercrime

By Jim Bronskill The Canadian Press

Organized crime group dismantled by York Regional Police, RCMP and OPP



CYBERCRIME: A GROWING GLOBAL PROBLEM

With so much of our everyday communication and commercial activity now taking place via the Internet, a rapidly growing rate. The EU in particular is a key target because of its advanced Internet infrastructure :



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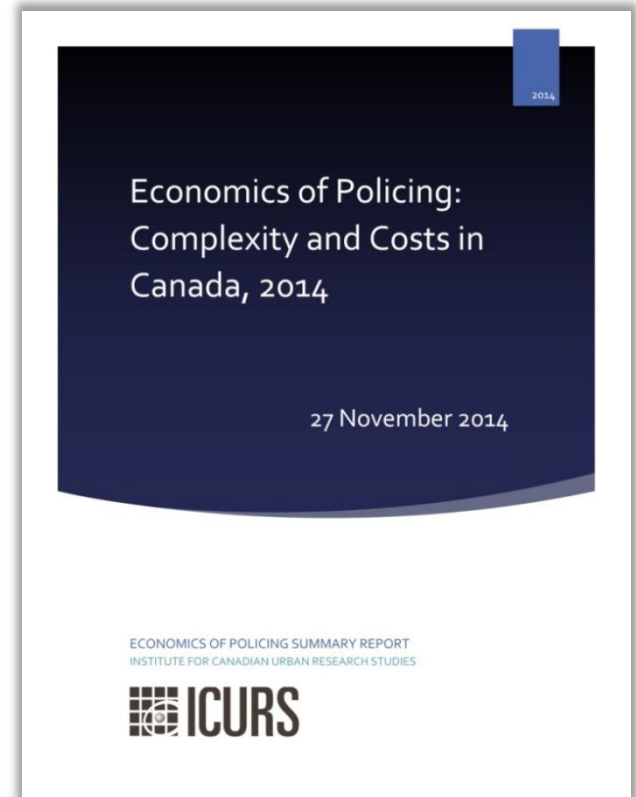


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Complexity of Crime

- Police work more complex and therefore more expensive.
- Demand for police services increasing over past ten years.
- Due to non-criminal (social disorder & MH) calls, legal complexity, technical demands.
- Put policing costs in perspective.
- Small percentage of what police do is captured in crime stats.



Child Sexual Exploitation

- Exponential growth; resource intensive.
- One case: spanning hundreds of countries; thousands of suspects; primary distribution source **outside** Canada; millions of dollars being exchanged.
- Volume of Data:
 - 1,250 Terabytes of data.
 - 60,000 registered users.
 - 1.4 Million compressed archives (RAR files).
 - 1.2 *BILLION* file transaction records (downloads).
 - 95,000 file downloads every 24 hours.
- One case = new strategy.



Child Exploitation Cases: Increasingly Complex

Performance Optimized Data Centre (POD)

Threats to Canada

- Presently 54 listed Terrorist Entities (Public Safety Canada).
- Believe *all* have significant presence in Ontario.
- Demonstrated and escalating lethal threats since Sept. 2014.
- Threat for isolated attacks on law enforcement and civilians exists.
- Phenomenon of radicalization poses severe challenges.





COSTS

Policing Costs

- Police services in Canada: RCMP, three provincial police services (OPP, SQ, RNC), 230 independent municipal services and 38 First Nations police services.
- More than 90,000 police personnel in Canada (2013).
- Policing expenditures totalled \$13.5 billion or about \$389 per Canadian (2012).
- Between 1997 and 2010, expenditures on policing more than doubled... why?

* Source: *Police Resources in Canada, 2013, Police-reported crime statistics in Canada, 2012*



Ontario Provincial Police: Resources

MUNICIPAL POLICING RESOURCES

PROVINCIAL / SPECIALIZED RESPONSIBILITIES

Detachment Staff*

- Supervision
- Front-line Constables
- Civilian Administrative and Support

Support Positions*

(Cost-Recovery Formula)

- Communication Operators
- Prisoner Guards
- Provincial Police Academy and In-Service Training
- Uniform Recruitment
- Municipal Policing Bureau
- Quality Assurance
- Forensic Identification
- IT and Telephone Support
- Regional Headquarters

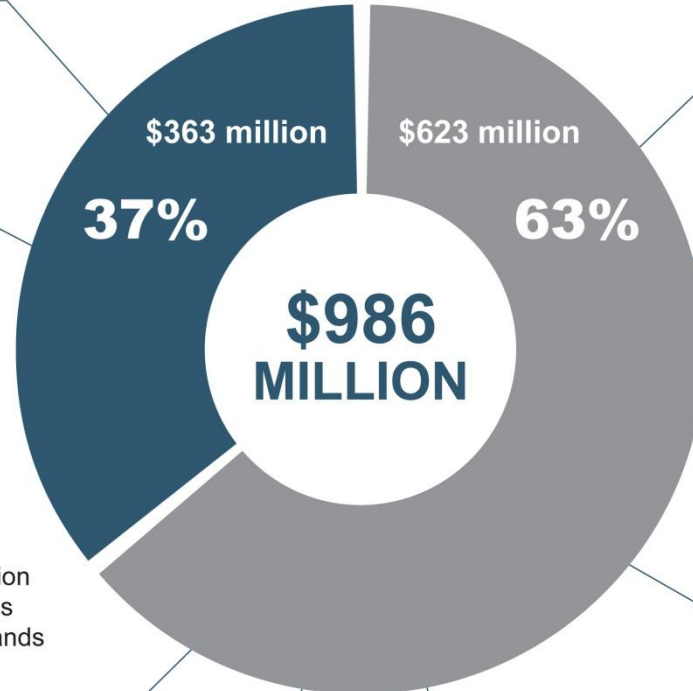
*Municipalities are billed for the portion of detachment and support positions required to meet their service demands

Aboriginal Policing

Unincorporated Territory

Auxiliary Policing

Community Safety



Traffic Safety

- Aircraft Enforcement
- Provincial Traffic Safety Program
- Snowmobile All-Terrain Vessel Enforcement
- Waterways and King's Highway

Investigations

- Criminal Investigations
- Child Sexual Exploitation Investigations
- Anti-Rackets
- Organized Crime
- Investigation and Support

Intelligence

- Covert Operations
- Provincial Anti-Terrorism and Hate Crimes
- Analysis and Information
- Field Intelligence

Specialized Response Teams

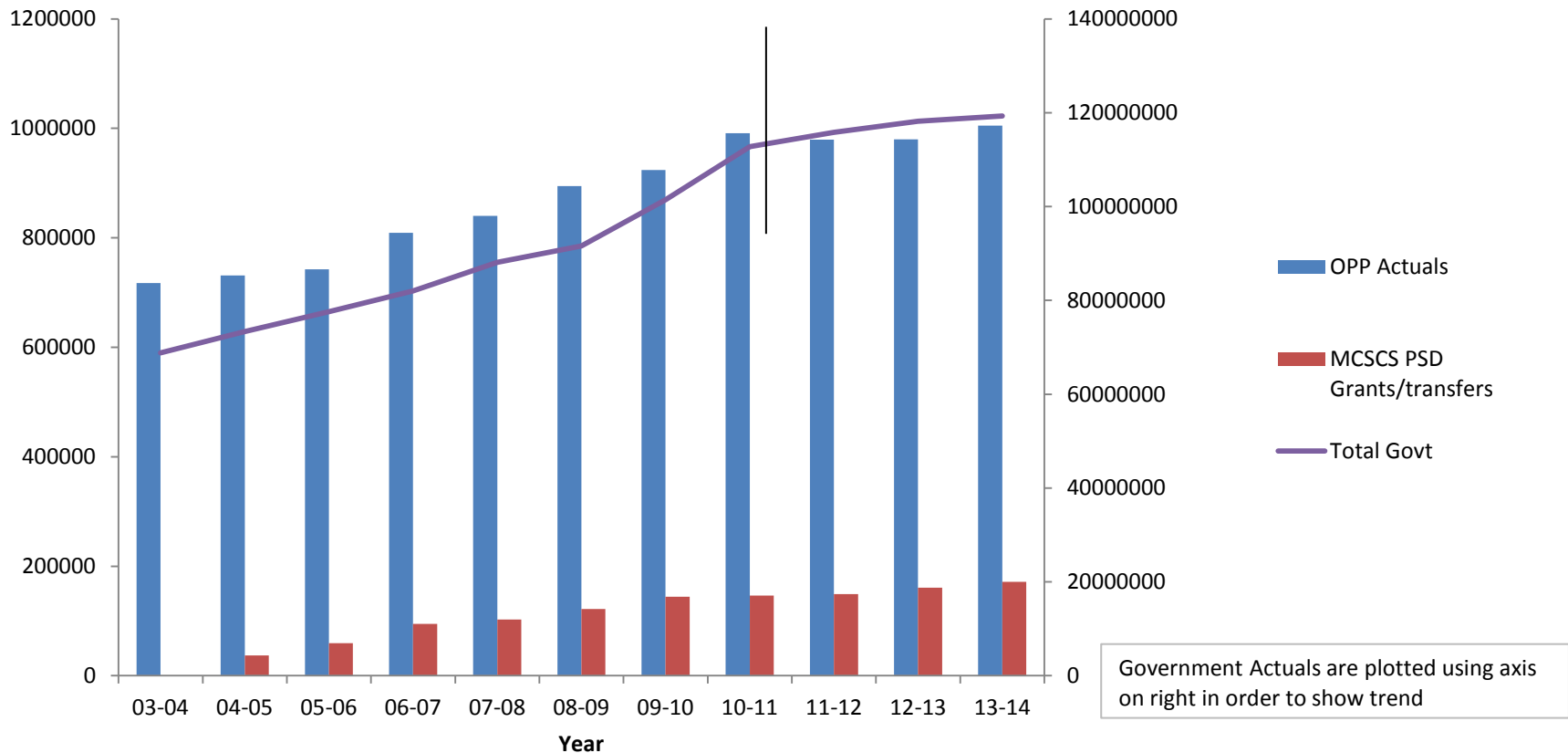
- Tactical Emergency Medical Services
- Aviation Services
- Canine Unit
- Emergency Response Team
- Negotiations
- Tactics and Rescue Unit
- Underwater Search and Recovery Unit
- Urban Chemical Response Team

*Source: OPP - Based on 2013 actual expenditures

Date: October 14, 2014 Ontario Provincial Police

OPP vs Government Actuals

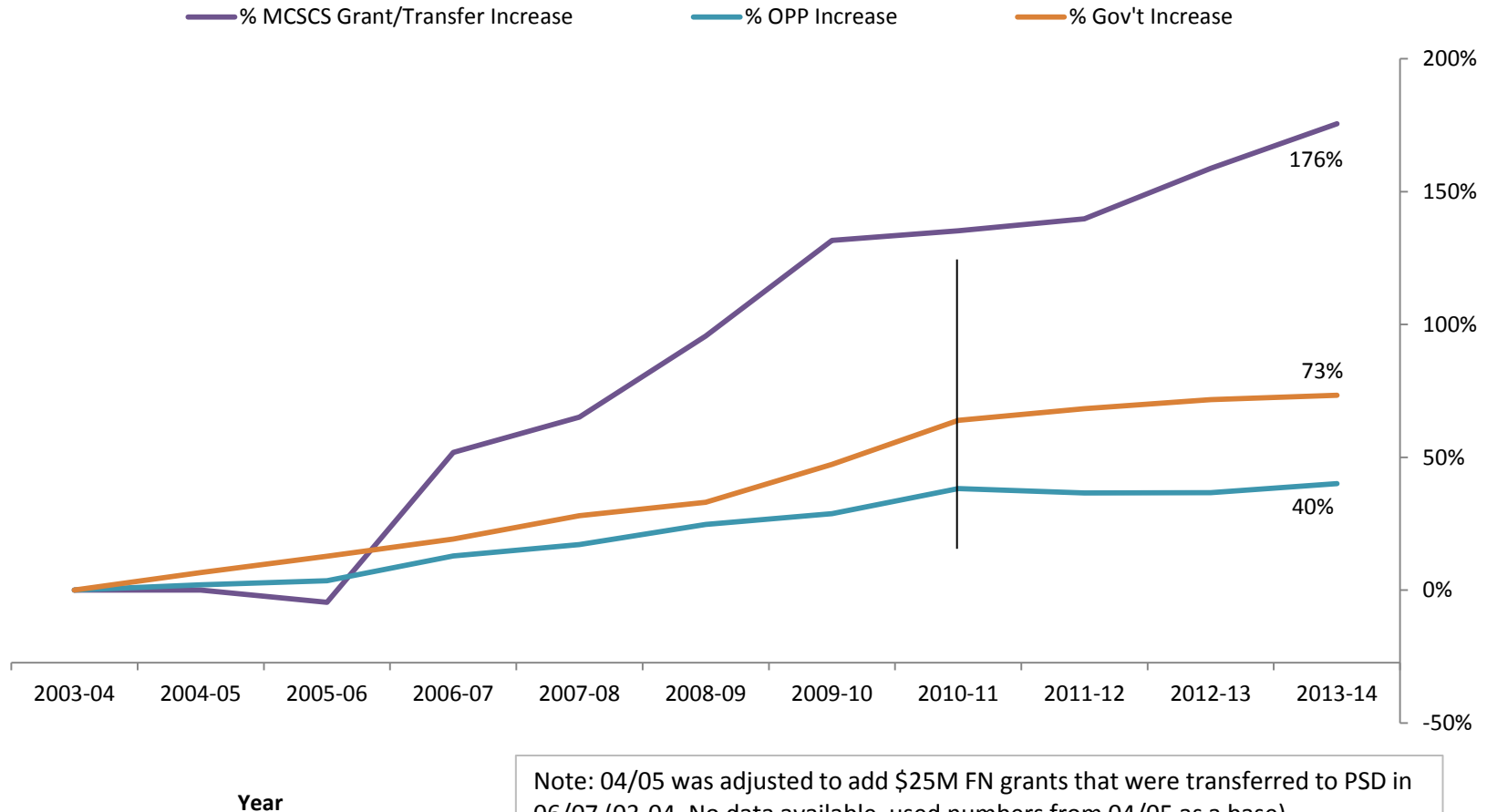
Policing Services Division (PSD) Transfer Payments Included



*Source: *Public Accounts of Ontario*

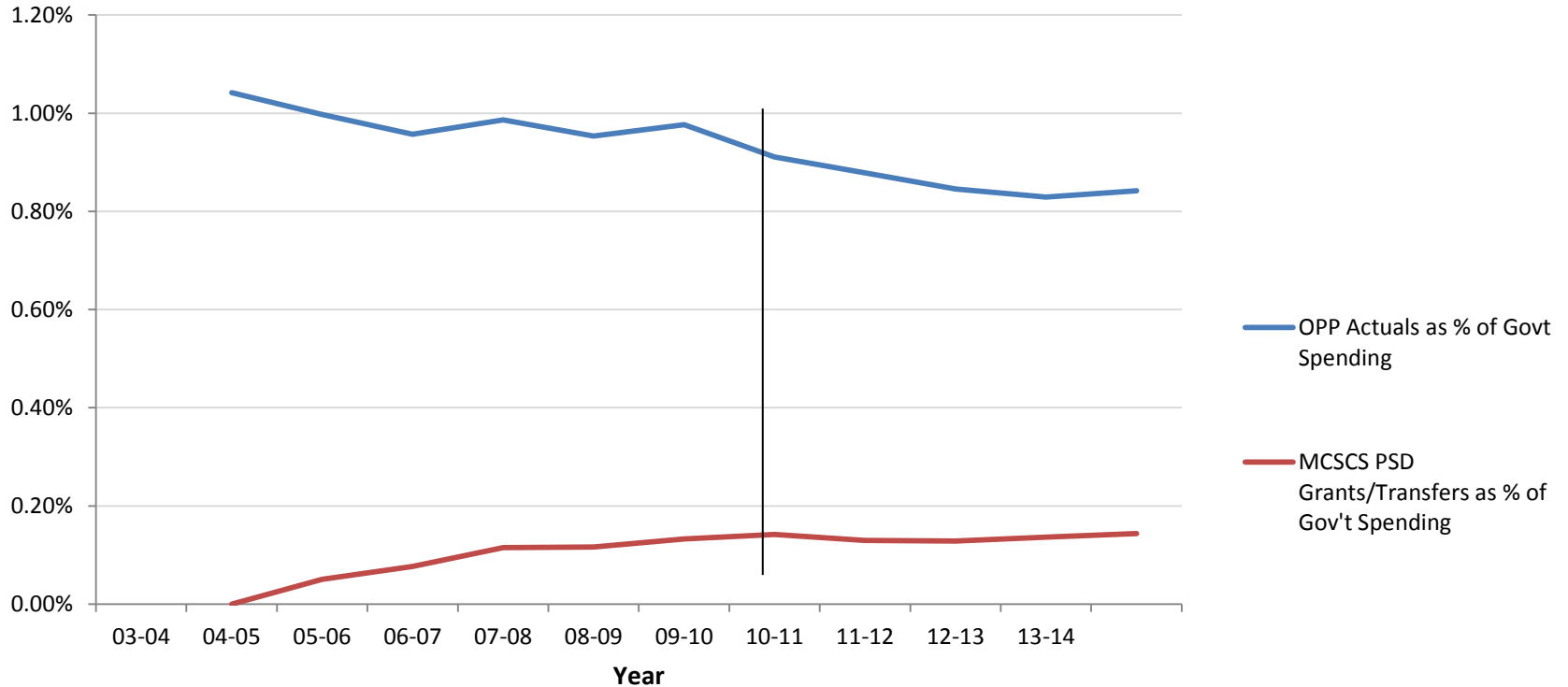


Percentage of Increase in Expenditures by Year



*Source: *Public Accounts of Ontario*

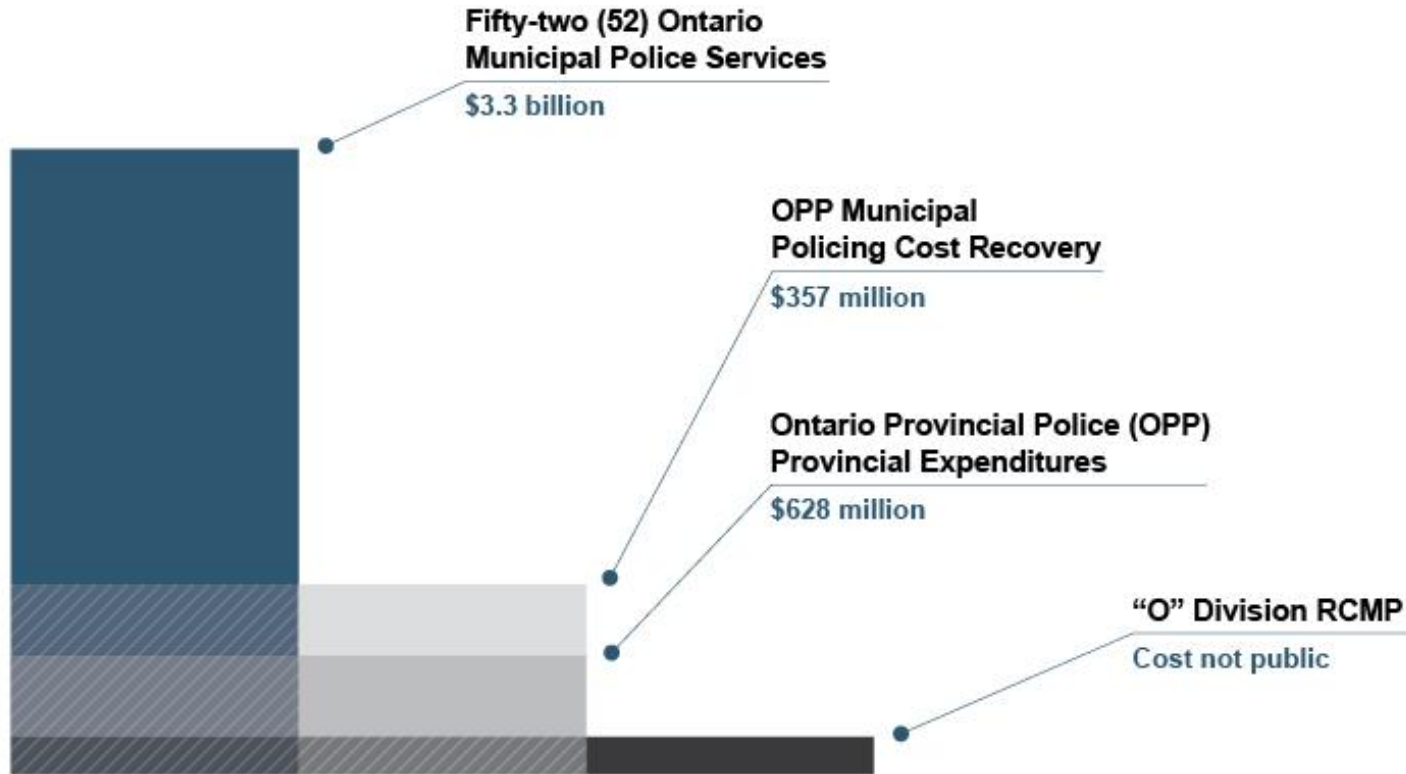
OPP Actual Expenditures and Grants as a Percentage of Total Government Actuals



*Source: *Public Accounts of Ontario*

Policing Expenditures - Where are the overlaps?

(Concept for illustrative purposes only)



*Source: OPP and Ministry of Finance - Based on 2012 actual expenditures



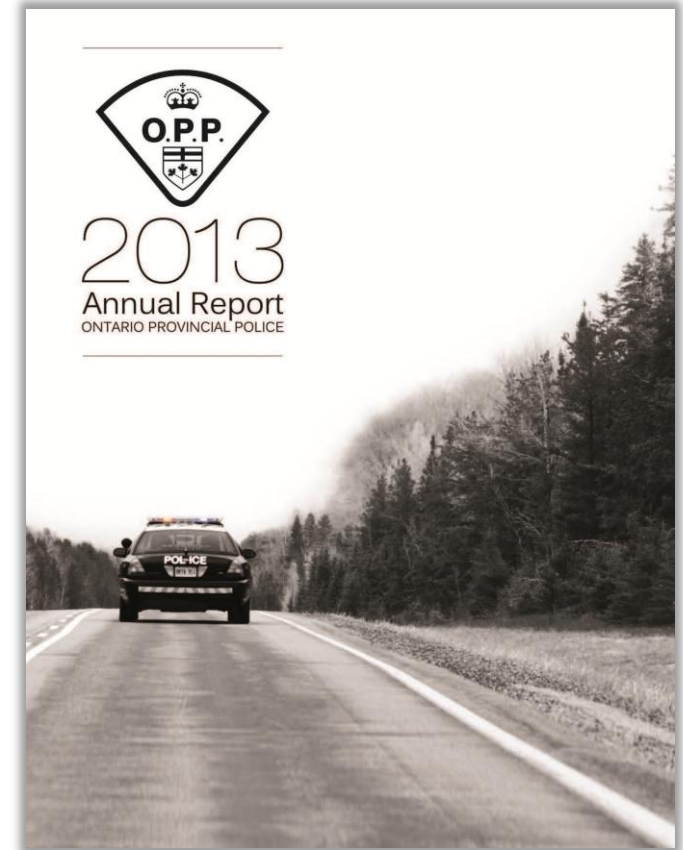
POLICE

PERFORMANCE MEASUREMENT

What we have been measuring

- Six key public performance measures, including violent crime and collision reduction.
- Legislated annual reporting.
- Crime rates; clearance rates; number of Criminal Code incidents by officer; number of charges by officer.

Do the above measures tell us if we are being effective at reducing victimization?



Shifting from Outputs to Outcomes

Results Driven Policing (RDP).

- Tracking efforts.
- Each area to develop measures of success.
- Solution-based discussions.

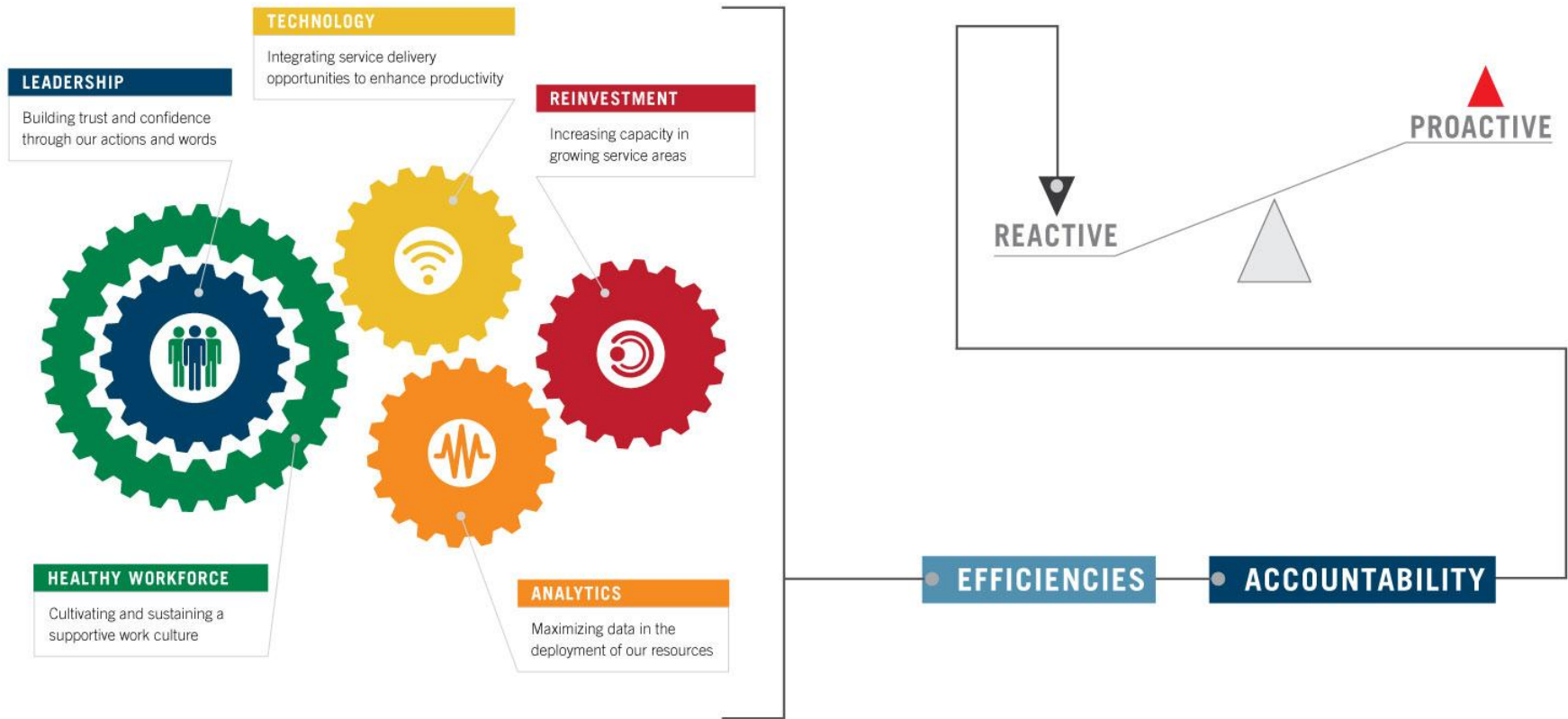
Action Planning.

Focused Patrol.

- Educational efforts; Community Engagement Efforts; Enforcement; Results; Re-evaluate.

Individual Performance Expectations.

OPP Approach to Sustainability



Meeting Public Safety Challenges

- Not all about policing costs.
- Evolution of service delivery.
- Continuing the research commitment.
- Transformation of Community Public Safety:
 - Leadership, legislation, standardization, coordination.
 - Tiered options, alternate service delivery, outsourcing.
 - Leverage technology, partnerships and private sector.
- Need for investment / re-investment to manage the trends.
- *Shared Forward Agenda.*



**MEETING TODAY'S NEEDS.
LOOKING AHEAD, WITH THE FOCUS ON
THE EVOLUTION OF POLICING.**

THANK YOU

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