

Toronto Police Service Performance Report

2013



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 2013 Business Plan.

May 2014

2013 Service Performance -- Priorities

Every three years, the Toronto Police Services Board and the Toronto Police Service decide where we will focus our 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 Priorities reaffirm the commitment of both the Board and the Service to community policing and to delivering services that do not discriminate, internally or externally, on the basis of any of the prohibited grounds, including race, gender, sexual orientation, age, disability, and place of origin. The Priorities are based on a commitment to accountability, transparency, and to our City's diverse communities, by providing equitable, non-biased policing services, and by building a Service that is representative of those we serve.

The 2013 Priorities and Goals were generally a continuation of the Priorities presented in the 2009-2011 Business Plan. In late 2011, given the budget environment and ongoing initiatives (including the City of Toronto's Service Efficiency Review and the Chief's Internal Organizational Review), the Police Services Board approved the extension of the 2009-2011 Service Priorities, with some revision, through 2012. In late 2012, these Priorities and Goals were further revised, either because they were no longer relevant or feasible or because processes had been put into place to address the issue, for continued effort through 2013. The most significant revision was the inclusion of a new Priority focusing on police interaction with people experiencing mental illness.

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

It will be noted that some of the goals involved performance objectives that were not achieved. Much of 2013 was spent planning for significant changes to business processes and organizational structure, as well as planning for and then implementing a new, comprehensive information/records management system. The time and resource commitments required by these projects, along with the significant restraints arising from the reduced staffing levels resulting from a hiring freeze, undoubtedly contributed to the results shown in the following pages.

Focusing on Child & Youth Safety

Violence committed upon and by youth continues to be an issue of great concern for the community and the Toronto Police Service. It is vital that we work to address the safety and security needs of children and youth. The safety of youth in schools, bullying, youth non-reporting of victimization, and the need to build trust and positive relationships with youth were all identified as issues of concern in the Environmental Scan and consultations.

Our Goals Were:

- ▶ Increase Safety in and around schools and promote student trust and confidence in police.
- ▶ Provide youth with crime prevention and safety information, and encourage reporting.
- ▶ Reduce the impact and effects of bullying and cyber-bullying.
- ▶ Focusing on violent crime, prevent and decrease the victimization of children and youth.

Examples of What We Did:














- ▶ The Service's Divisional Policing Support Unit (DPSU) reported that the School Resource Officer (SRO) and Community School Liaison Officers (CSLO) programs continued to build trust and positive relationships between youth and police participating in the school community.
- ▶ Presentations were delivered by the DPSU to schools city-wide, and at community centres, on topics such as bullying, cyber-bullying, bicycle/pedestrian safety, youth violence, gang awareness, drug awareness, and lockdowns. Through partnerships with agencies such as the PROS (Providing Resources Offering Support) and the Special Victims Section of the Service's Sex Crimes Unit, a new presentation on Domestic Human Trafficking was developed and available for all CSLOs and SROs.
- ▶ Outreach was also done through participation in programs such as TROOP (which focuses on 'at risk' or 'vulnerable' youth who live in domestic violence shelters, who are crown wards of Children's Aid, who are newcomers to Canada, who live in high priority neighbourhoods, or who are involved with the justice system) and the Trinity Program (which works with youth, from the Toronto District School Board, involved with the justice system and who have been expelled).
- ▶ As the number of 'sexting' cases reported increased, the Child Exploitation Section Service's Sex Crimes Unit partnered with the Canadian Centre for Child Protection (CCCP) in support of their SPEX Intervention and Prevention program. The SPEX program addresses the issue of youth creating, sending, or sharing sexual images and/or videos with peers using social media. The Child Exploitation Section created and delivered presentations for the both the Toronto District and the Toronto

Catholic District School Boards (elementary and high schools) on this program. Presentations were also delivered to and well received by local universities, the Children's Aid Society, the Catholic Children's Aid Society, and the Native Family Services.

- ▶ The Child & Youth Advocacy Centre (CYAC) became operational on October 1st, 2013. The CYAC was set up as a single location that provides a multi-agency, specialized approach to investigating child physical and/or sexual abuse and/or severe neglect cases. The victims and their families receive child-focused investigation, treatment, support services, and advocacy under one roof.
- ▶ The Sex Crimes Unit continues to take part in community safety meetings with representatives from BOOST (Child Abuse Prevention & Intervention) and the Toronto District School Board with respect to recently released offenders into the community or with any concerns relating to current offenders already in the community that might offend against children.

What We Achieved:

Table 1 Goal, Performance Objective/Indicator, 2012 Baseline, 2013 Result, Change

Goal	Performance Objective/ Indicator	Baseline (2012)	2013 Result	Change	Status
Increase Safety in and around schools and promote student trust and confidence in police.	increase in proportion of students who say they feel safe in and around school	89%	90%	+1%	
	increase in proportion of students who say they feel comfortable talking to police about problems	63%	64%	+1%	
	decrease in assaults, robberies, and weapons offences on school premises	1,171	989 *	-16%	
Provide youth with crime prevention and safety information, and encourage reporting.	increase in proportion of students who say they received some crime prevention/safety information	31%	27%	-4%	
	increase in proportion of students who would be willing to report a crime they witnessed to police	32%	34%	+2%	
	increase in proportion of students who would be willing to report they were the victim of a crime to police	53%	58%	+5%	
	an increase in the number of crimes that are reported by youth	4,800			
	increase in proportion of students who would be willing to provide information to police about a problem or a crime	85%	88%	+3%	
Reduce the impact and effects of bullying and cyber-bullying.	increase in proportion of students who received information on bullying and/or cyber-bullying	40%	39%	-1%	
	decrease in proportion of students who say they were bullied in the past 12 months	15%	14%	-1%	
	decrease in proportion of students who say they were cyber-bullied in the past 12 months	11%	11%	--	
	decrease in the proportion of students who say they are concerned about bullying in/around their school	47%	51%	+4%	
Focusing on violent crime, prevent and decrease the victimization of children and youth.	decrease in number of children (0-11 years) victimized by violent crime	1,326	1,260	-5%	
	decrease in number of youth (12-17 years) victimized by violent crime	3,802	3,193	-16%	

* To November 4th only due to implementation of new records management system.

Shading = data not available at time of writing.

Focusing on Violence Against Women

Women who have been victimized by violence remain a focus for the Toronto Police Service. The Service will continue to improve response to victims of domestic and family violence by providing needed supports and by increasing trust and confidence in the Police Service's ability to meet the diverse needs of victims.

Our Goal Was:

- ▶ Focusing on domestic violence:
 - (a) Improve the provision of support, follow-up information, and referrals to victims, and
 - (b) increase reporting by victims.

Examples of What We Did:








- ▶ The Service's Divisional Policing Support Unit continued to provide domestic violence training to members, including bi-annual training of divisional Domestic Violence Co-ordinators.
- ▶ Collaboration and outreach continued through participation on such committees as the Domestic Violence Advisory Committee (DVAC), the Integrated Domestic Violence Court Committee, and the Scarborough Access Service; through presentations to schools, colleges, universities, the Ontario Law Society, the annual Multi-Language Interpreter Service general meeting, and the Young Parent Resource Centre; through the use of social media including Twitter and LinkedIn; and as a contributing author to an e-book on domestic violence titled "Violence Against Women All Pervading", distributed to universities, social agencies, and within law enforcement.
- ▶ The Scarborough Family Justice Pilot Project, funded by the Department of Justice Canada, is being piloted in 41 Division from February 2013 to October 2014. This Initiative offers a collaborative and co-ordinated delivery of services (police, courts, and community services) to domestic violence victims and their children. Each victim and their children are offered the assistance of an Advocate who becomes their case manager and is a conduit to, and a member of, a multi-disciplinary team of professionals. The Advocate provides support, case co-ordination, guidance and consistent information through the criminal justice process. Among the goals of this Pilot is increased, victim-friendly access to services, as well as increased reporting by victims.
- ▶ The Written and Revocable Consent Initiative continued to be piloted out of the Toronto West Courthouse (Etobicoke). Among the goals of the initiative is to help victims of domestic violence navigate the court process as it relates to consent

and withdrawal of consent with domestic violence offenders, and to provide both the courts and the Service with the most current and relevant information in regards to Written Revocable Consent.

- ▶ Another initiative, piloted in 11 Division in conjunction with Old City Hall Courts, identifies high risk domestic violence offenders, referring them to the John Howard Society for one on one immediate counselling, with the objective of reducing risk to the victim and family.

What We Achieved:

Table 2 Goal, Performance Objective/Indicator, 2012 Baseline, 2013 Result, Change

Goal	Performance Objective/ Indicator	Baseline (2012)	2013 Result	Change	
Focusing on domestic violence: (a) Improve the provision of support, follow-up information, and referrals to victims, and (b) increase reporting by victims.	increase in proportion of agency workers who say police have improved over the past year at providing follow-up information	15%	24%	+9%	
	increase in proportion of agency workers who say police have improved over the past year at providing referrals	20%	21%	+1%	
	increase in proportion of agency workers who say they have trust/confidence in police	82%	76%	-6%	
	increase in number of domestic occurrences reported to police	6,217			
	increase the number of TPS referrals to Victim Services (domestic violence involved)	5,059	4,924	-3%	

Shading = data not available at time of writing.

Focusing on People with Distinct Needs

The concerns of and issues related to people with distinct needs were raised in a number of consultations held with the public and have been discussed in the Environmental Scan. Once again, the need to build trust between the police and these people was highlighted. With the aim of fostering mutually respectful and beneficial relationships, the Police Service is committed to providing professional and non-biased service to all those who need them.

Our Goals Were:

- ▶ Develop trust between the police and groups such as seniors, Aboriginal people, newcomers to Toronto, and homeless people.
- ▶ Ensure that all victims of violence, including the families and friends of victims if appropriate, have access to victim services and support.

Examples of What We Did:










- ▶ The Service's Divisional Policing Support Unit (DPSU) continued to provide elder abuse training to Service personnel, including to the newly established divisional liaison officers, and participated in case consultations (between police, community, and service providers) relating to elder abuse, disability, mental health issues, and homelessness. The Unit, in conjunction with Toronto Police College and the Ontario Police Training Video Alliance (OPTVA), also developed a provincial training video for police personnel on Alzheimer's disease and wandering persons.
- ▶ The DPSU continued to actively participate on projects and partner with organizations dealing with elder issues and homelessness issues, including the Housing and Homelessness Services Network, the Bringing an Awareness of Senior Safety Issues to the Community Committee, and the Social Media Working Group (Fraud Prevention Month). The Unit also actively promoted an awareness of issues such as elder abuse and neglect, dementia, disability issues, mental health issues, frauds and scams, and general crime prevention and safety through the use of social media and radio shows (e.g. Zoomer Radio, Goldhawk Fights Back).
- ▶ The Service continued to present, as needed, the Newcomer Resources Program, including the Guide to Police Services and the newly created pamphlets, translated into 20 languages, explaining the Written Revocable Consent Pilot project, the Scarborough Family Justice Pilot project, and access to services.
- ▶ The Aboriginal Peacekeeping Unit (APU) of the DPSU reported that the Service continued to work with the Aboriginal Consultative Committee (ACC), representing sixteen separate organizations from within the Aboriginal community in

Toronto (representing homelessness, youth, hostels, housing, elderly, and family services), to address the needs of the communities they represent.

- ▶ Identifying the need to sustain and foster relationships with youth, the Aboriginal Peacekeeping Unit continued to participate in a variety of community-driven and youth-focused events in partnership with the ACC. Hosted by the ACC, Chief Blair, Chair Mukherjee, the divisional Aboriginal Liaison officers, the Employment recruiting section, and other Service members actively participated in a Town Hall meeting, addressing specific issues of concern by the community (tasers, recent police shootings, and three suspicious/suicidal deaths of three young Aboriginal females).
- ▶ Newly established Aboriginal Divisional Liaison Officers extended the outreach of the Aboriginal Peacekeeping Unit and were a resource to the Aboriginal community at the divisional level. With input from the ACC, the APU, and the Toronto Police College, training is being finalized and will be delivered to these officers in 2014.
- ▶ The DPSU also acknowledged some challenges during 2013, including the loss of experienced officers through retirement and the hiring of new officers with less training and experience in dealing with these populations, as well as a lack of Aboriginal-related training to recruits and Service members.

What We Achieved:

Table 3 Goal, Performance Objective/Indicator, 2012 Baseline, 2013 Result, Change

Goal	Performance Objective/ Indicator	Baseline (2012)	2013 Result	Change	
Develop trust between the police and groups such as seniors, Aboriginal people, newcomers to Toronto, and homeless people.	increase in proportion of agency workers dealing with seniors who said they had trust/confidence in police	85%	83%	-2%	
	increase in proportion of agency workers dealing with Aboriginal people who said they had trust/confidence in police	88%	75%	-13%	
	increase in proportion of agency workers dealing with newcomers who said they had trust/confidence in police	86%	78%	-8%	
	increase in proportion of agency workers dealing with homeless people who said they had trust/confidence in police	84%	72%	-12%	
	increase in proportion of agency workers dealing with seniors who said police understanding of the needs of their client population was excellent/good	53%	47%	-6%	
	increase in proportion of agency workers dealing with Aboriginal people who said police understanding of the needs of their client population was excellent/good	57%	18%	-39%	
	increase in proportion of agency workers dealing with newcomers who said police understanding of the needs of their client population was excellent/good	51%	46%	-5%	
	increase in proportion of agency workers dealing with homeless people who said police understanding of the needs of their client population was excellent/good	52%	24%	-28%	
Ensure that all victims of violence, including families and friends of victims if appropriate, have access to victim services and support.	increase in the number of TPS referrals to Victim Services	9,202	8,748	-5%	

Targeting Violence, Organized Crime, & Gangs

In the Service's community survey, people have identified guns and gangs as two of the most serious policing problems in Toronto. Drugs have also been identified as a serious problem for some neighbourhoods. In consultations with the public and with Service members, participants also stressed drug distribution and use as sources of violence and crime, and as having a strong negative impact on the quality of life in those affected communities. The Police Service is committed to enforcement activities that will address these critical issues affecting community safety.

Our Goals Were:

- ▶ Reduce violent crime, especially shootings, and illegal gun activity.
- ▶ Reduce the availability and impact of drug activity on neighbourhoods.









Examples of What We Did:

- ▶ The Organized Crime section of the Financial Crimes Unit continued to update source management intelligence related to drug targets on an on-going basis, and the Asset Forfeiture section significantly increased its identification and seizure of proceeds from drug-related offences in 2013.
- ▶ The Integrated Gun & Gang Task Force, often in collaboration with the Drug Squad and/or Divisional Policing Command, were involved in a number of initiatives and successfully executed a number of major investigations to address guns, drugs and community safety, including:
 - Drug Market Initiative Research – To develop a framework for implementing a proven, innovative, and evidence-based approach to community safety.
 - Guns, Drugs & Gangs (GDG) – To reduce opportunity for, and number of offenders involved in, gun, gang, and drug related crime, using intelligence-based deployment to increase police visibility and enforcement.
 - Trident – A multi-jurisdictional investigative project deploying 18 officers from other services in a joint effort to reduce the number of offenders engaged in gang, gun, and drug-related crimes. The Project also strengthened co-operation and co-ordination among GTA police services.
 - Scarecrow – An investigation of individuals who are properly licenced and legally purchase firearms, but divert them into the illegal firearms market for substantial profit. Project Scarecrow was the catalyst for the production of a CISO FATE Ontario High Volume Buyers report designed to identify potential “domestic firearms traffickers” to investigators in a more efficient fashion.

- Pressure – A major project targeting gang-related drug and gun offences (shootings); significant seizures of cash and drugs diminished the gang’s ability to continue activities.
- Traveller – A city-wide investigative project targeting organized drug and gun-related crime, resulting in the seizure of substantial cash, assets, drugs, and dozens of guns and other weapons.
- ▶ The Drug Squad continued to deploy enforcement teams throughout the city in 2013. While the number of seizures carried out by the Drug Squad remained about the same as in 2012, the seizures of cocaine and heroin were almost double those of 2012. Canadian currency seized as a result of drug investigations was over three and a quarter million, almost four times the cash seizure in 2012. Six major drug investigation projects, including Project Infinity, targeting criminal organizations across the GTA, were concluded in 2013 and contributed significantly to the increase in seizures.
- ▶ Project ICE was a multi-divisional, intelligence-led investigation of gang- related activities; the project provided officers with a real-time and automatic notification of associations of persons in relation to gangs.
- ▶ Divisional Policing Command (now Community Safety Command) continued the TAVIS and Summer Safety programs during 2013 to address violence in identified chronic problem neighbourhoods.

What We Achieved:

Table 4 Goal, Performance Objective/Indicator, 2012 Baseline, 2013 Result, Change

Goal	Performance Objective/ Indicator	Baseline (2012)	2013 Result	Change	
Reduce violent crime, especially shootings, and illegal gun activity.	decrease in number of shootings	217	202	-7%	
	decrease in number of robberies	5,015	4,011	-20%	
	increase in number of firearms seized	2,069	2,589	+25%	
	decrease in rate of crimes against persons (per 1,000)	11.1	10.0	-10%	
	increase in community perception of police effectiveness in dealing with gun crimes	69%	78%	+9%	
Reduce the availability and impact of drug activity on neighbourhoods.	increase in number of persons charged with drug offences	8,103	7,021	-13%	
	decrease in proportion of community concerned about drugs in their neighbourhood	58%	47%	-11%	
	increase in community perception of police effectiveness in enforcing drug laws	67%	69%	+2%	

Delivering Inclusive Police Services

Although the members of the Service generally enjoy the good opinion of our communities, we must always strive to preserve and improve this positive regard. The manner in which members interact with the community, and each other, can be a major factor in the success of a police service. The Toronto Police Service is committed to providing, internally and externally, equitable and professional services. Further, recognizing and valuing the diversity of the city, the Police Service must ensure that we continue to strive to be representative of the communities we serve.

Our Goals Were:









- ▶ Provide professional, high quality, customer-focused service to members of the community.
- ▶ Ensure interactions with other Service members are professional, non-biased, and respectful.

Examples of What We Did:

- ▶ Training specific to Human Rights, delivered by the TPS Diversity Management Unit (DMU), has been included in both the Advanced Leadership Course, for newly promoted Staff Sergeants and Civilian Supervisors, and the In Service Leadership Program, for existing Sergeants, Detectives, Staff Sergeants, and Detective Sergeants. In 2013, there one Advanced Leadership course and six In Service Leadership Program courses were delivered.
- ▶ The training delivered by the DMU addresses the human rights requirements in the uniform performance appraisal. The section of the appraisal form assessing human rights performance states: "The Service is committed to the protection and promotion of Human Rights in both the workplace and in the delivery of police services. The Service is dedicated to providing all members with a work environment which fosters a climate of understanding and mutual respect. The Service is committed to the delivery of police services that are fair, respectful, and unbiased." The requirements of the section include:
 - completion of human rights training;
 - demonstrated knowledge and understanding of the Ontario Human Rights Code and Human Rights issues as they apply to policing (examples include knowledge of racial profiling, race biased policing, racism, sexual harassment, sexism, ageism);
 - adherence to the principles of human rights and treats others in a fair, respectful, and unbiased manner; and
 - delivery of policing services in a fair, respectful, and unbiased manner.

What We Achieved:

Table 5 Goal, Performance Objective/Indicator, 2012 Baseline, 2013 Result, Change

Goal	Performance Objective/ Indicator	Baseline (2012)	2013 Result	Change	
Provide professional, high quality, customer-focused service to members of the community.	decrease in number of public complaints	764	725	-5%	
	increase in community satisfaction with the time it took to respond to their call	72%	79%	+7%	
	increase in community perception of police professionalism during contact	76%	82%	+6%	
	increase in community satisfaction with police during contact	82%	83%	+1%	
Ensure interactions with other Service members are professional, non-biased, and respectful.	decrease in proportion of members who agreed with the statement "I believe there is a lot of discrimination within the Service"	45%	52%	+7%	
	decrease in number of internal complaints related to harassment and discrimination	28	28	--	
	increase in proportion of members who say they are satisfied with their work environment	82%	75%	-7%	
	training on the revised performance appraisal form (Human Rights section) incorporated into Supervisory and Leadership courses	n/a	implemented *		

* See 'Examples of What We Did' for details.

Focusing on Service Delivery

As is 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 services. The Service must therefore ensure that it adequately provides those services which are demanded by the community in the most efficient and effective manner possible. In addition, it is important that community members better understand the scope of policing services that can be provided and how to most effectively access these services.

Our Goals Were:

- ▶ Manage community expectations of police service through communication and education.
- ▶ Continue to review services being delivered, business processes, and staffing levels/types within the context of resources available, community needs, and providing services of value to the public.

Examples of What We Did:






- ▶ The Prime section of Communications Services, formerly the Alternate Response section, was expanded in 2013 to deal with a greater scope of report-taking both online and by telephone. The changes to the scope of report taking was determined by extensive discussion between CIOR team members and external security partners (e.g. major retailers, school security, other GTA police services, etc.). Communication call-takers advise the public of the telephone and online reporting options when they call to report an incident.
- ▶ The Chief's Internal Organizational Review concluded on December 31, 2013. The goal of the review was to re-engineer the Service to create a sustainable new model for policing, prioritizing services and delivering them in a manner that allows the Service to meet its legislative obligations and maintain a safe city in partnership with our communities. The Review considered alternate forms of service delivery and a re-examination of core services. (*Board Minute 18/2104*)
- ▶ The following is a list of the reviews, starting with those that are implemented, or in implementation:
 - Flexible Schedules for Specialized Units (implemented) – This review recommended a schedule that improved officer deployment in divisional specialized units: an '8 days on/6 days off' shift rotation to provide 7 day a week coverage.
 - Divisional Prisoner Management (in implementation) – This review recommended replacing the police officer currently performing this function with a civilian court officer; 65 of 85 identified positions have been transitioned.

- TPS Auxiliary Policing Program (implemented) – This review recommended a more efficient rank structure, more effective communications with the parent Service, and improved alignment of the TPS Auxiliary Police with the Service.
- Civilianize Forensic Identification positions (in implementation) – This review recommended civilianizing 4 police officer positions to improve efficiency, since civilian staff are less likely to be redeployed from these highly skilled positions because of operational needs and they do not have the same training requirements as officers (e.g. annual use of force).
- CopLogic and Theft (Shoplifting) Call for Service Diversion (in implementation) – This review recommended a program that will increase on-line crime reporting, reducing the need for officers to attend minor events, including some shoplifting calls for service; this will free up officers for more serious matters.
- Accenture - Organizational Structure, Span of Control, Civilianization, Delaying Review (structure implemented; remainder in implementation) – This review recommended an organizational structure that adjusted spans of control and reporting relationships, introduced new business processes and new business units, increased efficiencies, removed the rank of Staff Inspector and identified opportunities to consider civilianizing some functions currently being performed by police officers.
- Traffic Technology (in implementation) – The review recommended expanding automated camera enforcement of speed, prohibited turns, red lights, and other intersection violations to improve public safety and the movement of vehicular traffic. A second part of this review recommended centralizing traffic personnel in order to investigate all motor vehicle collisions and enforce traffic laws more effectively and efficiently.
- Duty Operations Centre (DOC) Review (implemented in part) – This review recommended creating the Toronto Police Operations Centre to more effectively and promptly deploy Service assets across divisional boundaries to respond to operational needs.
- Civilianization and Centralizing of the School Crossing Guard Program (implementation approved, but deferred for later budget discussions) – This review recommended civilianizing the administration of school crossing guards, returning 11 police officers to front-line duties.
- Training and Course Facilitation (TPC) (in implementation) – This review recommended changes to the delivery of training, including civilianizing 7 positions and eliminating 2 others, increasing on-line training, and implementing more efficient shift changes.
- Employment Background Consultants (in implementation) – This review recommended outsourcing background investigations to contracted consultants to free-up police officers for frontline service. Eleven consultants have been contracted so far.
- Special Events Resource Assignment (in implementation) – This review recommended more efficient and effective methods of deploying on-duty resources to special events to improve service and manage the volume of requests. It also recommended developing a closer working relationship with the City and establishing requirements for organizers to provide private security where appropriate.

- Community Engagement and Intelligence Gathering (Police and Community Engagement Report [PACER]) (in implementation) – This review made recommendations to help the Service improve public safety through community engagement, while reducing the associated social costs.
- Civilianizing Scenes Of Crime Officers (in implementation) – This review recommended civilianizing and centralizing Scenes of Crime Officers under the Forensic Identification Unit. This role is currently performed by police officers attached to all Primary Response Units. Ten civilians are expected to be hired in fiscal year 2014.
- Civilianization and Combining of Divisional Positions (implemented in part) – This review considered civilianization of support positions within divisions (e.g. Divisional Crime Analyst, Planner, School Liaison, Community Relations, Crime Prevention, and the Quality Control Detective). The Command approved civilianizing the Crime Analyst position.
- The Right Number Review (completed) – This review determined that under the circumstances existing at the time, the Service required 5,781 police officers to provide adequate and effective policing, an increase of 178 officers over the authorized strength of 5,604. The review also developed a staffing tool that can help determine future needs.
- Outsourcing of Courts Screening Positions (completed; status quo approved) – This review recommended that security screening at the front doors of all criminal court locations in the City of Toronto continue to be performed by Toronto Police court officers.
- Closing Divisions – 13 and 54 Divisions (completed; status quo approved) – This review recommended maintaining 54 Division and 13 Division as full service divisions.
- Multi-Agency Collaboration to Assist Community Development: Hub Model (ongoing) – This review is researching the efficiencies and economies of working with partner agencies, within a neighbourhood focus. This will help divert clients from the criminal justice system by ensuring that the most appropriate agency responds. Recommendations include developing criteria to determine what agency takes the lead, and assessing the concept's suitability for city-wide application.
- Emergency Services Efficiencies Review (ongoing) – This review is researching the efficiencies and economies of eliminating unnecessary overlap between Toronto Police specialized operational units (i.e. Public Safety, Emergency Task Force, Marine, Police Dog Services, Mounted). Recommendations include centralization and unified command.
- Customer Service Review (ongoing) – This review is researching the most effective way to improve person to person interactions by developing an organizational culture that moves Toronto Police from delivering good service to great service. Recommendations include engaging an external consultant to help develop the strategy.
- Internal External Processes – Divisional Civilianization and Automation (ongoing) – This review is researching the Primary Response Unit calls for service to determine those that can be served appropriately through an alternative model and those that do not require police attendance.

What We Achieved:

Table 6 Goal, Performance Objective/Indicator, 2012 Baseline, 2013 Result, Change

Goal	Performance Objective/ Indicator	Baseline (2012)	2013 Result	Change	
Manage community expectations of police service through communication and education.	increase in proportion of community who say they are aware of the different services offered by front-line policing functions	57%	55%	-2%	
	increase in proportion of community who say they understand when to call the non-emergency line rather than 9-1-1	57%	79%	+22%	
	increase in proportion of community who say they are aware of that the TPS provides an alternate form of response for some non-emergency calls	33%	31%	-2%	
Continue to review services being delivered, business processes, and staffing levels/types within the context of resources available, community needs, and providing services of value to the public.	number of services and/or business processes reviewed	n/a	22 CIOR reviews *		
	number of units or functions for which appropriate staffing levels and types have been determined	n/a	16 units and/or functions for which staffing levels, civilianization, and/or outsourcing recommendations were made *		

* See 'Examples of What We Did' for details.

Addressing Community Safety Issues

Members of the community should feel safe, without fear of danger, crime, intimidation, or harassment, as they go about their daily routines. While traditional safety concerns are still present in our communities, more and more, the threats posed and opportunities afforded by the ever increasing use of technology in society are of significant importance in the delivery of police services. The Toronto Police Service is committed to developing the necessary skills and processes to take advantage of the advancements in technology to better address the investigation of crimes which use or involve technology.

Our Goal Was:

- ▶ Continue to develop and improve the Service's ability to address and analyze crimes committed involving or using technology.




Examples of What We Did:

- ▶ Operation Reboot completed an eight month review of 'everything to do with technology' within the Service. The review included:
 - An assessment of threats against the Service, including cybercrime.
 - An assessment of opportunities specific to technology, including software, hardware, and applications to improve the efficiency and effectiveness of Service operations and security.
 - A review of all Service governance to identify gaps specific to technology, including open-source intelligence and social media.
 - An assessment of the use of social media Service-wide, including inactive accounts, determination of the positional responsibility for use of social media, and a reconfiguration of the way the Service uses social media.
 - A recommended five-tier training model to associate members' use of technology to a training designation.
 - An assessment of opportunities, threats, and threat mitigation as identified in consultations with 200 internal and external stakeholders.
 - Consultation with Judges and Crown Attorneys in the GTA to improve efficiencies and co-ordination around changes in legislation specific to technology.
 - And, technology vulnerability assessments of a selection of members' homes, police units, and external partner workplaces.

- ▶ Operation Reboot undertook a Proof of Concept test for tablets and smart phones with a variety of applications for operational and investigative purposes; the project evaluation is on-going.
- ▶ A glossary of technical terms for the purpose of consistency of use in warrant preparation, testifying in court, etc., has been compiled and will be published with live edit capabilities; at this time, the Service has a definition of cybercrime, however, a definition consistent at the provincial and federal levels has not been agreed.
- ▶ A field to indicate a 'computer-facilitated offence' for tracking and reporting purposes was included in the implementation of the Versadex in November 2013.
- ▶ The Financial Crimes Unit continued its Social and Digital Media awareness campaign on Twitter, YouTube, Facebook, and the TPS website, including a one hour weekly talk-show called 'Fraud Chat' on Twitter; a Facebook page 'Fraud Chat' was also created.
- ▶ Through specialized training and using new software acquired by Intelligence Services, the Service has an improved ability to extract and analyse information from mobile communication devices.
- ▶ The Service conducted a very successful pilot project in summer of 2013 to use social media to advance community safety; working out of the Duty Operations Centre, intelligence analysts used social media in real-time to identify potential threats to community and personal safety, and possible disturbances to the quality of life in neighbourhoods (demonstrations, protests, large gatherings, etc.). Officers were dispatched through the Duty Operations to investigate.

What We Achieved:

Table 7 Goal, Performance Objective/Indicator, 2012 Baseline, 2013 Result, Change

Goal	Performance Objective/ Indicator	Baseline (2012)	2013 Result	Change	
Continue to develop and improve the Service's ability to address and analyze crimes committed involving or using technology.	definitions determined	n/a	implemented *		
	Service capability to track and analyse crimes involving or using technology	n/a	implemented *		
	officer perception of Service ability to investigate crimes involving or using technology	75%	78%	+3%	

* See 'Examples of What We Did' for details.

Ensuring Pedestrian, Cyclist, & Driver Safety

The traffic on Toronto's roadways affects almost everyone within the City and is a consistent theme at public meetings. It has also been identified by members of the community in the Service's telephone survey as one of the most serious problems affecting neighbourhoods. The safety of pedestrians, cyclists, and drivers and the safe and efficient flow of traffic are, therefore, of significant concern to the Toronto Police Service. Mobilizing local communities to respond to local traffic problems will assist in sustaining successful efforts and improving neighbourhood roadway safety.

Our Goal Was:

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







Examples of What We Did:

- ▶ Traffic Services and divisions reported that they continued to update and deliver programs focused on educating and increasing general awareness on pedestrian, cyclist, and driver safety.
- ▶ While elements of pedestrian, cyclist, and driver safety education/awareness were all part of many of the public safety announcements and presentations delivered to the community (schools, committees, Town Hall meetings), there were some campaigns/programs that were specific (pedestrian safety, cycling safety) or were addressed to particular groups (seniors, youth, newcomers).
- ▶ The Service facilitated presentations to high school students on a regular basis focusing on driver safety/awareness, including PARTY (Prevent Alcohol and Risk Related Trauma in Youth) developed by Sunnybrook Health Sciences, and TIPSy (Think First Injury Prevention Strategy for Youth) developed by St. Michael's Hospital, both of which focused on impaired and distracted driving, speeding, and seatbelts.
- ▶ Social media was increasingly used to promote safety awareness (e.g. the YouTube "Reality Check" video promoting distracted, impaired, speeding and seatbelt awareness, and the "Do the Bright" thing campaign encouraging people to wear bright-coloured or reflective clothing when possible).
- ▶ Safety awareness was also promoted through participation on committees, including MADD, school safety committees, BASSIC (Bringing an Awareness to Senior's Safety in the Community), and the Bike Safety Working Group, and through attending community events such as the Helmet Safety Event City Hall, Arrive Alive at Humber College, and the Seniors Fair Expo.

- ▶ In addition to the educational and awareness programs, the Service continued general enforcement initiatives and those focusing on specific concerns, such as “Operation Impact” (an annual national campaign targeting aggressive driving, not wearing seat belts, driving while impaired and distracted driving); school safety enforcement initiatives (addressing traffic safety around schools, especially at drop-off and pick-up locations during drop-off and pick-up times); drinking and driving enforcement (through the RIDE program and strategic blitzes); and the “Keep it Moving Toronto” initiative (enforcing no-stopping zones, gridlock and other traffic offences hindering the flow of traffic).

What We Achieved:

Table 8 Goal, Performance Objective/Indicator, 2012 Baseline, 2013 Result, Change

Goal	Performance Objective/ Indicator	Baseline (2012)	2013 Result	Change	
Increase traffic enforcement and education to better protect the safety of pedestrians, cyclists, and drivers.	decrease in number of road-related injuries to pedestrians	2,159	1,686	-22%	
	decrease in number of road-related injuries to cyclists	1,458	1,216	-17%	
	decrease in number of road-related injuries to drivers	7,021	6,984	-1%	
	increase in pedestrian perception of safety	70%*	76%*	+6%	
	increase in cyclist perception of safety	52%*	50%*	-2%	
	increase in driver perception of safety	78%*	83%*	+5%	

* Proportions do not include those who said question was not applicable to them.

Focusing on Police Interaction with Individuals Experiencing Mental Illness

Dealing with individuals experiencing mental illness is a continuing challenge for police. The requirement for Service members to better understand and more effectively address the immediate and specific needs of these individuals is a priority for the Service. In addition to developing internal information systems and effective training, the Service is committed to building stronger and more collaborative partnerships with professional mental health service providers to ensure the safety and appropriate care of individuals experiencing mental illness.

Our Goals Were:

- ▶ Ensure safe outcomes for all emotionally disturbed persons during interactions with police.
- ▶ Development of reliable data collection and analysis.
- ▶ Enhance member training for professional and respectful interactions with emotionally disturbed persons.
- ▶ Enhance co-ordination of services offered by police and community service agencies.












Examples of What We Did:




- ▶ Training is a priority in ensuring safe outcomes and professional and respectful interactions with emotionally disturbed person. Effectively interacting with emotionally disturbed persons is a significant component of the In-service Training (IST) Program, a mandatory annual training requirement for **all** officers. In 2013, the component was designed to focus on a more personal approach to mental illness. A number of TPS members spoke about their experiences with dealing with a family member with mental illness, promoting a way for officers to identify with mental illness and the difficulties faced by emotionally disturbed persons and their families. This approach was used to facilitate an understanding and promote empathy for the emotionally disturbed persons they deal with in the community, and to reinforce that mental illness has far reaching implications and affects all facets of society, including police officers. Interacting with emotional disturbed persons was also integrated into the scenario component of the IST.
- ▶ The Toronto Police College worked extensively with mental health professionals from the Centre for Addiction and Mental Health to provide strategies to assist officers in their interactions with emotionally disturbed persons, consistent with recommendations from the Jardine-Douglas, Klibingaitus, Eligon Inquest. Use of verbal de-escalation techniques is the foundation of the IST and is emphasized in all aspects and components of training.

- ▶ The Toronto Police College also implemented technology to assist in the implementation of verbal de-escalation strategies through the use of video simulation scenarios. These judgement-based training components provide an opportunity to apply verbal de-escalation strategies and reinforce officer and public safety principles, enhancing the continued role playing scenarios that contain encounters with emotionally disturbed individuals.
- ▶ More than 30 police officers and psychiatric nurses from partnering hospitals participated in a week-long training course, the required course for participating as a Mobile Crisis Intervention Team (MCIT) member. The course, presented in partnerships with the hospitals, included expert speakers, survivors, and families of emotionally disturbed families.
- ▶ In 2013, the MCIT program was expanded from four to five teams with the participation of the Toronto East General Team now providing service to the communities within 54 and 55 Divisions. During 2013, the MCIT Steering Committee worked on the planning for a further expansion to include a sixth team from North York General Hospital. (*Effective early in 2014, the North York General Hospital Team serves the communities of 32 and 33 Divisions.*)
- ▶ A comprehensive evaluation of the MCIT program – process and outcome – was initiated in 2013.
- ▶ The Service has initiated a review of the data and information collection and extraction systems required to best analyse the scope of service requirements for emotionally disturbed persons. The Service is currently assessing the adoption of the INTER-RAI form proposed by the provincial government as a consistent and comprehensive data collection tool for the province. With the introduction of the new record management system, work on this strategy has been temporarily suspended pending completion of the Versadex implementation. A comprehensive data collection tool and analysis framework for MCIT activities was developed in 2013 and implemented in April 2014. This data collection form was designed for the purpose of the evaluation, but is expected to be incorporated into the Versadex reporting component in the future.
- ▶ The Service continues extensive collaboration and consultation with external partners in the development of training for police officers on interaction with emotionally disturbed persons. Training emphasizes communication and de-escalation, and reflects current best practice information from the fields of mental health, crisis resolution, and police use of force. As noted in a report to the Board in 2013, to “assist in the development of training, and to incorporate the experiences of consumer/survivors into police training to help de-stigmatize the disease and those who suffer from it, the Service has consulted extensively with advocacy groups, mental health professionals, and consumer/survivors” (Board Minute #89/2013). The report also notes the collaboration between the Toronto Police College, Ms. Pat Caponi, co-chair of the Board’s Mental Health Subcommittee and Director of *Voices from the Street*, and Ms. Jennifer Chambers, Executive Director of the *Empowerment Council*, in the development of a 30-minute training video showcasing consumer/survivors and their experiences.

What We Achieved:

Table 9 Goal, Performance Objective/Indicator, 2012 Baseline, 2013 Result, Change

Goal	Performance Objective/ Indicator	Baseline (2012)	2013 Result	Change	
Ensure safe outcomes for all emotionally disturbed persons during interactions with police.	decrease in proportion of MHA interactions involving an injury (sustained either prior to or during apprehension)*	9%	9%	--	
	decrease in severity of injury during MHA interactions* (<i>proportion of injuries categorized as 'major'</i>)	8%	7%	-1%	
Development of reliable data collection and analysis.	identify data required for necessary and appropriate analysis	n/a	progress ongoing**		
	identify process and system changes required	n/a	progress ongoing**		
	assess feasibility of making recommended changes to processes and systems	n/a	progress ongoing**		
Enhance member training for professional and respectful interactions with emotionally disturbed persons.	revise training to reflect a broader understanding of mental health issues	n/a	implemented**		
	include consumer/survivor and stakeholder input into training	n/a	implemented**		
	increase in officer awareness of community resources for the purpose of referral	67%	76%	+9%	
	increase proportion of officers aware of MCIT	93%	87%	-6%	
	increase number of EDP-related calls [†] where MCIT attended	2,177	2,332	+7%	
	increase in proportion/number of officers who say that the training they received helped them in interacting with emotionally disturbed persons	75% ^{††}	80%	+5%	

Goal	Performance Objective/ Indicator	Baseline (2012)	2013 Result	Change	
Enhance co-ordination of services offered by police and community service agencies	increase in agency workers who say the working relationship between their agencies and the police service was excellent/good	81%	59%	-22%	
	increase in proportion/number of officers who say that support services for emotionally disturbed persons were readily available when required	53%	47%	-6%	
	increase in proportion of agency workers who say that police and agency services are well co-ordinated	68%	48%	-20%	

* Due to implementation of new records management system, only January 1st – November 4th data is available at time of writing.

** See 'What We Did' for details.

[†] Data from ICAD 52, and, as per the TPS Business Intelligence Unit's annual EDP report, includes calls for attempt suicide, elopee, emotionally disturbed person, jumper, overdose, and threaten suicide.

^{††} Wording of question slightly different than in 2013.