



# POLICE SERVICES

## PROGRAM MAP

## Toronto Police Services

Community Based Crime  
Prevention

Law Enforcement

Response/Public Order  
Maintenance

Under the *Police Services Act*, municipalities are responsible for the provision of effective police services to satisfy the needs of their communities. Municipalities are also required to provide the administration and infrastructure necessary to support such services. For their part, police agencies must create and implement strategies, policies and business models that meet the specific needs and priorities of their local communities.

Police services include, at a minimum, the following:

- Crime prevention;
- Law enforcement;
- Victims' assistance;
- Maintenance of public order; and
- Emergency response services.

**Crime Rates**

For the purposes of this report, the incident-based methodology is used for the reporting of Toronto's crime rates to allow for comparisons to other municipalities.

## SUMMARY OF PERFORMANCE MEASUREMENT RESULTS

Question	Indicator/Measure	Internal Comparison of Toronto's 2016 vs. 2015 Results	External Comparison to Other Municipalities (MBNC) By Quartile for 2016	Chart & Page Ref.
<b>Service Level Indicators / Number of Police Staff</b>				
How many police officers are there?	Number of Police Officers per 100,000 Population - (Service Level)	<b>Stable</b> <b>Number of police officers was stable</b> (service level indicator)	<b>2</b> <b>Higher rate of police officers compared to others</b> (service level indicator)	26.1 26.2  pg. 6
How many civilians and other staff are there in Police Services?	Number of Civilians and Other Staff per 100,000 Population - (Service Level)	<b>Stable</b> <b>Number of civilian staff was stable</b> (service level indicator)	<b>1</b> <b>Higher rate of civilians and other staff compared to others</b> (service level indicator)	26.1 26.2  pg. 6
How many total staff (police officers and civilians) are there?	Number of Total Police Staff (Officers and Civilians) per 100,000 Population - (Service Level)	<b>Stable</b> <b>Number of total police staff remained stable</b> (service level indicator)	<b>1</b> <b>Higher rate of total police staffing compared to others</b> (service level indicator)	26.1 26.2  pg. 6
<b>Community Impact Measures / Crime Rates</b>				
What is the total crime rate?	Reported Number of Total (Non-Traffic) Criminal Code Incidents per 100,000 Population - (Community Impact)	<b>Increase</b> <b>Total crime rate increased by 2.9% in 2016</b>	<b>2</b> <b>Low total crime rate compared to others</b>	26.3 26.4  pg. 8/9
How has the total crime rate changed in Toronto, compared to other municipalities?	Annual Percentage Change in Rate of Total (Non-Traffic) Criminal Code Incidents - (Community Impact)	<b>See above</b>	<b>2</b> <b>Higher rate of decrease in crime rate compared to others</b>	26.5  pg. 9
How is the severity of Toronto's total crime changing?	Total Crime Severity Index-(Community Impact)	<b>Increased</b> <b>Severity of total crime increased</b>	<b>2</b> <b>Lower level of crime severity compared to others</b>	26.6 26.7  pg. 10
What is the violent crime rate?	Reported Number of Violent – Criminal Code Incidents per 100,000 Population -(Community Impact)	<b>Stable</b> <b>Violent crime was in 2016</b>	<b>4</b> <b>Higher rate of violent crime compared to others</b>	26.8 26.9  pg. 11

Question	Indicator/Measure	Internal Comparison of Toronto's 2016 vs. 2015 Results	External Comparison to Other Municipalities (MBNC) By Quartile for 2016	Chart & Page Ref.
How has the violent crime rate changed in Toronto compared to other municipalities?	Annual Percentage Change in Rate of Violent Crime-(Community Impact)	See above	1 Annual percentage increase in rate of violent crime was relatively lower compared to others.	26.10  pg. 12
What is the violent crime severity index?	Violent Crime Severity Index-(Community Impact)	Increase Severity of violent crime increased	4 Higher severity levels of violent crime compared to others	26.11 26.12  pg. 12/13
What is the property crime rate?	Reported Number of Property – Criminal Code Incidents per 100,000 Population -(Community Impact)	Increase Property crime rate up by 3.2% in 2016	1 Lower rate of property crime compared to others	26.13 26.14  pg. 13/14
How has the property crime rate changed in Toronto compared to other municipalities?	Annual Percentage Change in Rate of Property Crime - (Community Impact)	See above	2 Annual percentage increase in rate of property crime was relatively lower compared to others.	26.15  pg. 14
What is the youth crime rate?	Number of Youths Cleared by Charge or Cleared Otherwise, per 100,000 Youth Population -(Community Impact)	Increase Youth crime increased by 6.3% in 2016	2 Lower rate of youth crime compared to others	26.16 26.17  pg. 15/16
How has the youth crime rate changed in Toronto compared to other municipalities?	Annual Percentage Change in Rate of Youths Cleared by Charge or Cleared Otherwise per 100,000 Youth Population -(Community Impact)	See above	4 Annual percentage increase in rate of youths cleared by charge was relatively higher compared to others.	26.18  pg. 16

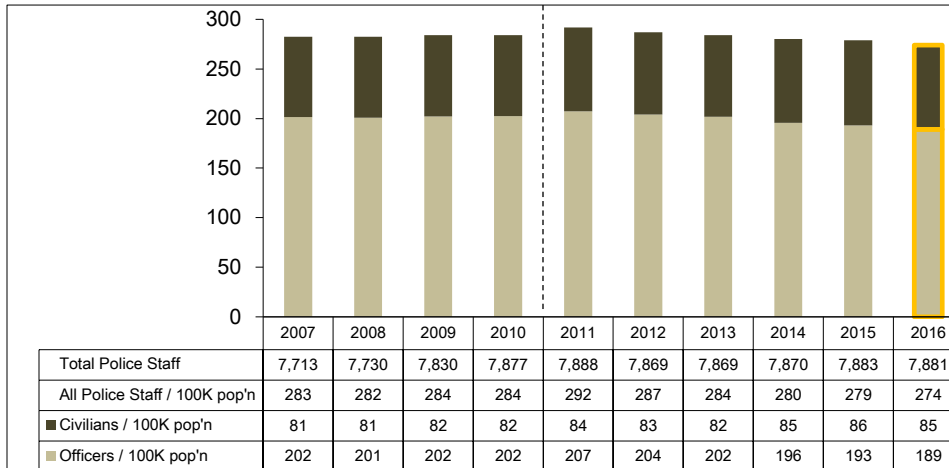
Question	Indicator/Measure	Internal Comparison of Toronto's 2016 vs. 2015 Results	External Comparison to Other Municipalities (MBNC) By Quartile for 2016	Chart & Page Ref.	
<b>Customer Service Measures - Clearance Rates</b>					
What percentage of the total crimes committed are solved/cleared?	Clearance Rate - Total (Non-Traffic) Criminal Code Incidents – (Customer Service)	<b>Decrease</b> <b>Clearance rate for total crime decreased</b>	<b>3</b> <b>Lower clearance rate for total crime compared to others</b>	26.19 26.20  pg. 17/18	
What percentage of the violent crimes committed are solved/cleared?	Clearance Rate - Violent Crime – (Customer Service)	<b>Stable</b> <b>Clearance rate for violent crime was stable</b>	<b>4</b> <b>Lowest clearance rate for violent crime compared to others</b>	26.21 26.22  pg. 18/19	
<b>Efficiency Measures</b>					
What is the workload of Criminal Code incidents for each police officer?	Number of Criminal Code Incidents (Non-Traffic) per Police Officer – (Efficiency)	<b>Increase</b> <b>Number of Criminal Code incidents/ workload per officer increased</b>	<b>4</b> <b>Lower rate of Criminal Code incidents/ workload per officer compared to others</b>	26.23 26.24  pg. 20/21	
<b>Overall Results</b>		<b>Service Level Indicators (Resources)</b> 0 - Increased 3 - Stable 0 - Decreased  100% stable or increased	<b>Performance Measures (Results)</b> 1 - Favorable 2 - Stable 6 - Unfavourable  33% favorable or stable	<b>Service Level Indicators (Resources)</b> 2 - 1st quartile 1 - 2nd quartile 0 - 3rd quartile 0 - 4th quartile  100% in 1st and 2nd quartiles	<b>Performance Measures (Results)</b> 2 - 1st quartile 5 - 2nd quartile 1 - 3rd quartile 5 - 4th quartile  54% in 1st and 2nd quartiles

For an explanation of how to interpret this summary and the supporting charts, please see the Guide to Toronto's Performance Results. These quartile results are based on a maximum sample size of 15 municipalities.

## SERVICE/ACTIVITY LEVELS

The primary method of comparing service levels for police services within a municipality over time and between municipalities is to examine the number of staff.

### 26.1 –HOW MANY POLICE STAFF ARE THERE IN TORONTO?

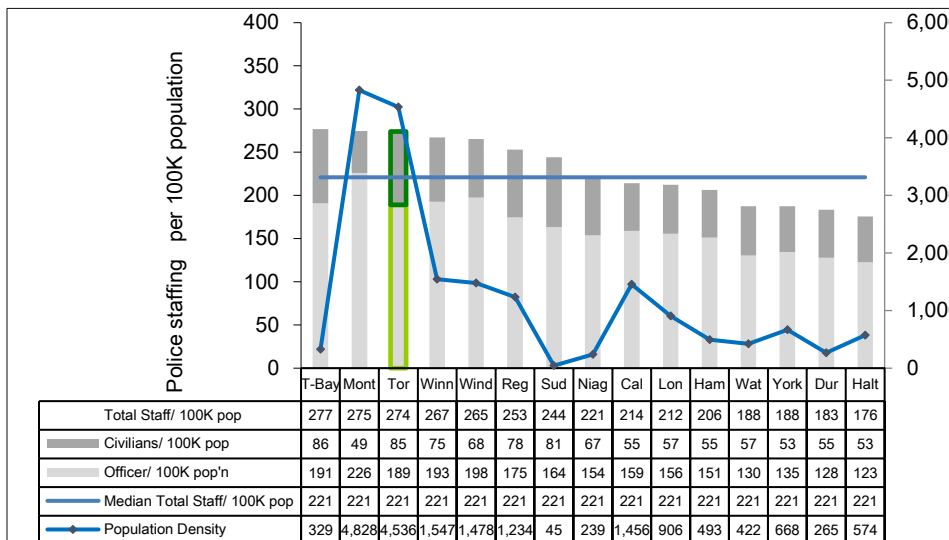


**Chart 26.1** provides Toronto's total number of staff and the rate of officers, civilians and all police staff per 100,000 population.

**Chart 26.1 (City of Toronto) Police Staffing per 100,000 Population**

Over the longer term the number of police staff has been increasing for initiatives such as anti-gang, provincial courts, and safer communities, however, since 2013, the number of police officers per 100,000 population has been decreasing. Note the results in this chart for 2010 and prior years are not based on the revised population estimates. For 2016, Officers per 100,000 population and Civilians per 100,000 remained relatively stable in relation to the previous year.

### 26.2 –HOW DO TORONTO'S POLICE STAFFING LEVELS COMPARE TO OTHER MUNICIPALITIES?



**Chart 26.2** compares Toronto's 2016 budgeted number of police officers and civilian staff per 100,000 persons to other municipalities, plotted as bars relative to the left axis. Population density has also been plotted as a line graph relative to the right axis.

**Chart 26.2 (MBNC 2016) Police Staffing Levels per 100,000 Population & Population Density**

In terms of having the highest police staffing levels per 100,000 population, Toronto ranks third of fifteen (first quartile) for total police staff, fifth of fifteen (second quartile) for officers, and second of fifteen (first quartile) for civilians and other staff.

Toronto's high staffing levels are attributed to it being an international city requiring specialized services and services at elevated levels that may not be available or necessary in other municipalities. Examples include the Emergency Task Force, Public Safety and intelligence units targeting terrorist groups, providing security for visiting dignitaries, targeting hate crime, Sex Crimes Unit, Fugitive Squad, Mounted Unit, Marine Unit, and the Forensic Identification Unit.

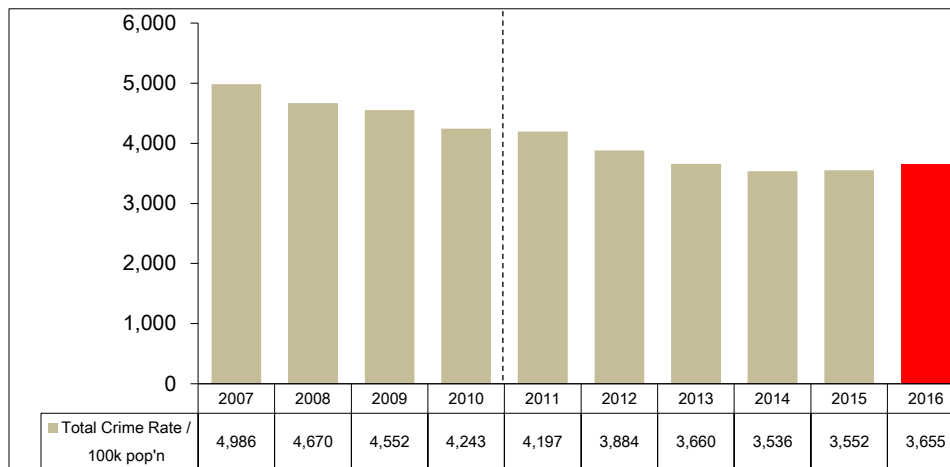
The additional commuters, visitors, and businesses requiring police services are not taken into account in the population-based measures shown in the charts above. If people visiting the city are victims of crime, crime rates may be inflated since the offences are counted though the people are not included in the population count. In general, for all the comparisons made between the municipal police services, it is important to remember that differences in size of commuter/tourist populations, commercial sectors, geography, scale of police operations, and the priorities of the individual police services will affect municipal police services measures and indicators.

## COMMUNITY IMPACT

Crime rates are used to measure the extent and nature of criminal activity brought to the attention of the police within a municipality. Historically, western cities have tended to have higher crime rates. Please note that unreported crimes is not captured for all crime graphs.

Traditional crime rates are simply a count of all criminal incidents reported to the police in relation to the resident population. The crime severity index is included in this report for both total crime and violent crime and differs from traditional crime rate methodology. The crime severity index takes into account not only the volume of a particular crime, but the seriousness of that crime in relation to other crimes.

### 26.3 –HOW HAS TORONTO'S TOTAL (NON-TRAFFIC) CRIME RATE CHANGED?



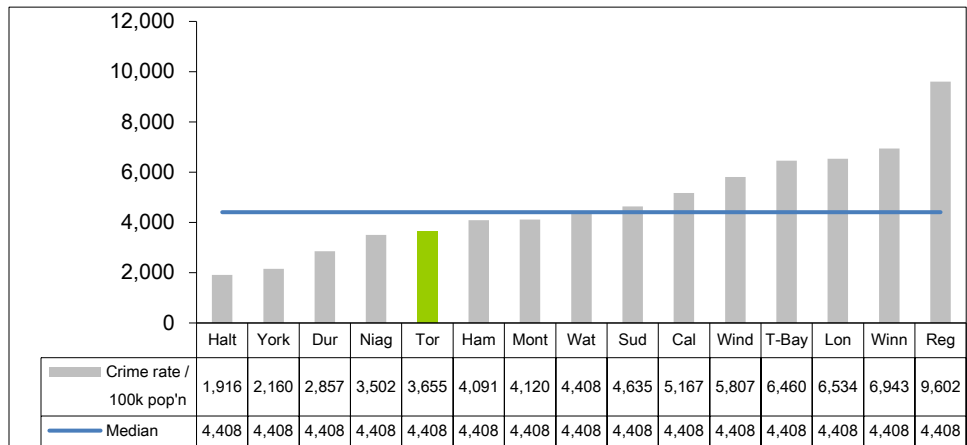
**Chart 26.3** provides Toronto's total (non-traffic) crime rate per 100,000. It excludes *Criminal Code* driving offences such as impaired driving or criminal negligence causing death.

**Chart 26.3 (City of Toronto) Reported Number of Total (Non-Traffic) *Criminal Code* Incidents per 100,000**

After decreases for most of the past ten years, Toronto's 2016 total (non-traffic) crime rate increased by 2.9%. Note that the results for 2010 and prior years are not based on the revised population estimates. Additional information on police statistics by neighbourhood can be found at [Wellbeing Toronto](#).



**26.4 –HOW DOES TORONTO'S TOTAL (NON-TRAFFIC) CRIME RATE COMPARE TO OTHER MUNICIPALITIES?**

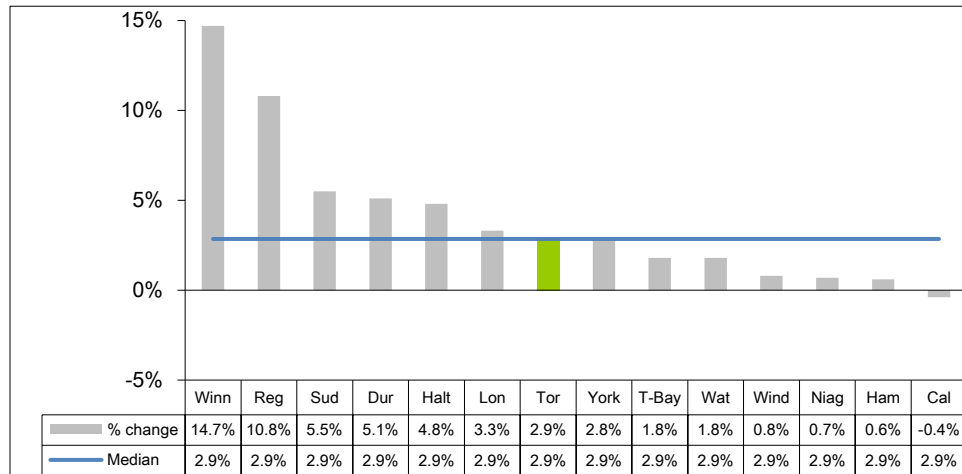


**Chart 26.4** compares Toronto's 2016 total (non-traffic) crime rate to other municipalities.

**Chart 26.4 (MBNC 2016) Reported Number of Total (Non-Traffic) Criminal Code Incidents per 100,000**

Toronto ranks fifth of fifteen municipalities (second quartile) in terms of having the lowest total crime rate.

**26.5 –WHAT WAS THE ANNUAL CHANGE IN THE TOTAL (NON-TRAFFIC) CRIME RATE IN TORONTO COMPARED TO OTHER MUNICIPALITIES?**



**Chart 26.5** compares Toronto's 2016 annual percent change in the total crime rate to other municipalities.

**Chart 26.5 (MBNC 2016) Annual % Change in Rate of Total (Non-Traffic) Criminal Code Incidents**

Toronto ranks seventh of fourteen municipalities (second quartile) in terms of experiencing the greatest rate of increase in the 2016 total crime rate. Crime rates should ideally be examined over a longer period of time (five to ten years) to examine trends.

Numerous factors influence crime rates in municipalities including the public's willingness to report crimes, changes in legislation and policies, the impact of police enforcement practices and special operations, as well as demographic, social, and economic changes.

26.6 –HOW IS THE SEVERITY OF TORONTO'S TOTAL CRIME CHANGING?

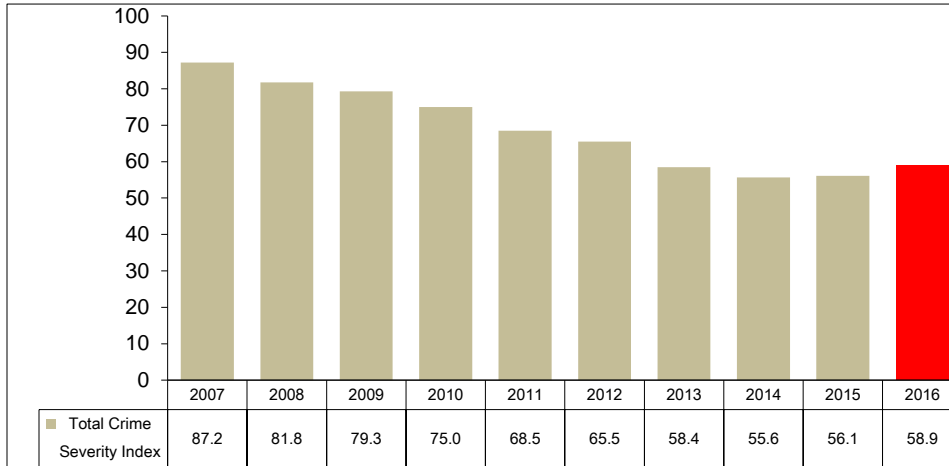


Chart 26.6 identifies Toronto's total crime severity index from 2007 to 2016.

Chart 26.6 (City of Toronto) Total Crime Severity Index

In 2016, the total crime severity index increased by 5.1%.

26.7 –HOW DOES THE SEVERITY OF TOTAL CRIME IN TORONTO COMPARE TO OTHER MUNICIPALITIES?

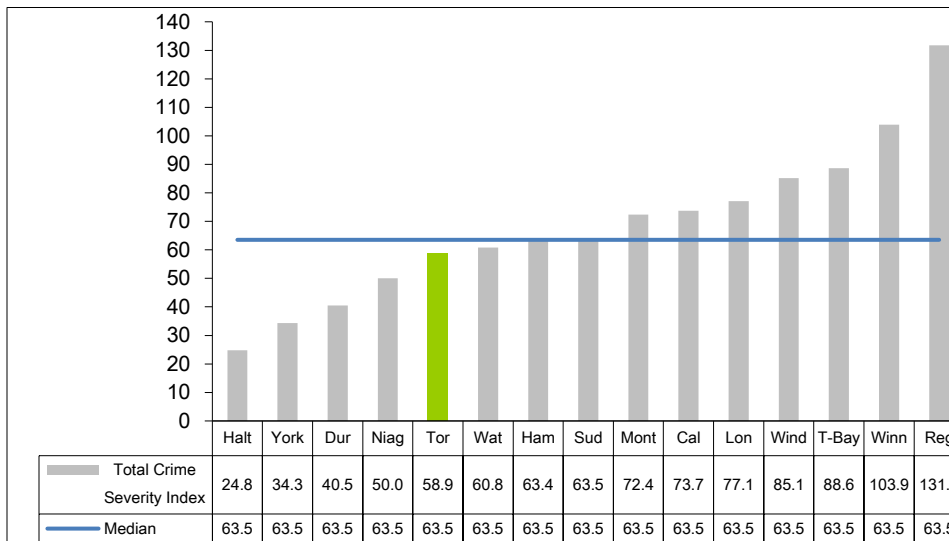


Chart 26.7 compares Toronto's 2016 total crime severity index to other municipalities.

Chart 26.7(MBNC 2016) Total Crime Severity Index

Toronto ranks fifth of fifteen (second quartile) in terms of having the lowest total crime severity index.

26.8 –HOW HAS TORONTO'S VIOLENT CRIME RATE CHANGED?

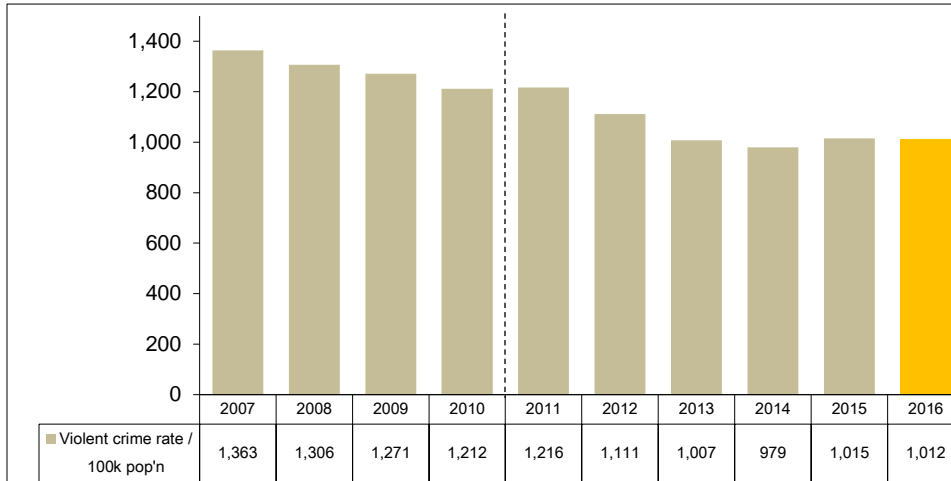


Chart 26.8 provides Toronto's rate of violent *Criminal Code* incidents reported per 100,000 population.

Chart 26.8 (City of Toronto) Reported Number of Violent *Criminal Code* Incidents per 100,000 Persons

The violent crime rate has been relatively stable since 2013. In the long term, the violent crime rate has dropped considerably since 2007. The results for 2010 and prior years are not based on the revised population estimates. A violent incident is an offence that involves the use or threat of force against a person. This includes homicide, attempted murder, sexual assault, non-sexual assault, other sexual offences, abduction and robbery.

26.9 –HOW DOES TORONTO'S VIOLENT CRIME RATE COMPARE TO OTHER MUNICIPALITIES?

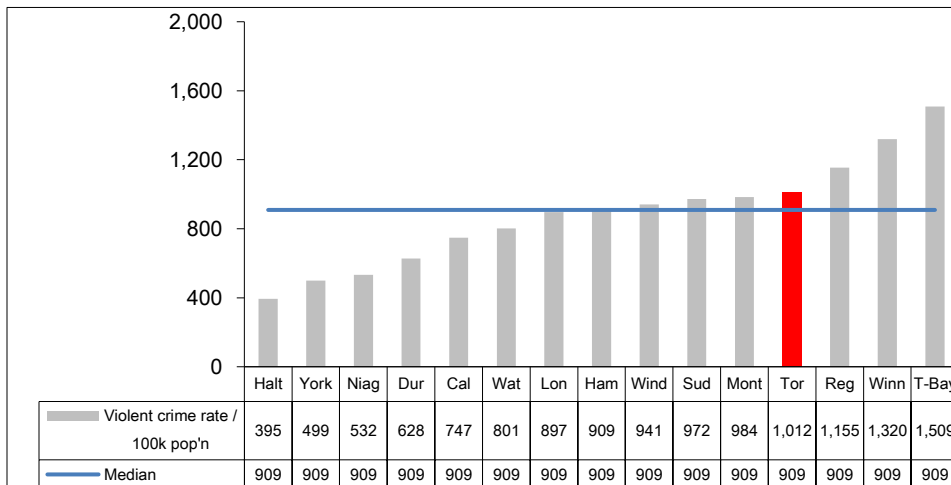
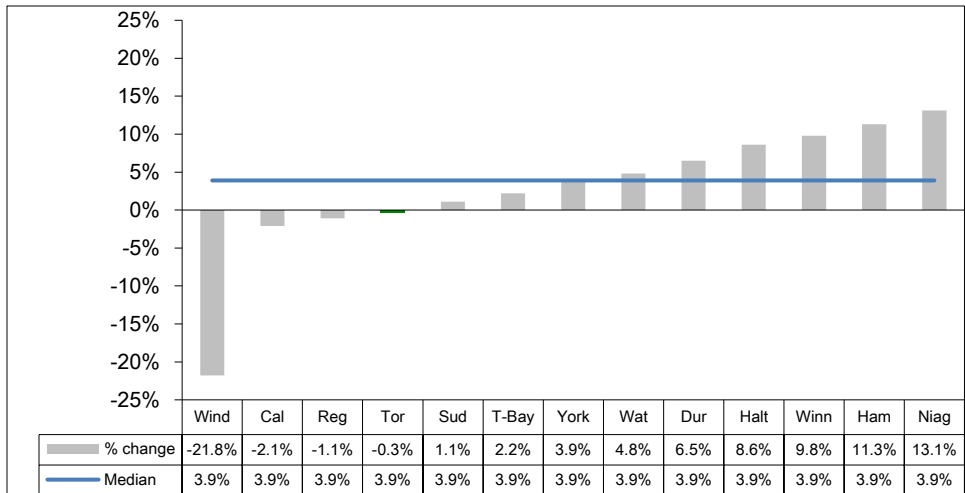


Chart 26.9 compares Toronto's 2016 violent crime rate to other municipalities.

Chart 26.9 (MBNC 2016) Reported Number of Violent *Criminal Code* Incidents per 100,000 Persons

Toronto ranks twelfth of fifteen municipalities (fourth quartile) in terms of having the lowest violent crime rate.

**26.10 –WHAT WAS THE ANNUAL CHANGE IN THE VIOLENT CRIME RATE IN TORONTO COMPARED TO OTHER MUNICIPALITIES?**

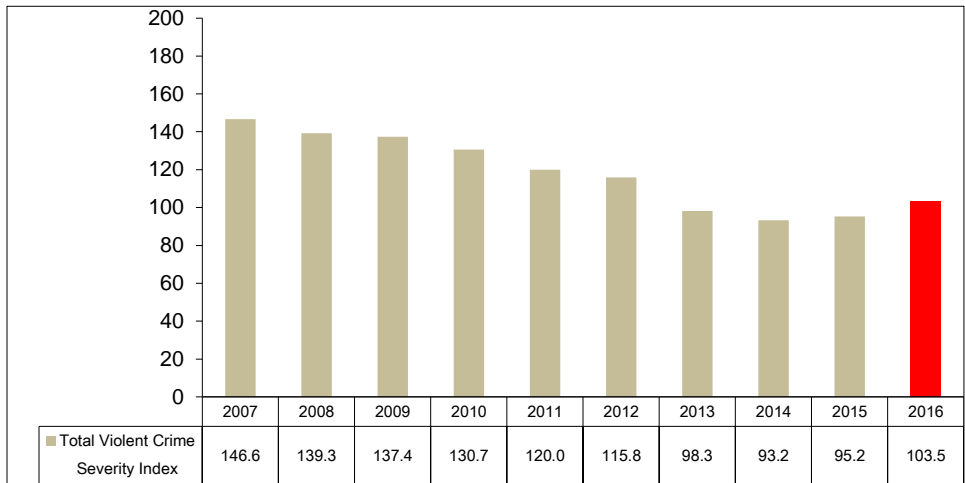


**Chart 26.10** compares Toronto's 2016 annual percentage change in the violent crime rate to other municipalities.

**Chart 26.10 (MBNC 2016) Annual % Change in Rate of Violent Crime Incidents**

Toronto ranks fourth of thirteen municipalities (first quartile) in terms of the greatest rate of decline. In other words, annual percentage increase in rate of violent crime was relatively lower compared to other municipalities. Crime rates should ideally be examined over a longer period of time (five to ten years) to examine trends. Additional information on police statistics by neighbourhood can be found at [Wellbeing Toronto](#).

**26.11 –HOW IS THE SEVERITY OF TORONTO'S VIOLENT CRIME CHANGING?**

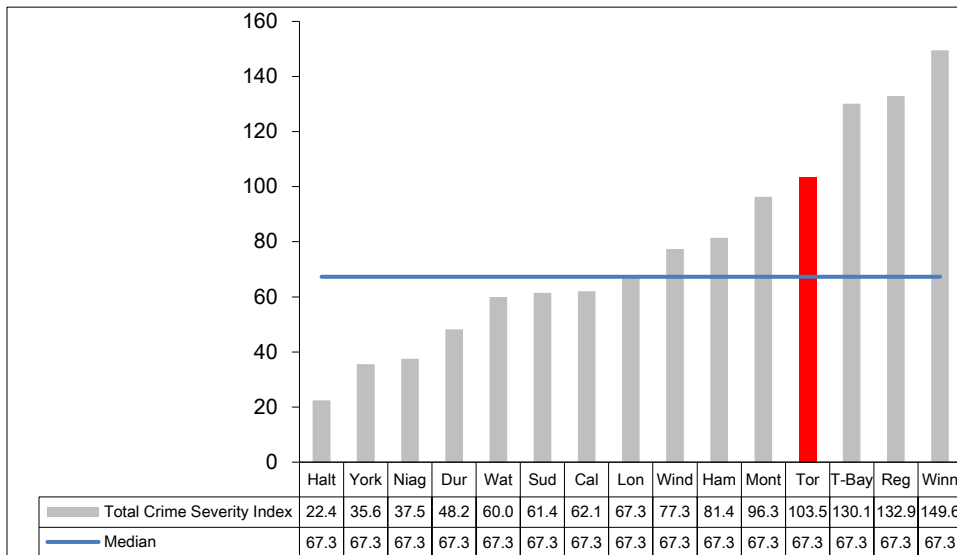


**Chart 26.11** identifies Toronto's violent crime severity index from 2007 to 2016, which takes into account not only the volume of a particular violent crime but the relative seriousness of that crime in relation to other violent crimes.

**Chart 26.11 (City of Toronto) Violent Crime Severity Index**

In 2016, the total violent crime severity index increased by 8.7%.

26.12–HOW DOES THE SEVERITY OF VIOLENT CRIME IN TORONTO COMPARE TO OTHER MUNICIPALITIES?

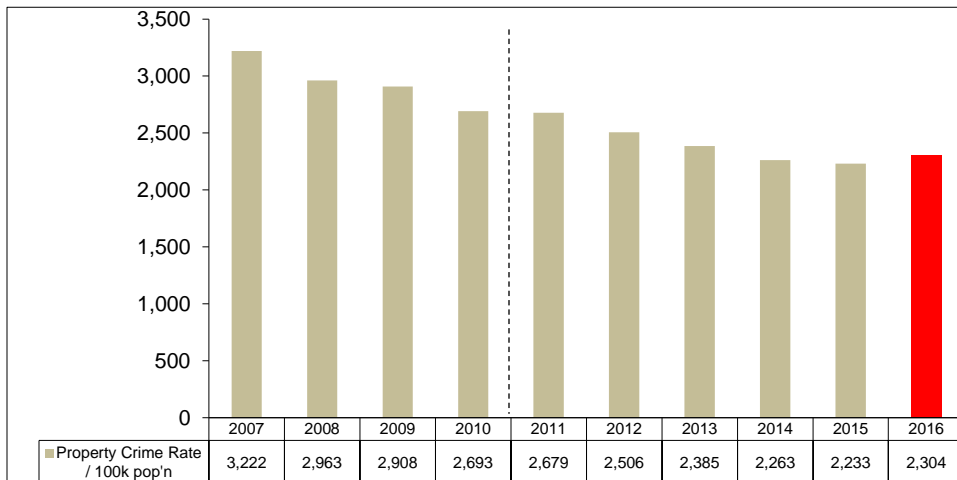


**Chart 26.12** compares Toronto's 2016 violent crime severity index to other municipalities.

**Chart 26.12 (MBNC 2016) Violent Crime Severity Index**

Toronto ranks twelfth of fifteen (fourth quartile) in terms of having the lowest violent crime severity index.

26.13–HOW HAS TORONTO'S PROPERTY CRIME RATE CHANGED?

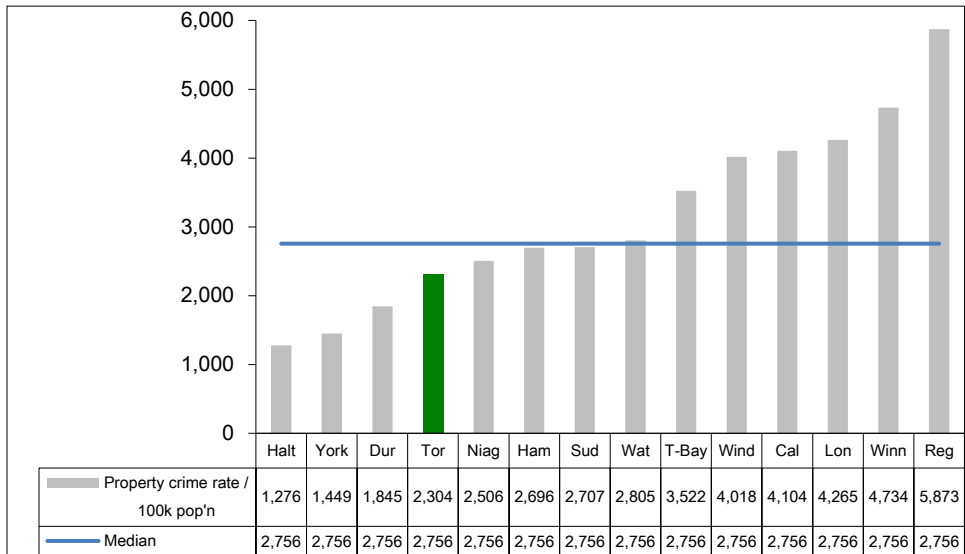


**Chart 26.13** provides Toronto's rate of property *Criminal Code* incidents reported per 100,000 population.

**Chart 26.13 (City of Toronto) Reported Number of Property *Criminal Code* Incidents per 100,000 Persons**

Toronto's property crime rate has been decreasing over time, however, there was a 3.2% increase experienced in 2016 from the previous year. In the long term, the property crime rate has dropped considerably since 2007. The results for 2010 and prior years are not based on the revised population estimates. A property incident involves unlawful acts with the intent of gaining property and does not involve the use or threat of violence against an individual. Property crime includes breaking and entering, motor vehicle theft, incidents of theft over \$5,000, theft \$5,000 and under, having stolen goods, and fraud.

26.14 – HOW DOES TORONTO'S PROPERTY CRIME RATE COMPARE TO OTHER MUNICIPALITIES?

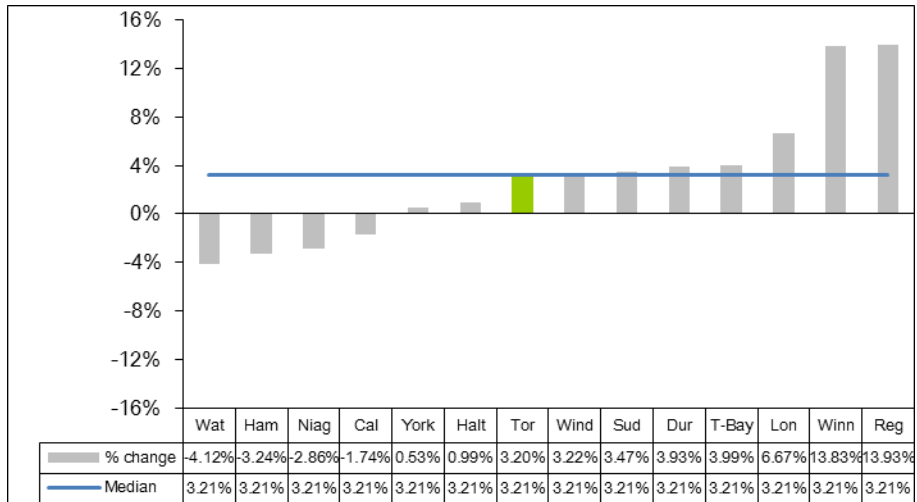


**Chart 26.14** compares Toronto's 2016 property crime rate to other municipalities.

**Chart 26.14 (MBNC 2016) Reported Number of Property Criminal Code Incidents per 100,000 Population**

In terms of having the lowest property crime rate per 100,000, Toronto ranks fourth of fourteen municipalities (first quartile).

26.15 – WHAT WAS THE ANNUAL CHANGE IN THE PROPERTY CRIME RATE IN TORONTO COMPARED TO OTHER MUNICIPALITIES?

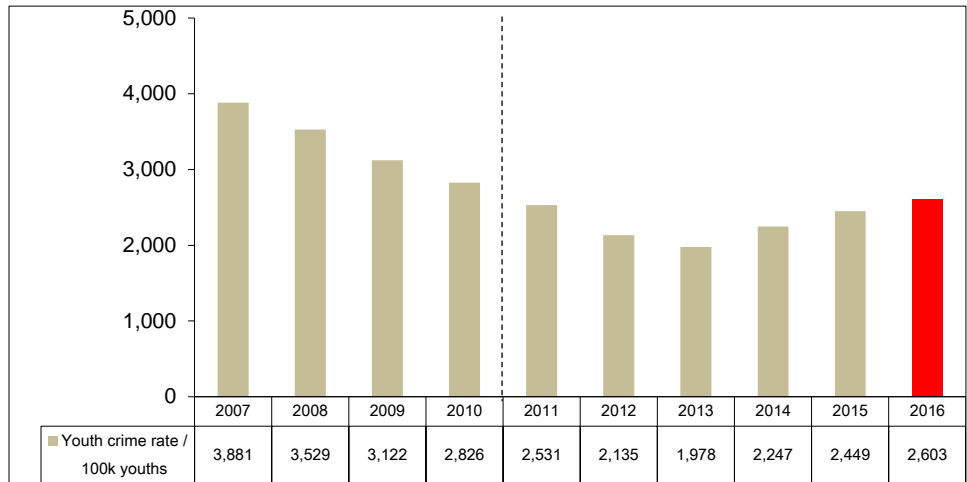


**Chart 26.15** compares Toronto's 2016 annual percentage change in the property crime rate to other municipalities.

**Chart 26.15 (MBNC 2016) Annual % Change in Rate of Property Crime Incidents**

Toronto ranks seventh of fourteen municipalities (second quartile), in terms of having the greatest annual rate of decline. In other words, annual percentage increase in rate of property crime was relatively lower compared to other municipalities.

**26.16 – HOW HAS TORONTO'S YOUTH CRIME RATE CHANGED?**



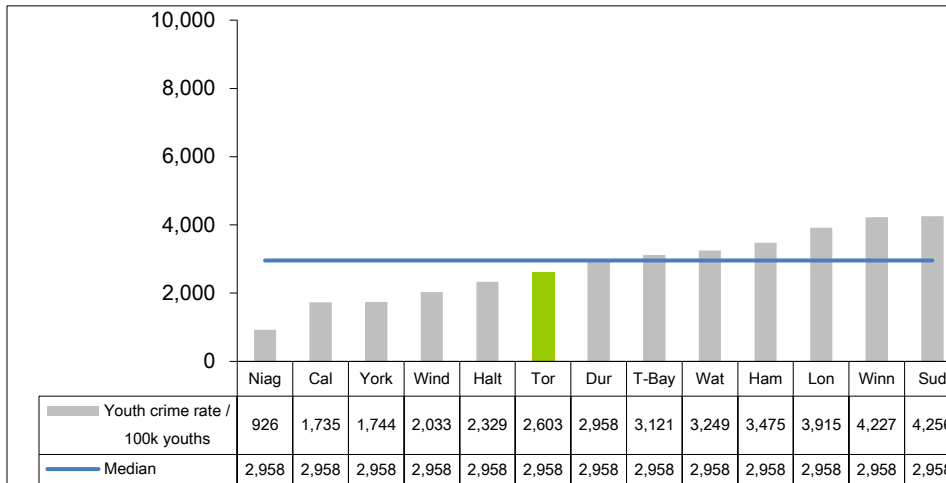
**Chart 26.16** summarizes Toronto's youth crime rate per 100,000 youths. It represents youths who were apprehended and either arrested and charged (cleared by charge), or issued a warning or caution without a criminal charge (cleared otherwise).

**Chart 26.16 (City of Toronto) Number of Youth Cleared by Charge or Cleared Otherwise per 100,000 Youth Population**

In 2016, Toronto's youth crime rate increased by 6.3% from 2015. The results for 2010 and prior years are not based on the revised population estimates.

The *Youth Criminal Justice Act* (YCJA) recognizes that appropriate and effective responses to youth crime do not always involve the court system. As such, the YCJA encourages the use of out-of-court measures that can adequately hold first-time youth offenders accountable for non-violent, less serious criminal offences. This approach helps address developmental challenges and other needs as young people are guided into adulthood. The youth (aged 12-17) crime rate does not include the number of youths who committed crimes but were not apprehended or arrested for their crimes. Therefore, it does not reflect the total number of all crimes committed by youths.

26.17 – HOW DOES TORONTO'S YOUTH CRIME RATE COMPARE TO OTHER MUNICIPALITIES?

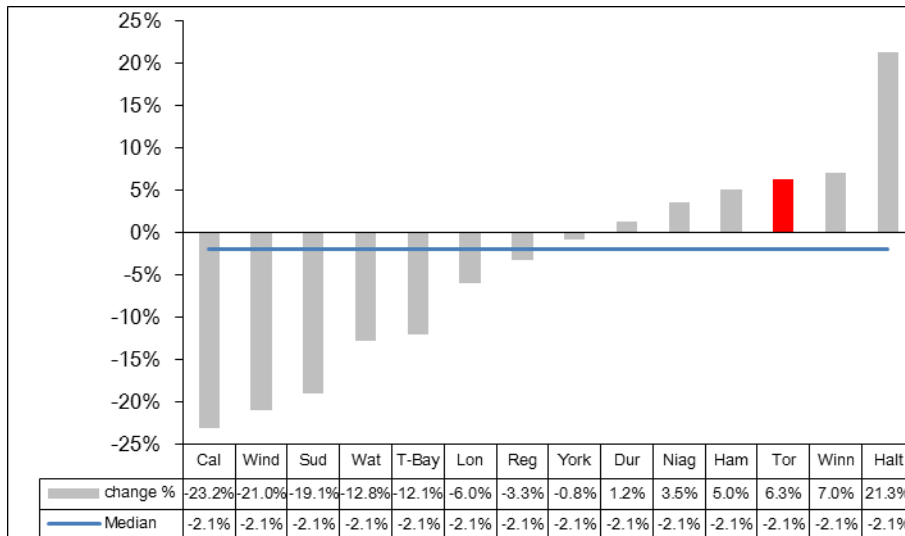


**Chart 26.17** compares Toronto's 2016 youth crime rate (cleared by charge or cleared otherwise), to other municipalities.

**Chart 26.17 (MBNC 2016) Number of Youth Cleared by Charge or Cleared Otherwise per 100,000 Youth Population**

Toronto ranks sixth of thirteen municipalities (second quartile) in terms of having the lowest youth crime rate.

26.18 – WHAT WAS THE ANNUAL CHANGE IN THE YOUTH CRIME RATE IN TORONTO COMPARED TO OTHER MUNICIPALITIES?



**Chart 26.18** compares Toronto's 2016 annual percentage change in the youth crime rate to other municipalities.

**Chart 26.18 (MBNC 2016) Annual % Change in Rate of Youth Cleared by Charge or Cleared Otherwise**

Toronto ranks twelfth of fourteen municipalities (fourth quartile) in terms of having the greatest rate of decline. In other words, annual percentage increase in rate of youths cleared by charge was relatively higher compared to other municipalities.

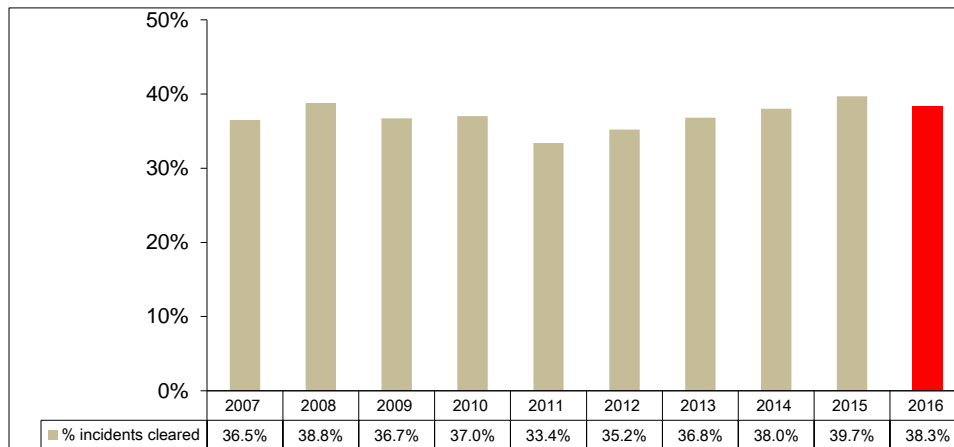


## CUSTOMER SERVICE

Clearance rates provide some indication if reported crimes are being solved. A criminal incident can be considered cleared when a charge is laid, recommended, or cleared by other methods. These clearance results are based on the number of *Criminal Code* incidents as opposed to offences (there can be multiple offences within one incident), which the Toronto Police Service typically reports on in its statistical reports. Police services generally consider that clearance rates are not a "true" measurement of effectiveness or efficiency.

These rates are based on the Statistics Canada definition of clearance rates and represent the number of crimes cleared in a specific period of time, irrespective of when the crimes occurred. Clearance rates are therefore not in direct correlation to crimes that occurred in a particular calendar year. The public's willingness to report information, which can be used to assist in solving violent crimes cases, can be a significant factor influencing these results.

### 26.19 – HOW HAS TORONTO'S CLEARANCE RATE FOR TOTAL CRIMINAL CODE INCIDENTS CHANGED?

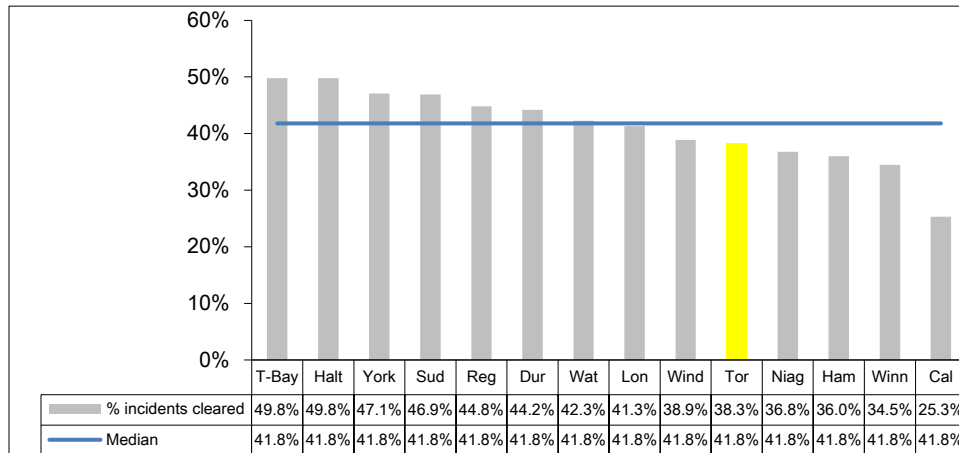


**Chart 26.19** shows Toronto's clearance rate for total crime.

**Chart 26.19 (City of Toronto) Clearance rate for Total (Non-Traffic) *Criminal Code* Incidents**

In 2016, Toronto's clearance rate for total crime decreased relative to 2015.

**26.20 – HOW DOES TORONTO'S CLEARANCE RATE FOR TOTAL (NON-TRAFFIC) CRIMINAL CODE INCIDENTS COMPARE TO OTHER MUNICIPALITIES?**

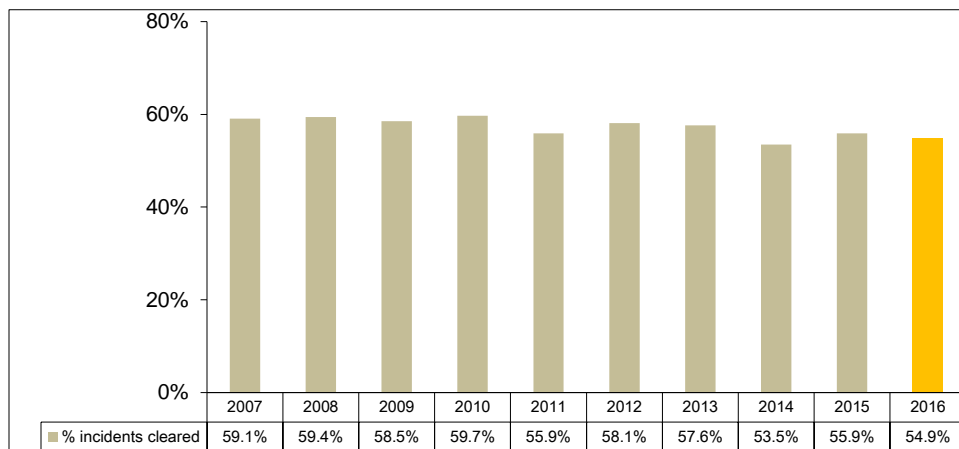


**Chart 26.20** compares Toronto's 2016 clearance rate to other municipalities.

**Chart 26.20 (MBNC 2016) Clearance rate for Total (Non-Traffic) Criminal Code Incidents**

Toronto ranks tenth of fourteen municipalities (third quartile) in terms of having the highest clearance rate.

**26.21 – HOW HAS TORONTO'S CLEARANCE RATE FOR VIOLENT CRIME CHANGED?**

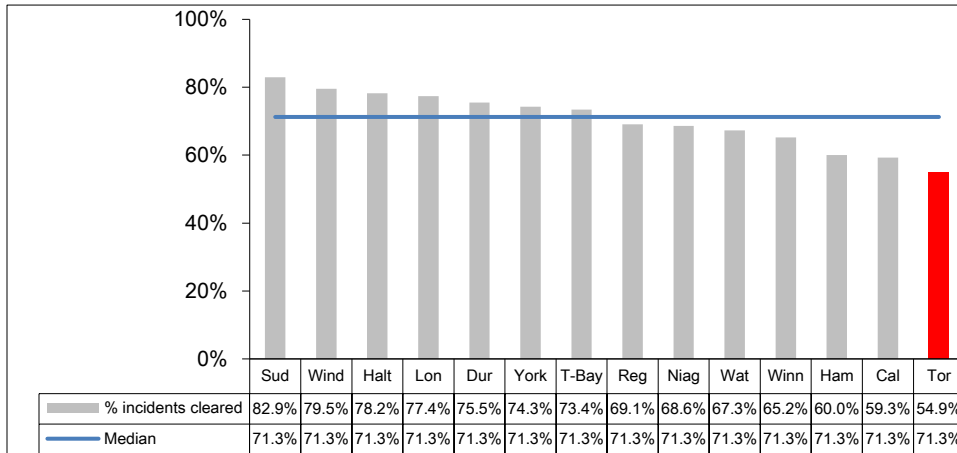


**Chart 26.21** summarizes Toronto's clearance rates for violent crime.

**Chart 26.21 (City of Toronto) Clearance rate for Violent Criminal Code Incidents**

In 2016, the result was relatively stable with a slight decrease of 1.0%.

**26.22 – HOW DOES TORONTO'S CLEARANCE RATE FOR VIOLENT CRIME COMPARE TO OTHER MUNICIPALITIES?**



**Chart 26.22** compares Toronto's 2016 clearance rate for violent crime incidents to other municipalities.

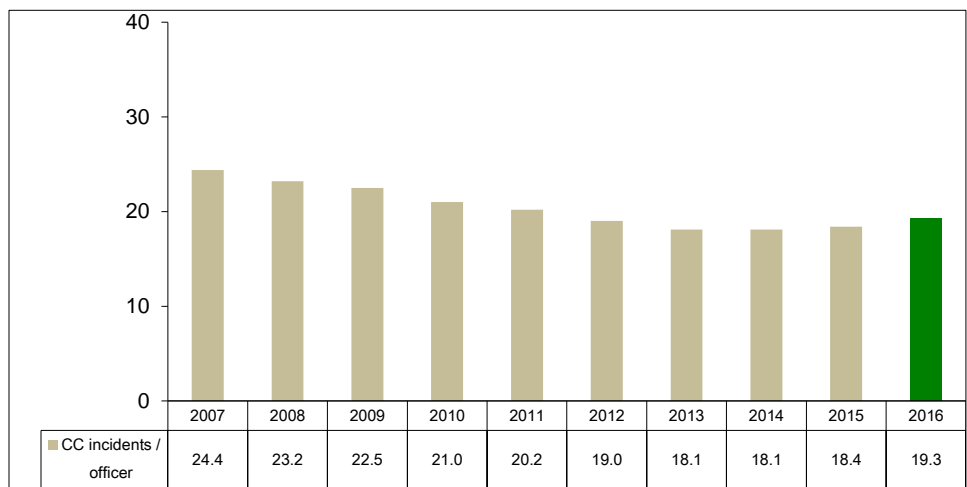
**Chart 26.22 (MBNC 2016) Clearance rate for Violent *Criminal Code* Incidents**

Toronto ranks fourteenth of fourteen (fourth quartile) in terms of the highest clearance rate.

## EFFICIENCY/WORKLOAD

The number of *Criminal Code* incidents (non-traffic) per police officer provides some indication of an officer’s workload. However, it is important to note that it does not capture all of the reactive aspects of policing such as traffic and drug enforcement or the provision of assistance to victims of crime. Nor does it incorporate proactive policing activities such as crime prevention initiatives. Factors such as the existence of specialized units or different deployment models can have an impact on these results. For example, some jurisdictions such as Toronto have a collective agreement requirement that results in a minimum of two-officer patrol cars during certain time periods. In these cases, there could be two officers responding to a criminal incident whereas in another jurisdiction only one officer might respond.

### 26.23 - HOW MANY CRIMINAL CODE INCIDENTS ARE THERE FOR EACH POLICE OFFICER IN TORONTO?

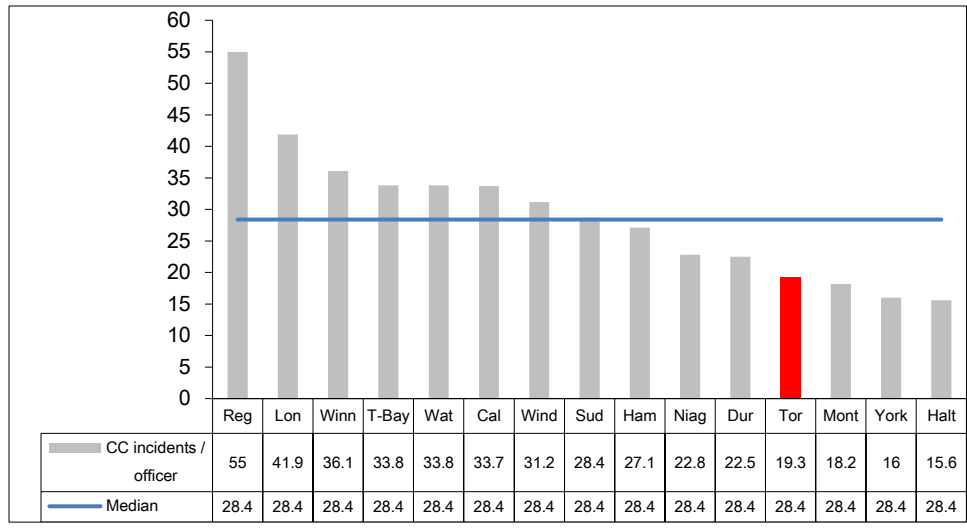


**Chart 26.23** shows the number of (non-traffic) *Criminal Code* incidents there were in Toronto per police officer.

**Chart 26.23 (City of Toronto) Number of Non-Traffic *Criminal Code* Incidents per Police Officer**

The increase in 2016 was the result of an increase in total crime rate (noted under Chart 26.3), and a decrease in the number of police officers (noted under Chart 26.1).

**26.24 - HOW DOES THE NUMBER OF CRIMINAL CODE INCIDENTS PER OFFICER IN TORONTO COMPARE TO OTHER MUNICIPALITIES?**



**Chart 26.24** compares Toronto's 2016 result to other municipalities for the number of (non-traffic) *Criminal Code* incidents per police officer.

**Chart 26.24 (MBNC 2016) Number of Non-Traffic *Criminal Code* Incidents per Police Officer**

In terms of highest numbers of *Criminal Code* incidents per officer, Toronto ranks twelfth of fifteen (fourth quartile). Cities/regions with a higher number of *Criminal Code* incidents per officer generally have higher crime rates than Toronto and fewer officers per 100,000 population. Different deployment models may also have had an impact.

## 2016 ACHIEVEMENTS AND 2017 PLANNED INITIATIVES

The following initiatives have improved or are intended to further improve the efficiency and effectiveness of Toronto's police service.

### 2016 Initiatives Completed/Achievements

- Developed a roadmap for modernization through the creation of the Transformational Task Force – The Way Forward: Modernizing Community Safety in Toronto - Interim Report issued in June 2016 with 24 preliminary recommendations
- Focused on the Board and Service Priorities, which include
  - safe communities and neighbourhoods,
  - economic sustainability and operational excellence, and
  - high quality, professional service to the community;
- Continue to provide security for Provincial courtrooms within the City.
- Achieved savings in salaries and benefits are a result of the hiring freeze toward the goal of \$100 million in savings and budget reductions over the next three years
- Materialized savings net against ongoing financial pressures
- Continued work on the implementation of interim recommendations of the Transformational Task Force.

### 2017 Initiatives Planned

The 2017 Preliminary Operating Budget will begin transforming toward the delivery of:

#### Business Modernization and Transformation Initiatives

- Improved public safety response
- A risk-based response to special events
- More efficient retail response
- Disband the Transit Patrol Unit
- Alternative delivery of the Lifeguard Program
- Alternative delivery the School Crossing Guard Program
- Overhauling Paid Duty
- City-wide Divisional boundary and facilities realignment
- More accessible and transparent information and services

#### Sustainability and Affordability:

- Moratorium on hiring and promotions
- Assessing Information Technology requirements
- Explore alternative or shared service delivery of Court Services
- Explore alternative or shared service delivery of Parking Enforcement

- Explore alternative or shared service delivery of background screenings
- Investment in 9-1-1

**Culture Change:**

- Comprehensive culture change and human resources strategy

**Factors Influencing the Results of Municipalities**

The results of each municipality can be influenced to varying degrees by factors such as:

- Non-residents: daily inflow and outflow of commuters and tourists, attendees at cultural, entertainment and sporting events or seasonal residents (e.g. post-secondary students) who require police services and are not captured in population-based measures.
- Size of business/commercial and industrial sectors: these sectors require police services but are not factored into population-based measures.
- Specialized facilities: airports, casinos, etc. that can require additional policing.
- Public support: public's willingness to report crimes and to provide information that assists police services in the solving of crimes. Unreported crime is not included in crime rates.
- Demographic trends: social and economic composition of a municipality's population.
- Specialized Units: some municipalities may require specialized services that may not be available or required by other jurisdictions (e.g. Emergency Task Force, Public Order Unit, Emergency Measures, Sex Crimes Unit, Fugitive Squad, and many others)
- Deployment models: some jurisdictions have a collective agreement requirement that results in a minimum of two-officer patrol cars during certain periods. In these cases, there could be two officers responding to an incident where in another jurisdiction only one officer might respond
- Officer/Civilian Mix- differing policies regarding some types of policing work that may be done by civilian staff in one municipality versus uniform staff in another
- External Contracts-some municipal police forces provide contracted services (on a cost recovery basis) to specialized facilities such as airports or casinos. Measures, in addition to gross cost and staffing levels, have also been provided to exclude the staffing and costs associated with these External Contracts.