

# Toronto Police Service Performance Report

# 2014



A report in accordance with Ontario Regulation 3/99 (the Adequacy Standards Regulation) on the Service's achievements in relation to the Service Priorities and Goals as outlined in the 2014-2016 Business Plan.

**May 2015**



## 2014 Service Performance - Priorities

---

Every three years, the Toronto Police Services Board and the Toronto Police Service decide where the Service will focus resources and activities. This is done within our commitment to community safety, and within the context of responsibilities mandated by the *Police Services Act* and other legislation, and within the framework provided by the Service's own Vision, Mission Statement, and Values. Although we will continue to work in many areas, our Priorities represent those areas that we will give extra emphasis. The Service's Priorities for 2014-2016 are:

-  Safe Communities and Neighbourhoods
-  Economic Sustainability & Operational Excellence
-  High Quality, Professional Service to the Community

The Priorities and Goals reaffirm the commitment of both the Board and the Service to building public trust and confidence through community engagement and addressing the needs of our community, through continuous improvement and openness to change, through effective and efficient processes and operations, and, perhaps most importantly, through the provision of bias-free, accountable, professional policing services.

This report summarizes the Goals we worked toward within in each Priority, some activities we undertook in these areas, and what we achieved.

## Safe Communities & Neighbourhoods

---

In the Service's community surveys and consultations, people identify community and neighbourhood safety as a priority, affirming a belief that all members of the community should feel safe, without fear of danger, crime, intimidation, or harassment, as they go about their daily routines. A sense of safety, whether in the home, around their neighbourhood, or on the street, has a strong positive influence on quality of life. The Service is committed to providing professional, non-biased enforcement activities to address community crime and traffic safety issues. Moreover, the Service is committed to providing services in a way that is supportive of victims of crimes, effective for people with distinct needs – in particular, emotionally disturbed persons – and encourages community cohesion and engagement.

### Our Goals Were:

- ▶ Enhance prevention and enforcement activities focusing on violent crime and illegal drug activity to reduce crime and improve perceptions of safety in neighbourhoods.
- ▶ Improve support for victims and witnesses affected by crime or violence, by referral to appropriate services.
- ▶ Improve road safety and traffic flow for pedestrians, cyclists, and motorists, using technology where possible.
- ▶ Contribute to and foster neighbourhood-initiated efforts to strengthen a sense of community, address signs of physical disorder, and engage more proactively with community members.
- ▶ Enhance officer ability to effectively interact with emotionally disturbed persons, particularly those with mental illness.
- ▶ Improve public and Service member awareness of vulnerabilities associated with use of the Internet and cyber devices.

### Examples of How We Are Addressing the Goals:

- ▶ Improve crime management and intelligence-led processes to better identify areas within neighbourhoods experiencing heightened level of violence (guns, gangs, drugs) and use resources effectively to prevent criminal activity, and arrest and prosecute offenders.
- ▶ Expand co-operation with criminal justice agencies and other security partners, including information sharing, training, and joint projects, to prevent and respond to violent crime.
- ▶ Develop a communication strategy using both traditional and social media to inform the public about policing activities, services, and on-going investigations.
- ▶ Implement the Victim Witness Support Plan to enhance the capacity of front-line officers to respond effectively to the needs of victims and witnesses.
- ▶ Develop an auditing process in divisions and investigative units to ensure that a Victim Services referral has been offered in each case where a victim is identified.

- ▶ Expand messaging to pedestrians, seniors, cyclists, motorists, and motorcycle operators, using both traditional and social media, to promote awareness of and provide education on road safety. Enforcement initiatives will be used to reinforce messaging.
- ▶ Identify chronic unsafe, high collision, and restricted traffic flow locations for targeted enforcement initiatives or other appropriate resolutions by the city or province.
- ▶ Strengthen Service participation in proactive neighbourhood activities and problem-solving initiatives, by involving a broader range of skills and functions (e.g. TAVIS, Community Response, Neighbourhood Officers, Traffic Services, Mounted, Communications, Corporate Communications, etc.).
- ▶ Increase investigator attendance at and active participation in neighbourhood-initiated events, such as town-halls and Community Police Liaison Committee meetings, to address concerns related to violent crime.
- ▶ Review and implement recommendations from the Honourable Frank Iacobucci's report, Police Encounters with People in Crisis, including recommendations relating to selection of police officers, training, supervision, use of force, Mobile Crisis Intervention Teams, etc.
- ▶ Continue to develop and deliver, in conjunction with external partners, training, courses, and mental health resources to all members who deal with or may potentially deal with an emotionally disturbed person.
- ▶ Continue to provide information to the public on issues such as phishing, identity theft, and Internet vulnerabilities using both traditional and social media (e.g. #Fraudchat, videos, booklets/pamphlets, etc.).
- ▶ Continue to provide information, through both traditional and social media, to Service members on risk management issues related to technology use, such as those identified by Operation ReBoot.

## What We Achieved:

**Table 1 Goal, Performance Objective/Indicator, 2013 Baseline, 2014 Result, and Change**

Goal	Performance Objective/Indicator	Baseline (2013)	2014 Result	Change	Status
Enhance prevention and enforcement activities focusing on violent crime and illegal drug activity to reduce crime and improve perceptions of safety in neighbourhoods.	decrease in rate of violent crime (per 100,000 population)	999	881	-12%	✓
	decrease in rate of property crime (per 100,000 population)	2,594	2,397	-8%	✓
	increase in number of persons charged with drug offences	6,957	4,418	-36%	✗
	increase in community perception of safety in neighbourhoods	93%	93%	-	✗
Improve support for victims and witnesses affected by crime or violence, by referral to appropriate services.	increase in number of referrals to Victim Services	6,442	7,304	+13%	✓
	increase in proportion of victims who say they received appropriate referrals from officers	84%	90%	+6%	✓
Improve road safety and traffic flow for pedestrians, cyclists, and motorists, using technology where possible.	increase in pedestrian perception of safety	72%	74%	+2%	✓
	increase in cyclist perception of safety (36% said 'don't know/NA' in 2014, 40% in 2013)	30%	27%	-3%	✗
	increase in driver perception of safety	71%	70%	-1%	✗
	increase in driver perception that traffic flow has improved	11%	13%	+2%	✓
	increase in cyclist perception that traffic flow has improved	11%	17%	+6%	✓
Contribute to and foster neighbourhood-initiated efforts to strengthen a sense of community, address signs of physical disorder, and engage more proactively with community members.	increase in proportion of community members who say they believe people in their neighbourhood look out for each other	77%	79%	+2%	✓
	increase in proportion of community members who believe that relations between police and the people in their neighbourhood have improved	15%	18%	+3%	✓

	increase in proportion of community members who say they attended a community event or meeting where police were present	12%	12%	-	✘
	increase in proportion of community members who have participated in a community improvement project/activity	17%	26%	+9%	✔
	decrease in proportion of community members concerned with signs of physical disorder in their neighbourhood (vandalism, graffiti, garbage/litter)	39%	42%	+3%	✘
Enhance officer ability to effectively interact with emotionally disturbed persons, particularly those with mental illness.	decrease in proportion of MHA interactions involving an injury (sustained either prior to or during apprehension)	9%	not yet available (technical issues)	---	◻
	increase in proportion of officers who say they believe that the training they have received has prepared them to effectively interact with emotionally disturbed persons	80%	82%	+2%	✔
	of those officers who dealt with an emotionally disturbed person during the year, increase in proportion who say that the training they received did help them in that situation	80%	84%	+4%	✔
Improve public and Service member awareness of vulnerabilities associated with use of the Internet and cyber devices.	increase in public awareness of risks associated with use of Internet and cyber devices (e.g. phishing & frauds, insecure passwords or WiFi, identity theft)	81%	81%	-	✘
	increase in Service member awareness of risks associated with use of Internet and cyber devices (e.g. phishing & frauds, insecure passwords or WiFi, identity theft)	93%	96%	+3%	✔

## Economic Sustainability & Operational Excellence

---

As detailed in the *Police Services Act*, the Toronto Police Service is committed to providing a full range of policing services to our community. However, in this time of fiscal constraint, the Service must remain cognizant of the cost of providing these services. We will strive for operational excellence through continued review and improvement, and through support and training for our members. The Police Service must ensure that it remains accountable to the community by providing those services that are demanded by the community in the most professional, efficient, and effective a manner as possible.

### Our Goals Were:

- ▶ Align Service programs with core or priority service requirements to ensure Service resources are used most efficiently.
- ▶ Continue to assess and invest in operational processes and partnerships to improve effectiveness, efficiency, and sustainability of operations.
- ▶ Set measurable standards to optimize service delivery and resource appropriately, including, but not limited to, standards relating to response time to calls for service and resource use/deployment (for example, use of specialized teams such as MCIT, supervisors, centralized investigative units, etc.).
- ▶ Improve human resource management and accountability within the Service, including the development of:
  - personnel evaluation and monitoring processes/tools that better reflect expectations relating to member performance,
  - management/leadership training that enables supervisors to better manage and guide member performance, and
  - comprehensive succession planning processes for both uniform and civilian members.
- ▶ Use and invest in technology to support administrative, operational, and investigative improvements and efficiencies.
- ▶ Continue to develop and improve the Service's capacity to deal with crimes committed involving or using technology.

### Examples of How We Are Addressing the Goals:

- ▶ Continued review and implementation of recommendations arising from the Chief's Internal Organizational Review of internal and external processes, including potential changes in civilianization, automation, and call types attended.
- ▶ Using agreed upon core policing service requirements, develop a checklist of desirable outcomes against which all Service programs may be assessed for alignment.
- ▶ Continue to refine business processes with external partners, such as the City of Toronto's 3-1-1 service, EMS, and By-Law Enforcement, etc., to re-direct calls for more appropriate response by other city agencies and improve call handling and processing time.



- ▶ Continue implementation of the Neighbourhood Hub Model in a multi-agency collaboration to intervene in and thereby prevent opportunities for individuals to engage in criminal activities, and to ensure the appropriate social or government agency is the first responder.
- ▶ Assess opportunities for increased participation in shared services with the City of Toronto and other police agencies to increase process efficiency (purchasing processes and co-operatives, fleet management, administration, etc.).
- ▶ Establish a Working Group to develop time standards for response to calls for service by divisional Primary Response and other support units (i.e. units from Public Safety Operations and Detective Operations) that reflect staffing levels.
- ▶ Continue participation in the evaluation of the MCIT program being carried out by the Centre for Research on Inner City Health, St. Michael's Hospital.
- ▶ Establish a major case response protocol between divisions and Detective Operations which clearly defines lead and shared responsibilities for investigations falling within the mandate of a Detective Operations unit.
- ▶ Establish and staff a Human Resources & Performance Management unit to be responsible for the co-ordination, management and execution of activities such as performance evaluation and management, leadership development, professional development, succession planning, etc.
- ▶ Assess existing performance management and personnel development processes and tools to identify and address limitations, as recommended in the Chief's Internal Organizational Review.
- ▶ Conduct a pilot project to assess and evaluate the operational benefits of using body-worn cameras throughout the Toronto Police Service and the different body-worn cameras currently in the market.
- ▶ Continue to implement, upgrade, and support the Service's integrated records and information management (Versadex) and disclosure management (eJust) systems.
- ▶ Improve the ability of the public to report to police through expansion of on-line reporting capabilities and capacity, through upgrade of telephone and network infrastructure to support next generation 9-1-1, and through planning and upgrade toward text to 9-1-1 for hearing impaired community.
- ▶ Assess and implement recommendations from Operation ReBoot to maximize the efficient and effective use of cyber-technology to continually improve the quality of police investigations and services.
- ▶ Equip and staff the Computer Cyber Crime section of Intelligence Services at a level that ensures the Service's capacity to process computers and cell phones related to offences in an effective and in a timely manner.

## What We Achieved:

**Table 2 Goal, Performance Objective/Indicator, 2013 Baseline, 2014 Result, and Change**

Goal	Performance Objective/Indicator	Baseline (2013)	2014 Result	Change	Status
Align Service programs with core or priority service requirements to ensure Service resources are used most efficiently.	criteria developed for assessing program alignment	---	not yet available	---	□
	process developed for assessing program alignment	---	not yet available	---	□
	Service programs assessed	---	not yet available	---	□
Continue to assess and invest in operational processes and partnerships to improve effectiveness, efficiency, and sustainability of operations.	operational processes mapped and reviewed for efficiencies	---	not yet available	---	□
	number of operational partnerships to which resources have been allocated	---	39	---	✓
	number of recommendations implemented from various reviews to improve effectiveness, efficiency, or sustainability of operations	---	167	---	✓
Set measurable standards to optimize service delivery and resource appropriately, including, but not limited to, standards relating to response time to calls for service and resource use/deployment (for example, use of specialized teams such as MCIT, supervisors, centralized investigative units, etc.).	response time standards set	---	not yet available	---	□
	appropriate level of resources determined based on response time standards	---	not yet available	---	□
	resource use/deployment criteria reviewed and established	---	not yet available	---	□

<p>Improve human resource management and accountability within the Service, including the development of:</p> <ul style="list-style-type: none"> <li>personnel evaluation and monitoring processes/tools that better reflect expectations relating to member performance,</li> <li>management/leadership training that enables supervisors to better manage and guide member performance, and</li> <li>comprehensive succession planning processes for both uniform and civilian members.</li> </ul>	personnel appraisal processes/tools revised	---	on-going	---	□
	increased proportion of members who say they understand what's expected of them	97%	96%	-1%	✗
	management/leadership training revised	---	on-going	---	□
	increased proportion of supervisors who say they feel better able to manage the performance of those they supervise	89%	90%	+1%	✓
	succession planning processes established	---	on-going	---	□
	increased proportion of members who say they believe supervisors and managers are held accountable for their actions	57%	56%	-1%	✗
<p>Use and invest in technology to support administrative, operational, and investigative improvements and efficiencies.</p>	new or upgraded technology introduced to and being used in the Service	---	14	---	□
	increased proportion of members who say that technology has improved their ability to carry out their work	86%	89%	+3%	✓
	increase in number of technology-related recommendations implemented to support administrative, operational, and investigative improvements and efficiencies	---	9	---	□
<p>Continue to develop and improve the Service's capacity to deal with crimes committed involving or using technology.</p>	increase in officer perception of Service ability to investigate crimes involving or using technology	78%	82%	+4%	✓
	increase in proportion of officers receiving training on investigation of crimes that involve or use technology	37%	42%	+5%	✓
	increase in number of occurrences flagged as 'cybercrime related'	not available	750	---	□

## High Quality, Professional Service to the Community

---

Beyond the legislated requirements to provide a full range of policing services to our community, the Toronto Police Service is committed to providing the highest quality, professional services possible, both to members of our community and to members of the organization. Improving the public's trust and confidence in the Police Service is essential. The Service will continue to work to ensure that services delivered are bias-free and accountable, and we will promote internal and external service excellence through innovation, skills development, experience, and respect.

### Our Goals Were:

- ▶ Continue to grow and support a diversity of perspectives within the Service.
- ▶ Assess and use the knowledge, experiences, and skills of members to improve the delivery of services to and interactions with the community.
- ▶ Define, develop, communicate, and implement a customer service strategy.
- ▶ Deliver professional, ethical, bias-free service, both to members of the public and within the organization.
- ▶ Implement organizational and operational changes that address concerns of bias, discrimination, and profiling, including racial profiling, to improve public trust and confidence.
- ▶ Review and improve application of training and professional development processes to ensure that members have opportunities to improve and continually develop the range of skills and cultural competencies needed to police effectively within the City of Toronto.

### Examples of How We Are Addressing the Goals:

- ▶ Encourage members to provide innovative ideas that address unit-level or Service-level issues or problems by providing positive feedback and/or formal recognition.
- ▶ Establish unit-level working groups or committees to present and consider suggestions towards improvements of unit practices, processes, and wellness.
- ▶ Develop a comprehensive Service-wide inventory of member skills, abilities, and experience relevant to the organization, accessible to police managers/supervisors to facilitate a more effective use of resources.
- ▶ Encourage the practice of multi-unit case-conferencing and debriefing to share knowledge, experiences, and lessons learned from different perspectives.
- ▶ Research the most effective way to develop the organizational culture to enhance delivery, through person-to-person interactions, both between Service members and with the community, with the objective of increasing Service member

and public engagement. Based on the information collected, develop and implement a comprehensive customer service strategy.

- ▶ Develop and deliver a communication plan that tells both members of the Service and members of the community about the goals and expectations of the new customer service strategy.
- ▶ Develop corporate training standards for the customer service strategy that can be used to inform members and recruits, and encourage a different way of thinking about providing customer service.
- ▶ Continue the implementation of the recommendations from the Police and Community Engagement Review (PACER) that support professional, ethical, and bias-free service both to the community and within the Service.
- ▶ Review and implement the recommendations from the evaluation carried out by the Diversity Institute, Ryerson University, of the Human Rights Project Charter, which aimed to identify and eliminate any discrimination that may exist in Board or Service policies and practices, and to identify and eliminate any discrimination that may exist in the provision of policing services.
- ▶ Enhance, at the unit level and at the Toronto Police College, learning related to delivery of professional, bias-free service, including Fair and Impartial Policing and the Intercultural Development Program.
- ▶ Continue the implementation of the recommendations from the Police and Community Engagement Review (PACER) that address changes to governance, performance and information management, operations, training, etc.
- ▶ Ensure that supervisors are available to provide guidance and assistance to front-line members, and that supervisors hold accountable those members who behave in an inappropriate or unprofessional manner.
- ▶ Encourage unit commanders to establish career development opportunities within their units and to support member application for short-term career development positions in other units.
- ▶ Ensure that all training opportunities support the delivery of effective services and are allocated fairly and transparently to members.
- ▶ Encourage unit commanders to provide, as practicable, opportunities for members to take on more challenging projects or tasks within their current position.

## What We Achieved:

Table 3 Goal, Performance Objective/Indicator, 2013 Baseline, 2014 Result, and Change

Goal	Performance Objective/ Indicator	Baseline (2013)	2014 Result	Change	Status
Continue to grow and support a diversity of perspectives within the Service.	increase in member perception that their work is valued	66%	71%	+5%	✓
	increase in member perception of management openness to suggestions for improved/alternate service provision	45%	52%	+7%	✓
	increase in management perception that members are more willing to offer suggestions for improved/alternate service provision	74%	80%	+6%	✓
Assess and use the knowledge, experiences, and skills of members to improve the delivery of services to and interactions with the community.	increase in member perception that their skills, knowledge, and experience are being used effectively	76%	77%	+1%	✓
	improvement in member perception of quality of service delivered to the community	22%	24%	+2%	✓
	increase in community satisfaction with police during contact	83%	88%	+5%	✓
	increase in victim satisfaction with the way officers dealt with the incident	73%	85%	+12%	✓
Define, develop, communicate, and implement a customer service strategy.	customer service strategy defined and developed	---	completed	---	✓
	internal and external communication plan developed and implemented	---	on-going	---	□
	customer service strategy implemented	---	on-going	---	□
	increase in member awareness of the Service's customer service strategy	---	not yet available	---	□
	increase in community awareness of the Service's customer service strategy	---	not yet available	---	□
Deliver professional, ethical, bias-free service, both to members of the public and within the organization.	decrease in number of public complaints	726	598	-18%	✓
	decrease in number of internal complaints	574	505	-12%	✓

	increase in community perception of officer professionalism during contact	82%	84%	+2%	✓
	increase in community perception of bias-free service provided by officers during contact	85%	80%	-5%	✗
	increase in victim perception of officer professionalism	83%	91%	+8%	✓
	increase in victim perception of bias-free service provided by officers	79%	85%	+6%	✓
	increase in member perception of professionalism within the Service when making requests of other members/units	89%	87%	-2%	✗
	increase in member perception of bias-free service provided by other members/units	87%	87%	-	✗
Implement organizational and operational changes that address concerns of bias, discrimination, and profiling, including racial profiling, to improve public trust and confidence.	increase in community perception that TPS officers are trustworthy	87%	86%	-1%	✗
	increase in proportion of the community who are confident that TPS officers treat people fairly	78%	79%	+1%	✓
	increase in proportion of the community who are confident that, overall, TPS officers do a good job	92%	93%	+1%	✓
	decrease in community perception that Toronto Police officers target members of minority or ethnic groups for enforcement	32%	34%	+2%	✗
Review and improve application of training and professional development processes to ensure that members have opportunities to improve and continually develop the range of skills and cultural competencies needed to police effectively within the City of Toronto.	increase in member perception of the availability of opportunities for professional development	65%	68%	+3%	✓
	increase in member perception of job enrichment opportunities	61%	65%	+4%	✓
	increase in community perception of police effectiveness in improving public safety/security	84%	85%	+1%	✓
	increase in community perception of police effectiveness in reducing crime and disorder	79%	79%	-	✗
	increase in members who attended the Toronto Police College for training who said they applied what they had learned	81%	82%	+1%	✓