

PRIORITY: FOCUSING ON CHILD & YOUTH SAFETY

Lead: Staff Superintendent, Staff Planning & Community Mobilization

GOAL (i):

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

PERFORMANCE OBJECTIVES/INDICATORS:

- * increase in student perception of safety in and around school
- * increase in proportion of students who feel comfortable talking to police
- * decrease in assaults, robberies, and weapons offences on school premises

STRATEGY:

Increase police visibility and contact at schools through the School Resource Officer, the Empowered Student Partnerships Program, and the Elementary School Safety Program.

GOAL (ii):

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

PERFORMANCE OBJECTIVES/INDICATORS:

- * increase in proportion of students who say they received some crime prevention/ safety information
- * increase in proportion of students who would be willing to report a crime to police
- * an increase in the number of crimes that are reported by youth
- * increase in proportion of students who would be willing to provide information to police about a problem or a crime

STRATEGIES:

Promote Toronto Police Service programs such as the Empowered Student Partnerships (ESP), Crime Stoppers, and the Elementary School Safety Program.

Participate in the development and delivery of new programs that will provide children and youth with information that will enhance their safety.

Promote the Report Homophobic Violence Period (RHVP) program through schools, community agencies, and community outreach initiatives.

PRIORITY: FOCUSING ON CHILD & YOUTH SAFETY

Lead: Staff Superintendent, Staff Planning & Community Mobilization

GOAL (iii):

Reduce the impact and effects of bullying and cyber-bullying.

PERFORMANCE OBJECTIVES/INDICATORS:

- * increase in proportion of students who received information on bullying and/or cyber-bullying
- * decrease in proportion of students who say they were victims of bullying and cyber-bullying
- * decrease in the proportion of student who say they are concerned about bullying in/ around their school

STRATEGIES:

Develop a prevention and education initiative, in partnership with school boards, relating to child and youth victimization in the areas of bullying and cyber-bullying.

Deliver information on bullying and cyber-bullying prevention to students and teachers through programs such as the Empowered Student Partnerships (ESP), the Elementary School Safety Program, and the Police/School Orientation.

Develop a bullying and cyber-bullying fact sheet for divisional E-Buddies participating in the Merry-Go-Round Program.

GOAL (iv):

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

STRATEGIES:

PERFORMANCE OBJECTIVES/INDICATORS:

- * decrease in number of children (0-11 years) victimized by violent crime
- * decrease in number of youth (12-17 years) victimized by violent crime

Participate in and promote youth-focused community mobilization initiatives such the Empowered Student Partnerships Program, the Youth in Policing Initiative employment program, the PEACE program, the Child Advocacy Centre, and police-youth ProAction-funded initiatives.

Develop and deliver a prevention and education initiative, in partnership with school boards, that relates to child and youth victimization.

Support TAVIS and the FNTD divisional model with relevant community mobilization initiatives to reduce the environmental factors that lead to violent crime and victimization.

PRIORITY: FOCUSING ON VIOLENCE AGAINST WOMEN

Lead: Staff Superintendent, Area Field

GOAL (i):

Focusing on sexual assault:

- (a) Improve the provision of support, follow-up information, and referrals to victims, and (b) Increase reporting by victims.

PERFORMANCE OBJECTIVES/INDICATORS:

- * increase in perception of agency workers of improved provision of follow-up information by police
- * increase in perception of agency workers of improved provision of referrals by police
- * increase in perception of agency workers of trust/confidence in police
- * increase in number of sexual assault occurrences reported to police

STRATEGIES:

Continue to provide extensive support and resources to persons who have experienced sexual assault by enabling access to information and referrals through:

- ♦ continual updates to the Sex Crimes Unit website,
- ♦ the creation of an informational pamphlet to be provided to all victims by investigators and/or community agencies, and
- ♦ the sharing of information with individuals and agencies in our communities through Sex Crimes Unit Community Notifications and TPSlinks.

Continue to develop and implement educational programs

- ♦ in Toronto's elementary, middle, and secondary schools to provide information to both male and female youth on topics such as Peer on Peer Sexual Assault and Criminal Harassment,
- ♦ focused on sexual assault issues to investigator, supervisor, and senior officer training programs through the Training and Education Unit, and
- ♦ by hosting media awareness sessions to address issues and provide information regarding the reporting of sexual assault occurrences for the major news outlets of Toronto and the National Ethnic Press & Media Council of Canada.

Building relationships with community agencies on both local and Service levels to improve confidence and trust in each other.

Expanding offender management to include

- ♦ Service-wide expansion of the computerized Victim Notification System to ensure that persons who have experienced sexual assault are notified at the earliest opportunity when the offender is being released, and
- ♦ referral of all persons charged with sexual offences to the Divisional Bail Compliance Units to be evaluated for bail compliance for follow up.

PRIORITY: FOCUSING ON VIOLENCE AGAINST WOMEN

Lead: Staff Superintendent, Area Field

GOAL (ii):

Focusing on domestic violence:

- (a) Improve the provision of support, follow-up information, and referrals to victims, and (b) Increase reporting by victims.

PERFORMANCE OBJECTIVES/INDICATORS:

- * increase in perception of agency workers of improved provision of follow-up information by police
- * increase in perception of agency workers of improved provision of referrals by police
- * increase in perception of agency workers of trust/confidence in police
- * increase in number of domestic occurrences reported to police

STRATEGIES:

Provide support and resources to persons who have experienced domestic violence by enabling access to information and referrals through:

- ♦ expansion of the Domestic Violence website with links to a victim assistance pamphlet, resources, referrals and e-newsletter, and
- ♦ greater involvement in newcomer outreach and cultural initiative programs to address issues of domestic violence in these communities.

Continue to develop and implement educational programs

- ♦ in Toronto's elementary, middle, and secondary schools to provide information to both male and female youth addressing healthy relationships and issues of relationship violence,
- ♦ focused on domestic violence issues to front-line officers, investigators, and supervisors,
- ♦ to senior officers and other management personnel in the recognition and support of victims of domestic violence within the Service, and
- ♦ by hosting media awareness sessions to address issues and provide information regarding the reporting of domestic violence occurrences for the major news outlets of Toronto and the National Ethnic Press & Media Council of Canada.

Promote partnerships between police and community agencies on both local and Service levels to improve confidence and trust in each other, heighten community/public awareness and increase levels of comfort with the reporting process.

Expanding offender management to include Service-wide expansion of the computerized Victim Notification System to ensure that persons who have experienced domestic violence are notified at the earliest opportunity when the offender is being released.

PRIORITY: FOCUSING ON PEOPLE WITH DISTINCT NEEDS

Lead: Staff Superintendent, Central Field

GOAL (i):

Develop trust between the police and groups such as seniors, Aboriginal people, newcomers to Toronto, homeless people, and those with mental illness.

PERFORMANCE OBJECTIVES/INDICATORS:

- * increase in perception of agency workers (dealing with each of the listed groups) of trust/confidence in police
- * increase in perception of agency workers (dealing with each of the listed groups) of police understanding of the needs of their client population

STRATEGIES:

Continue educational programs within the community focusing on issues related to people with distinct needs:

- ♦ Build trust and confidence of people with distinct needs through better communication of police processes and procedures.
- ♦ Incorporate uniform police officers in educational opportunities within the community, thus working to remove barriers to communication and provide better access to police services and resources.
- ♦ Ensure police information is available in a format and form that addresses distinct needs (e.g. online versions for those with vision/hearing needs to improve user confidence in the process).
- ♦ Enhance police partnership with the various communities to reinforce the supportive role of the police.

Increase organizational awareness of groups with distinct needs:

- ♦ Invite participation of community members with distinct needs in the police training environment.
- ♦ Broaden the police understanding of people with distinct needs. This is to include, but is not limited to, training about accessibility issues.
- ♦ Conduct a comprehensive review to facilitate the removal of barriers, whether physical, architectural, information or communications, attitudinal, technological or policy/practice based.
- ♦ Engage people with distinct needs within their own setting to provide information on access to police resources.

PRIORITY: FOCUSING ON PEOPLE WITH DISTINCT NEEDS

Lead: Staff Superintendent, Central Field

GOAL (ii):

Ensure that all victims of violence, including the families and friends of victims if appropriate, have access to victim services and support.

PERFORMANCE OBJECTIVES/INDICATORS:

- * increase the number of referrals to Victim Services

STRATEGIES:

Conduct a comprehensive review to ensure the physical, technological and other barriers are removed to ensure full participation by the community in Victim Services.

Increase organizational awareness about Victim Services resources available.

Increase awareness in the community of the existence of our programs and Victim Services resources.

Use media resources to disseminate police/Victim Services information, including, but not limited to, alternative languages media.

Enhance police involvement in newcomer outreach programs and initiatives to enhance crime reporting, crime prevention, Victim Services, and the role of police in the community.

PRIORITY: TARGETING VIOLENCE, ORGANIZED CRIME, & GANGS

Lead: Staff Superintendent, Detective Services

GOAL (i):

Reduce violent crime, especially shootings, and illegal gun activity.

PERFORMANCE OBJECTIVES/INDICATORS:

- * decrease in number of shootings
- * increase in number of firearms seized
- * decrease in rate of violent crime
- * increase in community perception of police effectiveness in dealing with gun crimes

STRATEGIES:

Develop a yearly and Toronto-specific threat assessment document, with quarterly updates, that identifies organized crime groups and their associates, focusing on those who engage in violence where firearms are involved.

Trace all seized firearms that are not registered in Canada through the US's Bureau of Alcohol, Tobacco, and Firearms (BATF). This information will assist in the identification and arrest of persons that traffic firearms to Toronto.

The Integrated Gun & Gang Task Force (GGTF) will continue to work in partnership with the Anti-Violence Response Teams, other TPS Units, and community members in support of TAVIS. Co-ordination of intelligence and resources will allow GGTF members to mobilize on a priority basis to effectively reduce crimes of violence, increase public safety, and improve the quality of life in neighbourhoods that experience high incidents of gun crime.

GGTF will co-ordinate and promote youth-focused community initiatives, by building on current programs and through the establishment of new partnerships that better address youth concerns and improve relationships with the police, thereby discouraging youth from participating in gangs and violent crime.

Encourage TPS members to engage in the debriefing of arrested persons, particularly in neighbourhoods experiencing violent crime.

Continue to promote Crime Stoppers as an effective way for the community to confidentially communicate their suspicions relating to the commission of violent crime in their neighbourhoods, particularly where gun violence is involved.

Given the mobility of organized crime groups and their associates that engage in violent crime, use the ACIIS database to more effectively share intelligence with policing partners outside the TPS.

PRIORITY: TARGETING VIOLENCE, ORGANIZED CRIME, & GANGS

Lead: Staff Superintendent, Detective Services

GOAL (ii):

Reduce the availability and impact of drug activity on neighbourhoods.

PERFORMANCE OBJECTIVES/INDICATORS:

- * increase in number of persons charged with drug offences
- * decrease in proportion of community concerned about drugs in their neighbourhood
- * increase in community perception of police effectiveness in enforcing drug laws

STRATEGIES:

Use the Intelligence Division's threat assessment document to focus enforcement resources towards organized crime groups and individuals who engage in the production and distribution of illicit drugs and pose the greatest risk to the residents of Toronto.

The Toronto Drug Squad will continue efforts to raise awareness about illicit drugs and provide education to front-line officers and community members.

The Toronto Drug Squad will enhance working relationships with divisions, Anti-Violence Response Teams, Proceeds of Crime, and law enforcement agencies throughout Canada and the US in order to enforce illegal drug activity at all levels.

The Toronto Drug Squad will continue to work closely with existing partners, while seeking opportunities to develop new partnerships in order to best address drug problems in Toronto neighbourhoods.

Promote Crime Stoppers in the media as an effective means for community members to confidentially communicate their suspicions to the police, especially relating to the production and distribution of illicit drugs or to the existence of crack houses and marijuana grow-ops.

Enhance intelligence sharing as it relates to the production and distribution of illicit drugs with policing partners outside the TPS.

PRIORITY: DELIVERING INCLUSIVE POLICE SERVICES

Lead: Staff Superintendent, Professional Standards

GOAL (i):

Focusing on interactions with others:

(a) Provide policing services to and/or interact with members of the community in a professional, non-biased manner, and (b) ensure interactions with other Service members are professional, non-biased, and respectful.

PERFORMANCE OBJECTIVES/INDICATORS:

- * increase community perception of professionalism during contact with police
- * decrease in proportion of community who believe that Toronto Police officers target members of minority or ethnic groups for enforcement
- * decrease in member perception of internal discrimination
- * decrease in number of internal complaints related to harassment and discrimination

STRATEGIES:

Use the information obtained from the Corporate Planning annual community perception survey and personnel survey to assess perceptions and trends.

Publish material internally and externally on the Service's commitment to fair and equitable policies.

Conduct a review of incivility complaints towards the public to determine the circumstances surrounding the complaint and implement appropriate solutions.

GOAL (ii):

Focusing on recruitment, retention, and promotion issues:

(a) work to recruit, retain, and promote members so that the Service reflects the diversity of the community, and (b) provide career-pathing/career planning guidance to Service members.

PERFORMANCE OBJECTIVES/INDICATORS:

- * increase in number of uniform and civilian applicants who are women
- * increase in number of uniform and civilian applicants who are visible minority
- * decrease in number of uniform members and civilian members who resign from the Service
- * increase in proportion of women and visible minority officers in the sergeant/staff sergeant and senior officer ranks
- * increase in member awareness of available career planning guidance and information

STRATEGIES:

Run focus groups in communities to identify barriers to application and/or hiring.

Identify the traditionally disadvantaged groups across the Service, and provide systems of mentoring that will support leadership, career development, and promotion.

Perform a comprehensive review of the tools and processes around exit interviews; create a methodologically sound, comprehensive system, and identify issues and trends within the Service.

Support and encourage the establishment of Internal Support Networks.

PRIORITY: ADDRESSING COMMUNITY SAFETY ISSUES

Lead: Director, Corporate Services

GOAL (i):

Improve the Service's capacity to plan for, prevent, mitigate, respond to, and/or recover from emergency incidents.

PERFORMANCE OBJECTIVES/INDICATORS:

- * develop an Incident Management System database
- * increase in proportion of Service units with a continuity plan that was reviewed/updated at least once in the past 12 months
- * number of after-action debriefing recommendations approved by the Emergency Preparedness Committee
- * increase in number of approved debriefing recommendations that are implemented

STRATEGIES:

Review and make recommendations for changes to TPS policies, procedures, and practices relating to emergency preparedness.

Establish a TPS Emergency Preparedness Committee that represents all command areas, to co-ordinate a Service-wide approach to emergency preparedness and business continuity.

Introduce the Incident Command System (ICS) as the emergency management model for use in the TPS.

Develop a security assessment model and operational planning methodology for all major threats and/or actual emergency incidents.

GOAL (ii):

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

STRATEGIES:

PERFORMANCE OBJECTIVES/INDICATORS:

- * increase in proportion of community who say they received or were made aware of information on crime levels in their neighbourhood
- * decrease in difference between community perception of safety in neighbourhoods and community perception of safety in the city overall

Review current methods of sharing crime information with the community (including Badge, the Internet, CPLCs/Community Consultative Committees) and identify and implement additional methods of sharing information in such a way as to allow the community easy access to that information (e.g. TPS Links, community crime inserts, new marketing strategies, etc.)

Review and improve the Service's crime statistics website to make the information more timely and user-friendly, and to assist community members in comparing their neighbourhood crime picture against the city's crime picture, as well as link related information, such as crime prevention tips.

PRIORITY: ADDRESSING COMMUNITY SAFETY ISSUES

Lead: Director, Corporate Services

GOAL (iii):

Improved the Service's ability to analyze crimes committed using technology (computer-assisted crimes), particularly frauds and identity theft.

STRATEGIES:

PERFORMANCE OBJECTIVES/INDICATORS:

- * Service ability to track occurrences of computer-assisted frauds, computer-assisted identity theft, and computer-assisted hate crimes
- * increase in number of reported computer-assisted frauds
- * increase in number of reported computer-assisted identity thefts

Assess the Service's current ability to capture data electronically with regard to computer-assisted fraud offences and hate crime offences. *(year 1)*

Review the Service's definitions and coding guidelines as they relate to computer-assisted fraud, identity theft, hate crime, and other computer-assisted offences (e.g. pornography, child abuse, etc.), and ensure consistency among definitions. *(year 1)*

Implement necessary changes to databases/systems and internal coding guidelines, and provide training to front-line members and investigators (specifically fraud investigators) regarding the revisions. *(year 1 and 2)*

PRIORITY: ADDRESSING COMMUNITY SAFETY ISSUES

Lead: Director, Corporate Services

GOAL (iv):

Encourage increased reporting of hate crimes and improve satisfaction with police response to reported hate crimes.

STRATEGIES:

PERFORMANCE OBJECTIVES/INDICATORS:

- * increase in perception of agency workers of police effectiveness in dealing with hate crimes
- * increase in perception of agency workers of victim satisfaction with police response to hate crimes
- * increase in number of hate crime occurrences reported to police

Increase communication and information-sharing with the Divisional Hate Crime Co-ordinators, the Field Intelligence Officers, the Community Mobilization unit, and the School Liaison Officers, relating to hate crime trends and victimization.

Create a community resource list of individuals, groups, and organizations involved in dealing with hate, for distribution to frontline officers (including the identification of other community/government resources providing support to victims of hate crime, education on hate crime, and/or enforcement tools for hate-related issues).

Strengthen partnerships with local, regional, and national agencies that deal with the training, enforcement, provision of victim services, and/or the prosecution of hate crime, by increasing frequency of meetings and collaborative efforts. Included partners are the local Boards of Education, Ministry of the Attorney General Victim Services, Human Rights Commissions, university and college administrations, and security and student associations/unions.

PRIORITY: ENSURING PEDESTRIAN & TRAFFIC SAFETY

Lead: Staff Superintendent, Operational Services

GOAL (i):

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

PERFORMANCE OBJECTIVES/INDICATORS:

- * decrease in number of road-related injuries to pedestrians
- * decrease in number of road-related injuries to cyclists
- * decrease in number of road-related injuries to drivers
- * increase in pedestrian perception of safety
- * increase in cyclist perception of safety
- * increase in driver perception of safety

STRATEGIES:

Enhance awareness of police officers about the correlation between strategic enforcement and collision and injury reduction.

Focus educational initiatives and communications efforts on pedestrian safety and, in particular, pedestrians that use transit, seniors crossing mid-block, and children playing near roadways.

Identify common causal factors in bicycle collisions and develop further education, awareness and enforcement-based efforts addressing cycling safety concerns.

Increase RIDE success by strategically deploying to highly visible locations in concert with effective community messaging with increased joint initiatives among divisions.

Increase the number of roadside screening tests in an effort to increase the perception of detection for drinking drivers and increase the safety of all road users.

Increase the number of parking tags issued in relation to rush hour routes to enhance traffic flow and the safety of all road users.

Divisions establish annual unit-specific traffic priorities and strategies based on community direction received and collision analysis.

Facilitate an anonymous Internet survey directed towards the perception of safety of pedestrians, cyclists and drivers within the City of Toronto.

Improve police service delivery and user safety on the Toronto Transit system.

PRIORITY: ENSURING PEDESTRIAN & TRAFFIC SAFETY

Lead: Staff Superintendent, Operational Services

GOAL (ii):

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

PERFORMANCE OBJECTIVES/INDICATORS:

- * increase in proportion of divisional crime management initiatives that include a traffic component
- * increase in proportion of divisional officers who feel that traffic is included as part of their division's crime management process
- * increase in proportion of divisional officers who feel that traffic enforcement plays a role in addressing their division's crime and disorder problems

STRATEGIES:

Traffic Policing activities be added to all crime management initiatives to heighten police presence and deter crime.

Increased traffic enforcement in areas where analysis shows identified traffic and crime concerns in the same geographic boundary.

Increase the information sharing between the Traffic Services Field Intelligence Officer (FIO) and Divisional FIOs in relation to traffic-related sanctions and bails.

Increase the number of traffic officers who receive the Community Mobilization course to enhance knowledge and skills in relation to crime management.