Toronto Police Service

Service Level Review

Standing Committee Presentation
June 30, 2015

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Overview

- Recommended Service Levels by Program

  ➢ Program Map

  ➢ Service Levels and Service Performance

  ➢ Service Challenges and Opportunities

  ➢ Strategies to Address Issues/Opportunities

  ➢ Priority Actions to Achieve Results

Toronto Police Service
2015 Program Map

Objective: To provide public safety services in partnership with the community and other stakeholders
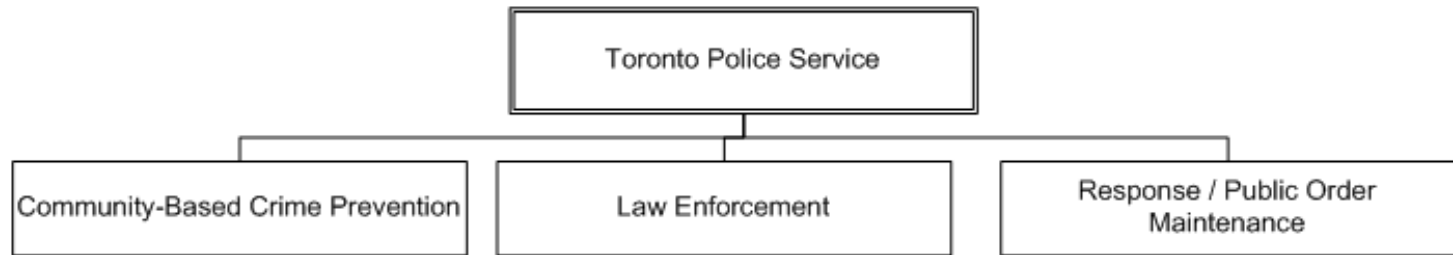
Purpose: To meet the service objectives under Adequacy Standards of the *Police Services Act*

- Crime Prevention
- Law Enforcement
- Assistance to Victims of Crime
- Public Order Maintenance
- Emergency Response Services

Key Service Levels − 2015

Service Deliverables for 2015

The Toronto Police Service delivers policing services to keep Toronto the best and safest place to be by:

- Maintaining an average deployed uniform strength of 5,260 officers (202 below our approved establishment of 5,462) delivering police services in partnership with our communities, such as:
    - Responding to calls;
    - Investigative activities;
    - Cybercrime investigations; and
    - Involvement in community initiatives or events
- Focusing on safe communities and neighbourhoods, economic sustainability and operational excellence and high quality, professional service to the community;
- Continuing to provide security for 263 Provincial courtrooms within the City;

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Key Service Levels – 2015 continued

Service Deliverables for 2015

The Toronto Police Service delivers policing services to keep Toronto the best and safest place to be by:

- Extensively planning for the arrival of athletes, coaches, team officials, and Games' family members from 41 countries participating in the Pan/Parapan American Games and delivering police security at the Games venues, including Command oversight, and other specialized functions like training, telecommunications and transportation; and

- Addressing community safety issues, continuing to ensure pedestrian and traffic safety and focusing on police interactions with individuals experiencing mental illness.

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Performance Measures

Crime indicators provide a measure of the prevalence and types of crimes occurring in Canadian cities. The Service reports incidents of crime to Statistics Canada, who report a steady decline, per 100,000 people, since 1998.

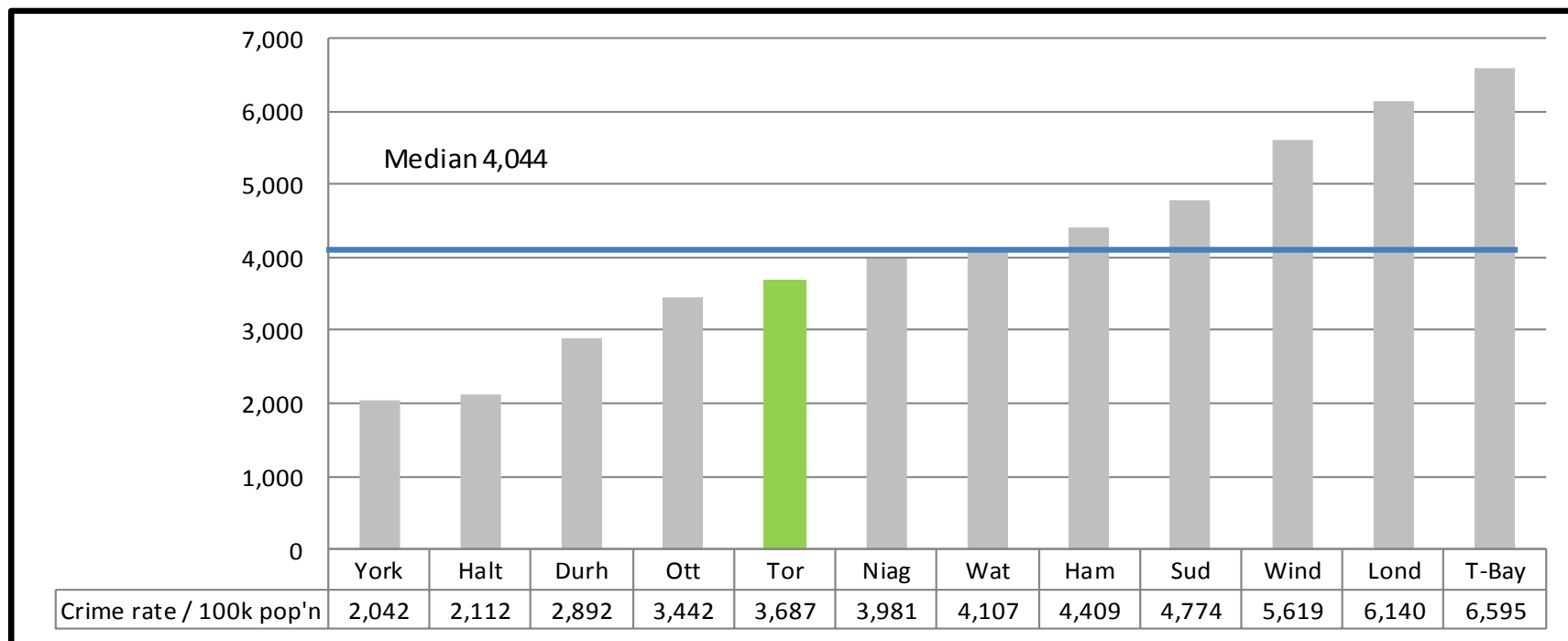| Major Crime Indicators - as at December 31					
Offence	2005	2013		2014	
	Total	% Chg	Total	% Chg	Total
Murder	80	-29%	57	0%	57
Sex Assault	1,657	18%	1,948	13%	2,209
Assault	19,164	-18%	15,751	4%	16,378
Robbery	4,540	-11%	4,038	-8%	3,721
Break and Enter	10,997	-35%	7,202	-1%	7,162
Auto Theft	9,191	-66%	3,087	14%	3,517
Theft Over	1,133	-13%	990	2%	1,014
Total	46,762	-29%	33,073	3%	34,058

Trend:

- The seven major crime indicators are used as a key barometer of crime within the City;
- The table indicates that all major crime indicators have decreased significantly (29%) from 2005 to 2013;
- Despite an overall major crime increase of 3% in 2014, compared to 2013, the indicators are still favorable

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Performance Measures

Toronto's Total (non-traffic) Crime Rate Compared to other Ontario Municipalities

	York	Halt	Durh	Ott	Tor	Niag	Wat	Ham	Sud	Wind	Lond	T-Bay
Crime rate / 100k pop'n	2,042	2,112	2,892	3,442	3,687	3,981	4,107	4,409	4,774	5,619	6,140	6,595

Median 4,044

(OMBI 2013) Reported Number of Total Non-Traffic) Criminal Code Incidents per 100,000 Population (Community Impact)

- In 2013, Toronto had 3,687 non-traffic criminal code incidents per 100,000 population which is below the median of 4,044 incidents per 100,000 population

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2016 Program – Policing Services

Service Challenges & Opportunities

- Challenges
    - ✓ The aging population can have an impact on services demanded, as well as on crime and victimization patterns;
    - ✓ The rising cost of policing is putting significant pressure on City budgets;
    - ✓ Implementing continuous improvement initiatives along with dwindling police resources challenges the Service's organizational capacity to meet all demands;
    - ✓ Toronto's diverse population brings different cultural perspectives about police and requires that officers are aware of different cultures and sensitivities, impacting crime prevention initiatives, the ability to access services and the dissemination of information;
    - ✓ Changes in crime trends, like cyber crime;
    - ✓ Still recovering from the civilian hiring freeze; and
    - ✓ Keeping policing effective at combating crime;

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Service Challenges & Opportunities

- Opportunities
  - ✓ Police and community relationship building, including re-framing contacts with the public;
  - ✓ Diversity of the City expands the potential for recruitment, volunteers and community partnerships;
  - ✓ Process improvement opportunities, such as reviews of service delivery models;
  - ✓ Service excellence initiatives, such as the Customer Service Strategy;
  - ✓ Automation and Innovation, such as the new operational system (Versadex), on-line reporting of certain crimes and the Paid Duty Management System;
  - ✓ Shared service initiatives with the City of Toronto and other partners;
  - ✓ Continuation of the civilianization initiative.

Key Service Levels – Board and Service Priorities

Over and above *Police Services Act* adequacy standards, the 2014 to 2016 Business Plan outlines the following priorities:

- Safe Communities and Neighbourhoods;

- Economic Sustainability and Operational Excellence; and

- High Quality, Professional Service to the Community.

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Strategies to Address Challenges & Opportunities:
Priority Actions Taken or Underway

Strategic Action/Service Objective: Priority - Safe Communities and Neighbourhoods

Actions: Goals

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

Strategies to Address Challenges & Opportunities:
New Strategies

- Examples of Strategies Being Used to Address Goals under Safe Communities and Neighbourhoods Priority

  - ✓ 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.

  - ✓ Implement the Victim Witness Support Plan to enhance the capacity of front-line officers to respond effectively to the needs of victims and witnesses.

  - ✓ 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.

  - ✓ 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.).

  - ✓ 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.).

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Strategies to Address Challenges & Opportunities:
Priority Actions Taken or Underway

Strategic Action/Service Objective: Priority - Economic Sustainability & Operational Excellence

Actions: Goals

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.)

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Strategies to Address Challenges & Opportunities:
Priority Actions Taken or Underway continued

Strategic Action/Service Objective: Priority - Economic Sustainability & Operational Excellence

Actions: Goals

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.

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Strategies to Address Challenges & Opportunities:
New Strategies

- Examples of Strategies Being Used to Address Goals under Economic Sustainability & Operational Excellence Priority

  - ✓ 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.

  - ✓ 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.

  - ✓ 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.

  - ✓ 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.

  - ✓ 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.

  - ✓ 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.

Strategies to Address Challenges & Opportunities:
Priority Actions Taken or Underway

Strategic Action/Service Objective: High Quality, Professional Service to the Community

Actions: Goals

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 to 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

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Strategies to Address Challenges & Opportunities:
New Strategies

- Examples of Strategies Being Used to Address Goals under High Quality, Professional Service to the Community Priority

  - ✓ Encourage members to provide innovative ideas that address unit-level or Service-level issues or problems by providing positive feedback and/or formal recognition.

  - ✓ 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.

  - ✓ 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.

  - ✓ 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.

  - ✓ 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.

  - ✓ 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.

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Publications and Reports
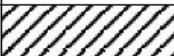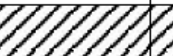
The Service produces a number of reports, presented to the Toronto Police Services Board and used by the Chief of Police to align resources, monitor trends and determine operational effectiveness:

- Service Performance Year End Reports

- Environmental Scan

- Annual Statistical Report

- Hate Bias Crime Statistical Report

- Corporate Risk Management Annual Report

- 2014 -2016 Business Plan

- 2014-2016 Priorities & Strategies

Reports are all available on the Service's website

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Performance Measures

Sample from the 2013 Toronto Police Service Performance Report – Child & Youth Safety

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%	🟩

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Priority Actions to Achieve Results

Service:			
Service Objective: Community Safety	**Service Level Results**		
Priority Measures to be Taken	**Base**	**2016**	**2017**
Reported Number of Violent Criminal Code Incidents per 100,000 Population	1,016.0		
Reported Number of Crimes Against Property Criminal Code Incidents per 100,000 Population	2,402.8		
Reported Number of Total (Non-Traffic) Criminal Code Incidents per 100,000 Population	3,686.5		
Violent Crime Severity Index	99.41		
Non-Violent Crime Severity Index	44.38		
Total Crime Severity Index	59.15		

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Priority Actions to Achieve Results

Service:			
Service Objective: Customer Service	**Service Level Results**		
Priority Measures to be Taken	**Base**	**2016**	**2017**
Clearance Rate - Violent Crime	57.6%		
Clearance Rate - Crimes Against Property	22.1%		
Clearance Rate - Total (Non-Traffic) Criminal Code Violations	36.9%		

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Priority Actions to Achieve Results

Service:			
Service Objective: Delivery of Service / Efficiency	**Service Level Results**		
Priority Measures to be Taken	**Base**	**2016**	**2017**
Number of Police Officers per 100,000 Population	201.9		
Number of Civilian and Other Staff per 100,000 Population	82.0		
Number of Criminal Code Incidents (Non-Traffic) per Police Officer	18.3		
Operating Cost for Police Services (excluding amortization) per Capita	373.50		

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Future Initiative: Ontario Association of Chiefs of Police (OACP) Policing Service Levels

Work has begin with Ontario police services to re-frame the discussion surrounding police resources:

- Activity - What we do?

- Execution - How we do it?

- Measures – relevant and comparable

- Next Steps

  - Secure commitment and consensus from OACP partners

  - Project Plan and timelines

  - Alignment for 2017 budget process

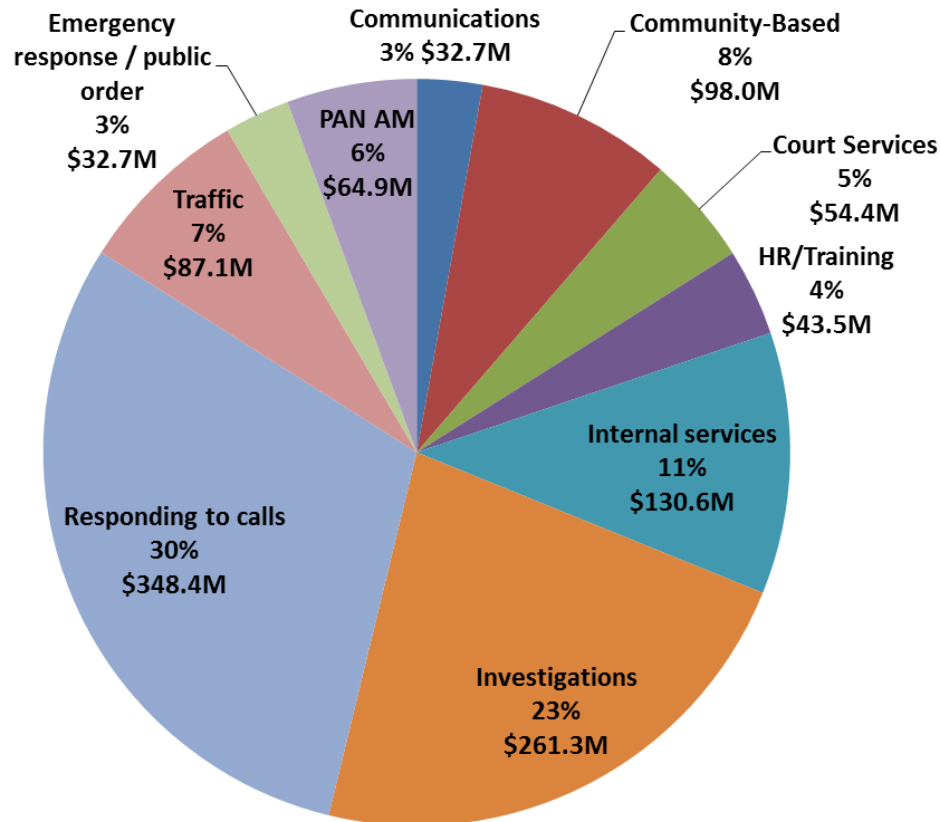**TORONTO**

Toronto Police Service - Where the Money Goes

Embedded in the noted activities are the adequacy standards required by the Police Services Act:

- Crime Prevention
- Law Enforcement
- Assistance to Victims of Crime
- Public Order Maintenance and
- Emergency Response Services

All of which are activities performed by all police officers

All of which require administration and infrastructure

$1,153.6 Million

Pie chart segments:
- Communications 3% $32.7M
- Community-Based 8% $98.0M
- Court Services 5% $54.4M
- HR/Training 4% $43.5M
- Internal services 11% $130.6M
- Investigations 23% $261.3M
- Responding to calls 30% $348.4M
- Traffic 7% $87.1M
- Emergency response / public order 3% $32.7M
- PAN AM 6% $64.9M

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Thank You