



STAFF REPORT ACTION REQUIRED

Toronto Police Service: 2012 Service Priorities and Business Plan

Date:	January 17, 2012
To:	Executive Committee, City of Toronto
From:	Alok Mukherjee, Chair, Toronto Police Services Board

SUMMARY

The purpose of this report is to provide Toronto City Council, via the Executive Committee, with the Toronto Police Service's 2012 Service Priorities and Business Plan.

RECOMMENDATION

It is recommended that the Executive Committee forward a copy of this report to Toronto City Council for information.

FINANCIAL IMPACT

There are no financial implications in regard to the receipt of this report.

ISSUE BACKGROUND

At its meeting of December 15, 2011, the Toronto Police Services Board ('the Board') was in receipt of a report dated November 28, 2011 regarding the Toronto Police Service's 2012 Service Priorities and Business Plan.

Given the current budget environment, and a number of ongoing initiatives including the *City of Toronto, Toronto Police Service: Service Efficiency Study*, the Toronto Police Service Efficiency Reviews and the Board's Budget Preparation Working Group, in order to ensure that Service priorities are aligned with the operating budget, the Board's Business Planning Steering Committee has recommended that the current business plan be extended for an additional year so that it can continue to develop the current process and take into consideration the results of the efficiency reviews and other initiatives in developing future Service priorities.

The Board is required to forward the approved Business Plan to Toronto City Council in accordance with section 32(b) of the Adequacy Standards Regulation.

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COMMENTS

The Board approved the foregoing report and agreed to forward a copy of the Business Plan and the 2012 Service Priorities to Toronto City Council.

CONCLUSION

A copy of Board Minute No. P320/11, in the form attached as Appendix “A”, regarding this matter is provided for information.

A copy of the draft 2012 Service priorities along with an explanatory note is contained in Appendix A. An electronic copy of the 2009 to 2011 Business Plan is available for your review at: http://www.torontopolice.on.ca/publications/files/brochures/2009-2011business_plan.pdf.

CONTACT

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SIGNATURE

Alok Mukherjee
Chair, Toronto Police Services Board

ATTACHMENT

Appendix A – Board Minute No. P320/11

A: 2012 Service Priorities and Business Plan.doc

Appendix A

THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 15, 2011

#P320. 2012 SERVICE PRIORITIES AND BUSINESS PLAN

The Board was in receipt of the following report November 28, 2011 from Alok Mukherjee, Chair:

Subject: 2012 SERVICE PRIORITIES AND BUSINESS PLAN

Recommendation:

It is recommended that the Board:

1. approve the 2012 Service Priorities;
2. extend the 2009 – 2011 Business Plan to December 31, 2012;
3. agree that the Business Planning Steering Committee will continue to meet to establish the objectives, performance measures and indicators for inclusion in the 2013 – 2015 Business Plan; and
4. forward a copy of the Business Plan and the 2012 Service Priorities to Toronto City Council.

Financial Implications:

There are no financial implications arising from the recommendations contained in this report.

Background/Purpose:

Section 30 (1) of the Adequacy and Effectiveness Regulation (O. Reg. 3/99) of the *Police Services Act* requires the Board to prepare a business plan, at least once every three years. In accordance with Ministry guidelines and the Board Business Plan Policy (attached), the Board, in partnership with the Chief of Police, prepares a strategy for the development of a business plan, consistent with the requirements of the Adequacy and Effectiveness Regulation.

The Board, at its meeting held on May 11, 2011 approved a recommendation that “interested Board Members, the Chief and Command Officers establish a Business Planning Steering Committee (the Steering Committee) to oversee the preparation of the draft 2012 – 2014 Business Plan, including the goals and priorities,” (Min. No. P112/11 refers).

Discussion:

Over the last year, the Toronto Police Service Corporate Planning Unit has conducted an environmental scan with respect to policing in the city. The scan examines a number of policing issues such as types of crime, calls for service, crime prevention initiatives, public disorder trends, and or any other policing and public safety matter within the community. Data collected from the scan was analyzed and used to identify and develop 2012 Service priorities. Corporate

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Planning's methodology included community consultations, surveys, social media, focus groups, etc. Consultations with a number of internal and external stakeholders, included the following:

External

City Councillors

Businesses

Educational Institutions

Students (high school)

Academia

Social Services Agencies

Community Policing Liaison Committees

Youth in Policing Initiative Students

Criminal Justice

Internal

Executive Management Team

Senior Officers

Unit Representatives

Corporate Planning presented the scan information to the Steering Committee comprised of Board Member Judi Cohen, Chief Blair, Command Officers and myself. The Committee identified three new goals and has developed draft Service Priorities for 2012. However, given the current budget environment, and a number of ongoing initiatives including the *City of Toronto, Toronto Police Service: Service Efficiency Study*, the Toronto Police Service Efficiency Reviews and the Board's Budget Preparation Working Group, in order to ensure that Service priorities are aligned with the operating budget, the Steering Committee is recommending that the current business plan be extended for an additional year so that it can continue to develop the current process and take into consideration the results of the efficiency reviews and other initiatives in developing future Service priorities.

A copy of the draft 2012 Service priorities along with an explanatory note is attached for your consideration. An electronic copy of the 2009 to 2011 Business Plan is available for your review at: http://www.torontopolice.on.ca/publications/files/brochures/2009-2011business_plan.pdf.

Conclusion:

Therefore, it is recommended that the Board:

1. approve the 2012 Service Priorities;
2. extend the 2009 – 2011 Business Plan to December 31, 2012;
3. agree that the Business Planning Steering Committee will continue to meet to establish the objectives, performance measures and indicators for inclusion in the 2013 – 2015 Business Plan; and
4. forward a copy of the Business Plan and the 2012 Service Priorities to Toronto City Council.

The Board approved the foregoing report.

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Briefing Notes for Board Members Concerning

<u>Subject:</u>	2012 Service Priorities	<u>Date:</u>	2012.02.03
<u>Board Agenda: Public/Confidential</u>		<u>From Chief of Police:</u>	
Board Date: 2011.12.15 Item No.:		William Blair	
<u>Recommendations</u>		<u>Analyst</u> Corporate Planning	
<u>General Information/Highlights:</u>			
<p>A pared-down version of the 2009-2011 Priorities and Goals has been prepared for discussion re: continuing through 2012.</p>			
<u>Significant Observations and Conclusions:</u>			
<p>A number of the current 2009-2011 goals have been removed, for one of two reasons:</p> <ul style="list-style-type: none"> • some goals were removed because they were not going to be recommended for continuation in a new business plan (<i>they were not going to be recommended to continue either because they were no longer believed relevant or necessary due to consultation and/or scanning information, or processes have already been put in place to address the issue</i>); • other goals were removed because they were not feasible in 2012 (<i>for example, the goal dealing with recruiting</i>). <p>However, to address Adequacy Standards requirements, some goals that were not going to be recommended for continuation in a new business plan have been left in the proposed 2012 document. The Adequacy Standards require that performance indicators address a number of specified areas (e.g. youth crime, traffic, assistance to victims, etc.); the goals and performance indicators remaining in this pared-down version of the Service Priorities cover all the required areas.</p> <p>The following changes have been made to the 2009-2011 version of the Service Priorities:</p> <ul style="list-style-type: none"> • ‘Focusing on Child and Youth Safety’ Priority – no changes made • ‘Focusing on Violence Against Women’ Priority – goal focusing on sexual assault removed (<i>due to bullet one above</i>) • ‘Focusing on People with Distinct Needs’ Priority – no changes made • ‘Targeting Violence, Organized Crime, and Gangs’ Priority – no changes made • ‘Delivering Inclusive Police Services’ Priority – goal dealing with recruitment/retention/promotion removed (<i>due to bullet two above</i>) 			

- ‘Addressing Community Safety’ Priority – goal dealing with emergency preparedness removed, goal addressing community perceptions of safety removed, and hate crime goal removed (*all due to bullet one*); “targeting seniors” added to cyber goal as requested in the September meeting
- ‘Ensuring Pedestrian and Traffic Safety’ Priority – “education” added to first goal as requested in September meeting; second goal dealing with traffic inclusion in divisional crime management removed (*due to bullet one*)

2012 Service Priorities

Priority: 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 particular concern in the 2008 Environmental Scan and consultations.

Goals:

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

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

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

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

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

Priority: Focusing on Violence Against Women

Women who have been victimized by violence remain a focus for the Toronto Police Service. Service goals will build on those of the previous Business Plan. The Service will continue to improve response to victims of sexual assault and domestic violence by providing needed supports and by increasing trust and confidence in the Police Service's ability to meet the diverse needs of victims. These goals address the Statistics Canada finding, noted in the 2008 Environmental Scan, that fewer than 1 in 10 sexual assault victims report to police, and address other issues raised in focus groups and telephone follow-up calls with victims of domestic violence.

Goal:

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

Priority: 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 in early 2008 and are discussed in the 2008 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.

Goals:

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

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

Priority: Targeting Violence, Organized Crime, and Gangs

In the Service's 2007 community survey, people identified guns and gangs as two of the most serious policing problems in Toronto. Drugs were 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 perceived increase in crack houses and marijuana grow-ops in residential neighbourhoods was a particular concern for many in the community. Organized crime groups are frequently cited as using violence and facilitating drug production and distribution. The Police Service is committed to enforcement activities that will address these critical issues affecting community safety.

Goals:

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

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

Priority: 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.

Goal:

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 in 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

Priority: Addressing Community Safety Issues

Members of the community should be able to move about and conduct their personal and business lives without fear of danger, crime, intimidation, or harassment. The Police Service must ensure that we have the ability and are prepared to deal with incidents that can affect a large number of people – large-scale emergency events, hate crime, crime facilitated by technology, or crimes which may affect entire communities. At the same time, the Service must strive to provide people with the information they need to realistically assess safety and levels of crime in their communities.

Goal:

Improve the Service's ability to analyze crimes committed using technology (computer-assisted crimes), particularly frauds and identity thefts **targeting seniors**.

Performance Objectives/Indicators:

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

Priority: Ensuring Pedestrian and Traffic Safety

The traffic on Toronto's roadways affects almost everyone within the City and was a consistent theme at public meetings held early in 2008. It was also identified in the Service's community 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.

Goal:

Increase traffic enforcement **and education** 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