

Vision Statement

Our Service is committed to being a world leader in policing through excellence, innovation, continuous learning, quality leadership, and management.

We are committed to deliver police services which are sensitive to the needs of our communities, involving collaborative partnerships and teamwork to overcome all challenges.

We take pride in what we do and measure our success by the satisfaction of our members and our communities.

Mission Statement

We are dedicated to delivering police services in partnership with our communities to keep Toronto the best and safest place to be.

Core Values

Honesty: We are truthful and open in our interactions with each other and with members of our communities.

Integrity: We are honourable, trustworthy, and strive to do what is right.

Fairness: We treat everyone in an impartial, equitable, sensitive, and ethical manner.

Respect: We value ourselves, each other, and members of our communities; showing understanding and appreciation for our similarities and differences.

Reliability: We are conscientious, professional, responsible, and dependable in our dealings with each other and our communities.

Team Work: We work together within the Service and with members of our communities to achieve our goals, making use of diverse skills, abilities, roles, and views.

Positive Attitude: We strive to bring positive and constructive influences to our dealings with each other and our communities.

**A Message from
The Chair of the Police Services Board
and
The Chief of Police**

We are pleased to introduce the Toronto Police Service's 2006-2008 Business Plan. The result of much consultation with members of our communities and with members of the Service, as well as a comprehensive analysis of our current environment, the Plan outlines the major challenges facing us and the resources we have available to address them.

Toronto is Canada's largest and one of its most dynamic and diverse municipalities, with an enviable international reputation. We are not, however, complacent about the future. Shifts in City demographics, crime, the economy, our urban environment, technology, and a wide variety of international pressures all combine to create complex challenges for policing.

The Priorities section of the Plan outlines the challenges that we, working with our community partners, will focus on, and gives us the opportunity to act upon suggestions made during the consultations. Our commitment to non-biased, non-discriminatory and accountable practices in the delivery of policing services and management of human resources, and to community policing, are common threads woven throughout the Priorities and goals. It should be remembered, however, that the Priorities and goals, do not represent all of policing, nor do they mean that issues not specifically mentioned will be ignored. The Service's Priorities are simply those areas to which we will give special emphasis. Important work will continue throughout the timeframe of this Business Plan to ensure that the Service's systems and processes, along with Board policies and Service procedures, are non-biased and non-discriminatory.

In addition to the Priorities, the Business Plan also summarises our human resources, facilities, and information technology plans that will assist us in achieving our stated goals. It summarises the financial resources we currently have available to us and how finances and personnel are allotted within the Service.

Every community should feel that the police care about their quality of life. They should know that we will strive to maintain the highest standards, and will carry out our duties professionally, without bias and with sensitivity. A cornerstone of our success has always been our relationship with the public. We believe that the actions outlined in this Business Plan will strengthen and foster that relationship. In partnership with our communities, we will continue to ensure that Toronto remains the best and safest place to be.

Dr. Alok Mukherjee
Chair
Police Services Board

William Blair
Chief
Toronto Police Service

Service Delivery Overview

The Toronto Community

Estimated Population: 2,696,909
 Area: 630 km²

Calls For Service: *
 Emergency (911): 1,000,898
 Non-Emergency: 901,869

The Toronto Police

Police Personnel **

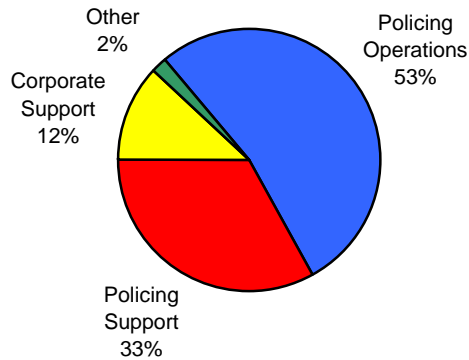
Total Strength 7,667
 Uniform 5,227
 Civilian 2,440
(Incl. Cadets-in-Training)

Resources *

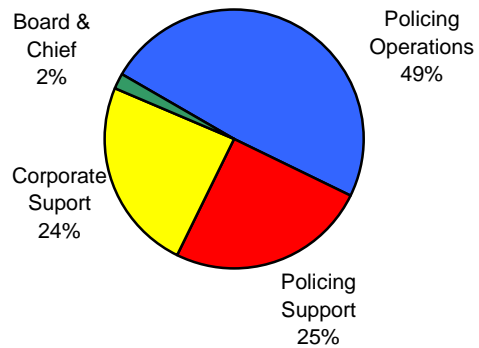
Actual Expenditures (gross \$): \$707,232,668
 Expenditure Per Capita: \$265

Population per Police Officer: 516

Distribution of Personnel by Command ***



Distribution of Resources by Command ***



Note: Other includes Police Services Board, Chief of Police and Professional Standards

Fleet

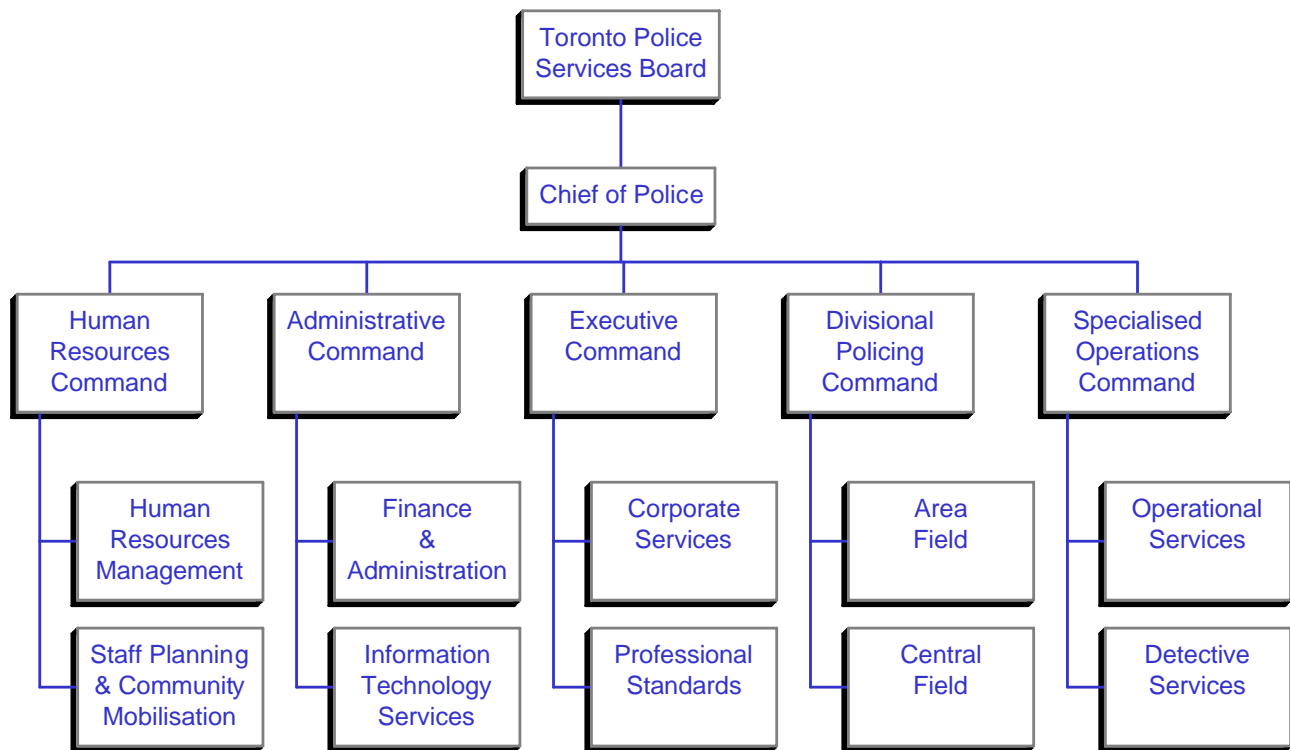
Cars 1,316
 Boats 19
 Motorcycles 113
 Horses 29
 Other 106

* Information as of December 31st, 2004, from 2004 Toronto Police Service Annual Statistical Report. 2005 year end information not available at time of writing.

** Information as of December 31st, 2005, from Human Resource Management.

*** The Command Structure of the Service changed in 2005; the main change involved the separation of Corporate Support Command into Human Resources Command, Administrative Command, and Executive Command, along with the movement of Professional Standards from the Chief's area to Executive Command. The new Organisation chart is outlined in the following section.

Toronto Police Service Organisational Chart*



The Toronto Police Service is organised into five specific Command areas: Human Resources Command, Administrative Command, Executive Command, Divisional Policing Command, and Specialised Operations Command. Each of these Command areas is led by a Deputy Chief, with the exception of Administrative Command, which is led by a civilian Chief Administrative Officer.

Chief of Police:

In addition to the five Command areas, the Ethics & Integrity Officer, Legal Counsel, the Executive Officer, and the Disciplinary Hearings Officer report directly to the Chief of Police.

Human Resources Command:

The Deputy Chief in charge of Human Resources Command oversees two areas. Human Resources Management is comprised of Labour Relations, Compensation & Benefits, Enterprise Resource Management Systems, and Occupational Health & Safety. The Staff Planning & Community Mobilisation area is comprised of the Employment Unit, the Training Unit, Staff Planning, the Community Mobilisation Unit, and Human Rights & Employment Equity.

* Approved by the Toronto Police Services Board in October 2005.

Administrative Command:

The Chief Administrative Officer in charge of Administrative Command oversees two areas. The Finance & Administration area is comprised of Budgeting & Control, Facilities Management, Financial Management, Fleet & Materials Management, and Purchasing Support Services. The Information Technology Services area is comprised of Police Liaison Services, Customer Service, Radio & Electronics Services, Communications & Systems Operations Services, Information Systems Services, Enterprise Architecture, the Project Management Office, and IT Governance Management.

Executive Command:

The Deputy Chief in charge of Executive Command oversees two areas. The Corporate Services area is comprised of Corporate Planning, Property & Evidence Management, Video Services, Public Information, Audit & Quality Assurance, and Records Management Services. The Professional Standards area is comprised of the Investigative Unit and the Risk Management Unit.

Divisional Policing Command:

The Deputy Chief in charge of Divisional Policing Command is responsible for all uniform (including emergency, community, and traffic response) and investigative functions delivered by the 17 divisional police stations across Toronto. These 17 divisions are divided into Central Field (11, 12, 13, 14, 51, 52, 53, 54, and 55 Divisions) and Area Field (22, 23, 31, 32, 33, 41, 42, and 43 Divisions).

Specialised Operations Command:

The Deputy Chief in charge of Specialised Operations Command oversees two areas. The Operational Services area is comprised of Mounted & Police Dog Services, the Marine Unit, the Emergency Task Force, Traffic Services, Communications Services, Public Safety & Emergency Management, Court Services, and Parking Enforcement. The Detective Services area is comprised of the centralised investigative units (the Homicide Squad, the Sex Crimes Unit, the Hold-Up Squad, the Fraud Squad, Intelligence Services, Organised Crime Enforcement, and the Drug Squad), as well as Forensic Identification Services and the Provincial Repeat Offender Parole Enforcement (ROPE) Squad.

Environmental Scan

The Toronto Police Service is responsible for delivering policing services to a dynamic and very diverse community. To effectively identify the demands and challenges of our community, the Service performs a comprehensive environmental scan every three years, and produces an update of the main statistical chapters in other years. The process includes extensive public and internal consultation, research, and statistical analysis. Highlights of the identified trends, challenges, and demands for service delivery from the Service's 2005 Environmental Scan are presented below.

i. Demographics:

- According to census data, the population of Toronto increased 4.0% between 1996 and 2001, from 2,385,421 to 2,481,494.
- The proportion of the City's population 65 years and older is projected to increase to 16.5% in 2031, while the proportion of the population under 25 years of age is projected to remain around 30%.
- According to 2001 census data, more than half of the youngest age groups (0-4, 5-14, 15-19 years) were male, while more than half of the older age groups (20-24, 25-44, 45-54, 55-64, 65+ years) were female.
- In 2001, 44% of the Toronto census metropolitan area's population was foreign-born – a higher proportion than other cities around the world known for their diversity (e.g. Miami, Vancouver, Sydney, Los Angeles, New York, Montréal).
- The primary sources for immigrants to Toronto shifted in recent years, with the largest proportions of immigrants between 1996 and 2001 from the Asian continent (including the Middle East) and Eastern Europe.
- In 2001, visible minorities represented 42.8% of Toronto's population, up from 37.3% in 1996. In both years, Chinese, South Asians, and Blacks were the largest visible minority groups.
- Mirroring the growing diversity of Toronto's population was a growing diversity in the religious make up of the City, a result of the changing sources of immigration. In 2001, the largest affiliation was Roman Catholic (30.8%), followed by those with no religious affiliation (18.4%) and Muslim (6.7%).
- In the 1996 census, the largest proportion of Toronto households (15.3%) had a household income of \$10,000 - \$19,999. Reflecting an increase in average and median household incomes, in the 2001 census, the largest proportion of Toronto households (18.1%) had a household income of \$100,000 or more.

ii. Crime Trends:

- In 2004, 195,121 non-traffic Criminal Code offences occurred in Toronto, a 3.0% decrease from 2003.
- While total crime showed a large decrease over the past ten years (22.6%), the decrease was driven mainly by a decrease in property crimes (35.5%). The decrease in number of violent crimes was a much smaller 4.5%.
- Between 2003 and 2004, decreases were noted for both violent crime (4.2%) and property crime (4.3%).
- In 2004, an average of 73.1 non-traffic Criminal Code offences occurred for every 1,000 population, of which 12.4 were violent crimes and 42.9 were property crimes. The overall crime rate was a 4.0% decrease from 2003 and a large 29.4% decrease from 1995.
- Robberies decreased 2.1% in 2004 over 2003, and decreased 7.5% over the past ten years.
- Non-sexual assaults decreased 5.9% in 2004, and decreased 4.6% over the past ten years.
- Sexual assaults increased 8.3% in 2004 over 2003, and increased 0.8% over the past ten years.
- The proportion of cases involving the use of weapons decreased for robbery and non-sexual assaults over the past ten years, from 44.3% and 29.8% in 1995, to 23.9% and 12%, respectively, in 2004. About 15% of sexual assaults involved the use of weapons in 2004, an increase from previous years.
- While the proportion of robberies involving the use of firearms decreased, the number of gun-related calls received by the police increased considerably in recent years.

- Despite a decrease in number of drug offences and arrests, which are statistics mainly driven by police enforcement policies and practices, there is evidence that the number of marijuana grow-operations increased considerably, most of which are believed related to organised crime.
- Other new developments in criminal activities include the use of technology in committing crimes, such as identity theft, and the use of the stolen information for furthering other crimes, such as fraud.
- The number of persons arrested and charged for Criminal Code offences in 2004 decreased 1.5% from 2003, but increased 4.1% from 2000. Over the past five years, the number of persons arrested/charged decreased for violent crime, but increased for property crime. Males in the younger age groups continued to have the highest arrest rates.
- Relative to 18 other Canadian cities of 'comparable' population size, in 2003, the crime rate in Toronto ranked below middle (twelfth) in overall crimes, and ranked sixth and fourteenth in violent crimes and property crimes, respectively.

iii. Youth Crime:

- In Toronto in 2004, 7,523 young persons (12-17 years) were arrested for all types of Criminal Code offences, down 13.8% from 2003 and 6.1% from 2000.
- The decrease in the total number of youths arrested/charged for total Criminal Code offences over the past five years included an 18.6% decrease in violent crimes; youths charged for property offences showed a small increase over the same period.
- Using rates allows for an analysis that is not affected by any changes in the size of the youth population. In Toronto in 2004, for every 1,000 young persons, an average of 49.3 were arrested for a Criminal Code offence, including 13.0 arrested for a violent crime and 20.2 for a property crime. The overall charge rate for youths was almost double that for adults. Decreases in the charge rate for youths were noted for all major Criminal Code offence categories between 2003 and 2004, and between 2000 and 2004.
- Male youths had an arrest rate about 3 times that of female youths.
- While the number of female youths arrested for violent offences decreased 22.1%, the number of female youths arrested for property crimes increased 20.8%.
- The total number of crimes occurring on school premises increased 0.4% in 2004. Over the past five years, however, crimes occurring on school premises decreased by 14.4%. Thefts and non-sexual assaults were generally the most frequently reported crimes.
- In 2004, a total of 665 youths were arrested for drug-related offences, a 43.9% increase from the 462 arrests in 2003, but a 19.7% decrease from 828 arrests in 2000.

iv. Victimization:

- According to the 1999 national General Social Survey (GSS), 25% of Canadians 15 years of age and older living in the 10 provinces said they were the victims of at least one crime in the previous year.
- Toronto Police Service data indicate that the number of victims of selected violent crimes decreased 4.2% in 2004 from 2003, and decreased 4.6% from 1995.¹ Controlling for changes in population, it was found that overall victimisation by these violent crimes decreased 12.9%, from 14.0 victims per 1,000 population in 1995 to 12.2 per 1,000 in 2004. Between 2003 and 2004, the rate of victimisation decreased 5.4%.
- In each of the ten years between 1995 and 2004, the rate of victimisation for women was lower than the rate for men. The rate of victimisation for women decreased from 13.4 per 1,000 women in 1995 to 11.0 in 2004. The rate of victimisation for men decreased from 15.4 per 1,000 men in 1995 to 13.4 in 2004.
- As in previous years, in 2004, men were more likely to be victims of assault and robbery while women were at a higher risk to be victims of sexual assault. For both men and women in all years analysed, victims of assault accounted for the greatest proportion of victims of the selected crimes of violence, followed by victims of robbery, sexual assault, and homicide.

¹ This section focuses on victimisation related to selected crimes of violence only – homicide, sexual assault (including sexual offences), assault, and robbery.

- In 2004, taking into account the difference in the size of the population at each age, 18-24 year olds were found most likely to be victimised (25.7 per 1,000), followed closely by 12-17 year olds (24.6 per 1,000).
- Those under 12 years of age and those 65 years of age and older consistently had the lowest victimisation rates. For all age groups, victimisation rates were lower in 2004 than in 1995.
- Children and youth witnessing family violence and its link to negative emotional and behavioural functioning has gathered increased attention. The 1999 GSS found that children heard or witnessed a parent's assault of their partner in 37% of all households where domestic violence took place.
- The number of calls for domestic events attended by officers in 2004 decreased 7.8% from 2003, and 23.0% from 1996. The number of domestic assaults attended in 2004 also decreased, 15.6% from 2003 and 41.6% from 1996.
- Reported hate crimes increased 9.4% in 2004 over 2003, but decreased 46% from 1995.

v. Traffic:

- In 2003, Toronto had 1,160,775 motor vehicles registered, compared to 943,000 total households – an average of 1.23 vehicles per household in the City.
- Unless the patterns of where people live and how they travel change, Toronto will need 19 more lanes of expressways by the year 2021. According to the 2001 Census, in the Greater Toronto Area, 72% of people drive to work everyday, 23% take public transit, and 5% walk or bike.
- In 2004, there were 56,375 reportable collisions, a 15.5% decrease from 2003 and a 14.1% increase from 1995.
- In 2004, there were a total of 19,321 property damage collision events attended, down 13.4% from 2003. There were 13,256 personal injury collision events attended in 2004, down 4.9% from 2003.
- In 2004, 66 people were killed in traffic collisions, a 10.8% decrease from the 74 killed in 2003 and a 22.4% decrease from the 85 killed in 1995. As in previous years, pedestrians 65 years of age and older made up the largest portion of pedestrians killed in traffic collisions.
- The number of *Highway Traffic Act* charges laid continued to show a general upward trend in 2004, with an increase of 5.7% over 2003 and a large increase of 86.3% over 1995.
- In 2004, the Centre for Addiction and Mental Health in Toronto conducted a study focusing on the relationship between the type of vehicle driven and involvement in road rage. Drivers of high-performance vehicles had higher rates of shouting, cursing, and rude gestures. Commission of serious road rage incidents (threats, violence, or damage) was highest among SUV drivers.
- A US study reported a link between cell phone use and slow reaction time when driving. When young drivers (18-25 years) were talking on hands-free phones, they had reaction times similar to 70 year olds.

vi. Calls for Service:

- Despite a small decrease (2.8%) between 2003 and 2004, a general trend of increase in calls for service was noted over recent years. A total of 1.9 million calls were received in 2004, 4.4% more than in 2000, but a 2.4% less than in 1995.
- In 2004, more than half of all calls (52.6%) were received through the emergency line, with the rest received via the non-emergency line. This compared to 42.2% of all calls received via the emergency line in 1995.
- Over the past ten years, the number of calls received through the emergency line increased 21.7%, while the number received through the non-emergency line decreased 20.0%.
- While less than half (45.7%) of all calls received in 2004 were dispatched for police response, this was an increase over 1995 (36.7%).
- The number of calls dispatched in 2004 decreased 6.2% from 2003, but increased 21.5% from 1995.
- Response times for both emergency and non-emergency calls increased in recent years.
- The average time required to service a call doubled between 1996 and 2004, from 73.5 minutes to 147.7 minutes.

vii. Urban Trends:

- The City of Toronto's Official Plan is designed to guide growth over the next 30 years. The Plan has identified that 75% of the City's geographic area will mature and evolve, experiencing limited physical change; the remaining 25% will grow and change.
- According to Toronto Urban Development Services, the largest number of development projects in 2003 occurred within the South Planning District of Toronto, with 40.6% or 131 projects. This District also had the largest number of developments of 6 or more residential units.
- In 2005, Toronto City Council approved a redevelopment of Regent Park that includes plans for 1,500 rent-geared-to-income homes, 500-700 apartments, and 2,800 condominiums.
- Ridership on Toronto Transit Commission (TTC) vehicles (surface and subway) increased 3.1% between 2003 and 2004, and 7.7% from 1995. The TTC remains an extremely safe system: in 2004, the crime rate was 0.63 per 100,000, a 1.6% decrease from 2003 and a 22.2% decrease from 1995.
- In Ontario as of January 2005, there were 113 licensed Security agencies, 247 licensed Private Investigation agencies, and 134 agencies classified as dual agencies providing both functions.

viii. Technology & Policing:

- According to Statistics Canada, about 57% of households had someone who accessed on-line banking services, an increase from 44% in 2001.
- A pilot project run by the Service's Child Exploitation Section, relating to the investigation of child pornography cases resulted in a number of victims identified and arrests made.
- The Child Exploitation Tracking System, a database designed to cross-reference large amounts of evidence in computers seized from suspects, was launched across Canada and the US in April 2004.
- Between 2001 and 2004, the Service's Child Exploitation Section opened 1,416 cases, arrested 103 persons, and laid 421 charges.
- An increasing number of identity thefts directed at consumers are being perpetrated on-line using phishing and pharming techniques.
- Fake Canadian driving licences are being produced and sold on the Internet. The fake licences and other faked personal identification are convincingly equipped with holograms and magnetic strips.

ix. Police Resources:

- In 2004, the Toronto Police Service had 7,130 members, up 0.5% from 2003 and 3.8% from 1995.
- Between 2003 and 2004, uniform strength remained constant while civilian strength increased 1.8%.² Both uniform and civilian strength were higher in 2004 than in 1995.
- Over the past decade, the number of police officers per 100,000 population in Toronto decreased from 211.3 officers in 1995 to 201.3 officers in 2004.
- In 2004, there were 237 separations – a 60.1% increase from the separations in 2003 and a 10.2% increase from 1995.
- Median age of uniform officers in December 2004 was 40.1 years, up slightly from 39.8 years in 2003.
- The proportion of officers over the age of 50 almost tripled from 6.6% in 1995 to 19.7% in 2004. A continued decrease in the proportion of officers under the age of 30 largely reflected the average age of new recruits, which increased from 25.3 years in 1995 to 29.0 years in 2004.
- In 2004, 37.3% of uniform members had 20 or more years of service, while 23.9% had 0 to 4 years of service. Average uniform length of service was 16.2 years.
- The average age of Primary Response constables was 34.6 years compared to 38.7 years for all constables. In 2004, the average length of service for Primary Response constables was 8.1 years compared to 13.5 years for all constables.

² Uniform strength includes all police officers and 111 cadets-in training. Civilian strength includes all permanent, full-time civilian members with the exception of cadets-in-training and parking enforcement personnel.

- In 2004, the number of uniform officers (including supervisors) assigned to front-line uniform duties in Divisional Policing Command and specific Operational Services units increased 2.2% from 2003 and 2.8% from 1995.
- While Service representation of aboriginal, visible minority, and female officers remained below community representation, the proportion consistently increased each year over the past decade.
- In 2004, uniform strength was comprised of 1.4% visible minority or Aboriginal women, 12.3% visible minority or Aboriginal men, 14.0% non-minority women, and 72.3% non-minority men.
- Of the 2,511 recruits hired over the past ten years, almost two in ten were aboriginal or visible minority men and women, and two in ten were women.

x. Public Perceptions:

- According to the Service's 2004 community survey, similar to 2003, 92% of residents felt their neighbourhoods were safe. More residents in 2004 (87%) than in 2003 (85%) felt Toronto in general was safe.
- In 2004, most high school students (84%) and school administrators (95%) surveyed said they felt safe in and around the school at any time of the day. These findings were similar to those seen in previous years.
- Fewer high school students said that, generally, their school and school grounds were not violent (59% in 2004, down from 64% in 2003). In all years, school administrators were more likely than students to say their school and grounds were not violent (83% in 2004 and 2003).
- The 2004 community survey found that 88% said they were satisfied with the delivery of police service to their neighbourhood. Fewer residents were satisfied with the Service overall in 2004 (85%) than in the previous year (95%).
- In 2004, an increased proportion of Toronto residents felt that relations were excellent or good between police and members of minority communities (39% in 2004, up from 36% in 2003).
- An increased proportion of residents also thought police did a good job of providing services to ethnic/racial groups in their neighbourhoods (34% in 2004, up from 30% in 2003).
- In contrast, however, more respondents in 2004 (31%) than in 2003 (28%) said they believed Toronto police targeted members of minority/ethnic groups for enforcement.
- More than 9 in 10 respondents in the past three years said they agreed with the statement: I believe that Toronto police officers carry out their jobs to the best of their abilities.
- The 2004 community survey found that for those who'd had contact with police during the previous year, there was a decrease in satisfaction with police during that contact.
- More high school students in 2004 (36%) than in 2003 (31%) said they felt the relationship between students and police was excellent or good.
- The 862 public complaints against the police in 2004 was a 17.2% increase over 2003.
- Of the community survey respondents in 2004 who said they'd had experience with the police complaints process, 5 in 10 were satisfied with the process whereas 4 in 10 were satisfied with the outcome.

xi. Legislative Impacts:

- The *Sex Offender Information Registration Act* came into force in December 2004. It provides police with access to vital information on sex offenders for investigative purposes.
- *An Act to amend the Criminal Code (protection of children and other vulnerable persons) and the Canada Evidence Act* proposes amendments intended to help safeguard children and other vulnerable persons from sexual exploitation, abuse, and neglect. It also proposes to better protect victims and witnesses in criminal justice proceedings.
- *An Act to amend the Criminal Code (impaired driving) and to make consequential amendments to other Acts* clarifies the reference to impairment by alcohol or a drug to specifically include impairment by a combination of alcohol and a drug. It provides police with the authority to demand physical sobriety tests and bodily fluids for investigation.

- *An Act to amend the Criminal Code, the DNA Identification Act and the National Defence Act* broadens the provision in the Criminal Code related to taking bodily substances from designated offenders for inclusion in the national DNA data bank.
- *An Act to amend the Criminal Code (capital markets fraud and evidence-gathering)* came into force in September 2004, creating two new mechanisms to require non-target persons to produce documents, data, or information.
- *An Act to amend the Contraventions Act and the Controlled Drugs and Substances Act and to make consequential amendments to other Acts* sets out new maximum penalties for certain offences in relation to cannabis.
- The *Mandatory Gunshot Wounds Reporting Act, 2005*, which came into force in September 2005, requires that every facility that treats a person for a gunshot wound disclose to the local municipal or regional police force, or the Ontario Provincial Police, the fact that a person is being treated for a gunshot wound, the person's name (if known), and the name and location of the facility.

Summary and Implications for Policing

The above information provides a brief picture of the current and changing environment within which the Police Service operates, and signals many opportunities and challenges with implications for both the Service and the delivery of services. In particular, the following implications are noted:

- The diverse population of the City presents both opportunities and challenges for the Toronto Police Service. The Service must take advantage of opportunities relating, for example, to the potential for recruitment, volunteers, and community partnerships. It must also be prepared to meet challenges such as the need to ensure that officers are aware of different cultures and sensitivities, and language barriers that could hinder crime prevention, information dissemination, and ability to access services. The Service must ensure that information about policing services and crime prevention is available and accessible in as many different languages as possible.
- Despite a large overall decrease in crime over the past ten years, violent crime decreased to a lesser extent. In fact, specific violent crimes, such as sexual assault, increased over the past five years. Appropriate police initiatives should be maintained and new initiatives developed to address the issues presented by violent crime.
- To maintain and enhance community-oriented policing efforts, support should be given to the infrastructure for local problem solving, crime prevention, and community partnerships.
- Policing programs to address the issue of high arrest rates among young persons should continue. While it is understood that juvenile delinquency in general and youth crime in specific have a complicated network of root causes embedded in the family and other social institutions, it is also clear that no one agency alone can effectively deal with the problem. The need for a multi-disciplinary approach requires the police, schools, other government departments, and community agencies to work in partnership, each delivering service in their area of specialisation that matches the needs of specific young offenders at different stages of delinquency. It is essential that the infrastructure for such partnerships be maintained and enhanced.
- The Toronto Police Service must continue to encourage victims of violence to come forward, particularly in relation to youth violence and gang-related violence. Barriers such as language difficulties, cultural and community differences, etc. must be identified and removed, and victims must be provided with education on identifying abuse, as well as appropriate services and support. The Service must continue to encourage and expand anonymous, low-risk reporting mechanisms across the city.

- As children and youth represent vulnerable groups in society, it is important to understand the far-reaching consequences of child abuse, and to work with community agencies and others to prevent abuse and to provide early intervention.
- Domestic violence and violence towards women may victimise both the person being abused and children who may witness the violence. The Service must continue to recognise the importance of prevention, education, and early intervention programs to address domestic violence.
- The Service must continue to target education and traffic safety awareness campaigns at the most vulnerable members of our community, especially senior pedestrians who continue to constitute the majority of victims in fatal collisions.
- The Service must increase efforts to develop or be involved in initiatives directed towards enhancing relations between the public, particularly ethnic and minority communities, and the police.
- To continue to improve satisfaction levels for those who have contact with police, the Service must continue efforts to ensure professional, integrity, and high quality service by members in any and all dealings with the public.

It should be noted that not all of the changes and challenges identified by the Environmental Scan and public consultations can be given equal attention. Together, and with input from the community, the Police Services Board and the Service's Chief and Command Team have worked to determine which challenges will receive additional attention over the next few years.

Service Priorities

Every three years, the Toronto Police Services Board and the Toronto Police Service determine where we will focus our resources and activities. This is done within our key 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. Our Priorities do not, by any means, represent all that we will work on in the next three years. **Our Priorities represent those areas within our mandated responsibilities to which we will give extra emphasis.**

The Priorities result from extensive consultation, with both members of the community and members of the Service, as well as from an analysis of ongoing trends and anticipated challenges to the delivery of police services in the coming years. This analysis is outlined in the Service's Environmental Scan document, which we have summarised in the previous section. Based on the information gathered, we have identified six Priorities for the next three years. These are Community Partnerships, Safety of Vulnerable Groups, Community Safety & Security, Traffic Safety, Service Delivery, and Human Resources.

Within each area of priority, there are specific goals we wish to achieve. Partnerships will play a vital role in accomplishing these specific goals. Partnerships are essential, since many issues and problems cannot be addressed solely by the Police Service – we are all responsible for ensuring that Toronto remains a good and safe place to live, work, and visit.

The Priorities, therefore, 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 race, sex, place of origin, sexual orientation, age, disability, or socio-economic status.

Our Priorities are founded on a commitment to accountability and transparency and to our City's diverse communities through both the provision of equitable, non-biased policing services and by building a Service that is representative of those we serve. Accountability and non-biased policing services are central to all that we strive to achieve now and in coming years.



PRIORITY – COMMUNITY POLICING PARTNERSHIPS

Effective, accountable policing is the result of a partnership between the police and the community. Community issues cannot be dealt with solely by police, and community members often have a better understanding of the problems and concerns in their neighbourhoods. The Service is committed to transforming the organisation through a strategy of community mobilisation, that is, actively engaging the community and social agencies in developing and implementing sustainable solutions to local problems. Effective police-community partnerships, oriented to the needs of the community, should not only reduce crime, but also decrease fear of crime and enhance the quality of life in the community.

Goals:

Develop partnerships with youth, community, and/or government/public agencies/services/organisations to address problems in neighbourhoods with high levels of violent crime.

Performance Objectives/Indicators:

- ◆ number and identification of partnerships created
- ◆ resources identified
- ◆ types of achievements/outcome of use of resources
- ◆ decrease in violent crime in the zones containing the identified neighbourhoods

Create partnerships with youth, community, and/or government/public services/agencies/organisations to assist in the development and implementation of initiatives to decrease involvement of youth in criminal activities, especially violent crime.

Performance Objectives/Indicators:

- ◆ increase in number and type of partnerships
- ◆ number and type of programs developed
- ◆ number and type of programs implemented
- ◆ number of youth involved in each program
- ◆ decrease in number of youth arrested for violent crime (by geographic area)
- ◆ increase in number of youth cleared otherwise (diversion)
- ◆ decrease in victimisation of youth by violent crime
- ◆ role played by police in partnerships
- ◆ contribution of each partnership to the Service

Increase community awareness of and opportunities to provide input on neighbourhood policing issues/concerns and/or to participate in neighbourhood problem-solving.

Performance Objectives/Indicators:

- ◆ increase in number and type of awareness initiatives
- ◆ increase in number of mechanisms for receiving community input on neighbourhood issues/concerns
- ◆ increase in number of people providing input on neighbourhood issues/concerns
- ◆ increase in number of people involved in solving neighbourhood problems
- ◆ increase in number of neighbourhood problems addressed
- ◆ increase in community perception of opportunities to provide input on neighbourhood policing issues and to participate in problem-solving

Develop partnerships with community and/or government agencies/services to address concerns related to the comfort or protection of witnesses, especially youth, in providing police with information on violent crime.

Performance Objectives/Indicators:

- ◆ number and identification of partnerships created
- ◆ achievements/outcomes of partnerships
- ◆ decrease in violent crime in the zones containing the identified neighbourhoods
- ◆ increase in proportion of students comfortable talking to police about problems

Improve partnerships with the community media, the mainstream media, and the ethnic media to increase the amount of crime prevention information available to Toronto's neighbourhoods and diverse communities.

Performance Objectives/Indicators:

- ◆ increase in number of media exposures (Service members writing articles or being interviewed on radio/ television) relating to crime prevention in community media
- ◆ increase in number of media exposures (Service members writing articles or being interviewed on radio/television) relating to crime prevention in mainstream media
- ◆ increase in number of media exposures (Service members writing articles or being interviewed on radio/television) relating to crime prevention in ethnic media
- ◆ increase in community media perception of a positive relationship with police
- ◆ increase in mainstream media perception of a positive relationship with police
- ◆ increase in ethnic media perception of a positive relationship with police

PRIORITY – SAFETY OF VULNERABLE GROUPS

The Service will continue to address the dangers to and concerns of those most vulnerable to victimisation in our society, particularly women and children. While addressing the needs of women and children who are victimised is a multi-faceted task that the police must carry out together with community partners, improving the police response in particular should provide these victims with reassurance that the Service is committed to their safety, and assist them in accessing the help they require to prevent further victimisation.

Goals:

Increase enforcement activities and education initiatives to encourage reporting of child abuse, child pornography, and the sexual exploitation of children.

Performance Objectives/Indicators:

- ◆ increase in number of reported child abuse offences
- ◆ increase in number of persons charged with child abuse
- ◆ increase in number of reported sexual exploitation offences
- ◆ increase in number of persons charged with sexual exploitation of children
- ◆ increase in number of reported child pornography offences
- ◆ increase in number of persons charged with child pornography
- ◆ increase in general community perception of police effectiveness in investigating child abuse/exploitation
- ◆ increase in perception of child agency/service workers of police effectiveness in investigating child abuse

Improve response to victims of domestic violence.

Performance Objectives/Indicators:

- ◆ decrease in average response time for domestic calls
- ◆ decrease in average response time for domestic assault calls
- ◆ increase in victim satisfaction with response to call
- ◆ increase in victim satisfaction with police helpfulness
- ◆ increase in victim satisfaction with police professionalism
- ◆ increase in victim satisfaction with police handling of incident
- ◆ increase in number of domestic-related calls to the Victim Services Program
- ◆ increase in number of domestic occurrences reported to police
- ◆ increase in perception of agency/service workers of police effectiveness in investigating domestic violence
- ◆ increase in use of Multilingual Interpreter Services (MCIS) for victims with language barriers
- ◆ decrease in average pending time for court orders to be placed on CPIC system

Increase referrals for support and assistance for child witnesses of domestic violence.

Performance Objectives/Indicators:

- ◆ increase in number of families referred to the CAS or CCAS for domestic violence
- ◆ increase in number of calls to Victim Services for domestic violence situations involving children
- ◆ increase in number of relationship violence awareness presentations to schools
- ◆ increase in number of schools choosing relationship violence as a platform for their ESP(Empowered Student Partnership) program
- ◆ increase in number of reported domestic violence incidents by youth

Improve response to adult victims of sexual assault.

Performance Objectives/Indicators:

- ◆ decrease in average response time for sexual assault calls
- ◆ increase in number of sexual assault-related calls to the Victim Services Program
- ◆ increase in ViCLAS compliance for sexual assaults
- ◆ increase in proportion of women in the community who feel safe in their neighbourhood
- ◆ increase in perception of agency/service workers of police effectiveness in investigating sexual assault

Focusing on violent crime, decrease and prevent victimisation of children and youth, particularly within schools and surrounding communities.

Performance Objectives/Indicators:

- ◆ decrease in rate of victimisation of youths by violent crime (by geographic area)
- ◆ increase in student perception of safety in and around school
- ◆ decrease in proportion of students concerned about feeling safe/secure at school
- ◆ decrease in student perception of level of violence at school
- ◆ increase in general community perception of police effectiveness in dealing with victimisation of youth

PRIORITY – COMMUNITY SAFETY & SECURITY

Members of the community should be able to move about and conduct their personal and business lives without fear of intimidation, harassment, or attack. Even a small number of crimes, especially violent crimes, can negatively affect perception of safety and quality of life. Effective police response and a relationship with the community that encourages input, co-operation, and participation are vital to the prevention and investigation of these crimes.

Goals:

Increase prevention and enforcement efforts to address violent crime, specifically homicides and firearms-related offences.

Performance Objectives/Indicators:

- ◆ decrease in rate of violent crime (by geographic area)
- ◆ increase in clearance rate for violent crime (by charges laid)
- ◆ decrease in number of homicides (by geographic area)
- ◆ increase in clearance rate for homicides (by charges laid)
- ◆ decrease in number of firearms-related offences
- ◆ increase in firearms seized
- ◆ decrease in number of 'person with a gun' calls
- ◆ decrease in number of 'shooting' calls
- ◆ increase in perception of police effectiveness in dealing with gun crimes
- ◆ increase in perception of police effectiveness in dealing with gangs

Increase enforcement activities and education initiatives to encourage reporting of hate crime offences.

Performance Objectives/Indicators:

- ◆ increase in number of reported hate crime offences
- ◆ increase in outreach to community services or agencies dealing with hate crime or with groups at-risk for victimisation by hate crime
- ◆ increase in general community perception of police effectiveness in investigating hate crime

PRIORITY – TRAFFIC SAFETY

The traffic on Toronto's roadways affects almost everyone within the City. The safe and efficient flow of traffic, and the safety of our drivers, passengers, cyclists, and pedestrians, are, therefore, of significant concern to the Toronto Police Service. Building partnerships and mobilising local communities to respond to local traffic problems will assist in sustaining successful efforts and improve neighbourhood roadway safety. On a wider scale, by focusing efforts on increased enforcement of traffic offences and safety education for those most at risk, the Service also seeks to improve conditions on City roadways for everyone.

Goals:

Improve response to neighbourhood traffic concerns.

Performance Objectives/Indicators:

- ◆ decrease in concern related to red light or stop sign running in neighbourhoods
- ◆ decrease in concern related to speeding in neighbourhoods
- ◆ decrease in concern related to aggressive driving in neighbourhoods

- ◆ decrease in concern related to parking in neighbourhoods
- ◆ decrease in concern related to traffic congestion in neighbourhoods

Increase focus on pedestrian safety, especially seniors.

Performance Objectives/Indicators:

- ◆ decrease in number of pedestrian traffic-related injuries
- ◆ decrease in number of senior pedestrian traffic-related injuries
- ◆ decrease in number of pedestrian traffic-related fatalities
- ◆ decrease in number of senior pedestrian traffic-related fatalities
- ◆ increase in pedestrian perception of safety

Increase enforcement related to aggressive driving and speeding offences.

Performance Objectives/Indicators:

- ◆ increase in number of relevant charges (follow too close, unsafe lane change, fail to signal lane change, careless driving, red light-fail to stop, speeding)
- ◆ decrease in number of traffic collisions
- ◆ decrease in number of traffic-related fatalities
- ◆ decrease in number of traffic-related injuries
- ◆ increase in perception of police effectiveness in dealing with traffic collisions
- ◆ increase in perception of police effectiveness in enforcing traffic laws
- ◆ increase in perception of police effectiveness in dealing with aggressive drivers
- ◆ increase in perception of police effectiveness in dealing with speeding
- ◆ decreased in number of trial applications for traffic offences

Increase focus on cyclist safety and enforcement of cycling offences.

Performance Objectives/Indicators:

- ◆ decrease in number of traffic collisions involving cyclists
- ◆ increase in number of initiatives on cycling safety, targeting cyclists
- ◆ increase in number of initiatives on cycling safety, targeting drivers
- ◆ increase in number of enforcement initiatives targeting cyclists
- ◆ increase in number of bicycle-specific charges laid
- ◆ increase in perception of police effectiveness in dealing with aggressive cycling
- ◆ increase in cyclist perception of safety

PRIORITY – DELIVERY OF SERVICE

The manner in which police provide service to the community can be a major determinant of the success of a Police Service. The Toronto Police Service recognises and values the diversity of the City, and does not tolerate any discrimination in the delivery of service. With the aim of fostering a mutually respectful and beneficial relationship, we are committed to providing service that is accountable, professional, non-biased, and oriented to community needs. And, in delivering service, it is often important that police be a visible part of the community. Visibility can be an effective form of crime prevention, can offer the opportunity for police and public to build relationships, and can generally make communities feel safer.

Goals:

Ensure officers conduct daily duties and interactions with the public in a professional, non-biased, and ethical manner, with a focus on 'customer service'.

Performance Objectives/Indicators:

- ◆ increase in general community satisfaction with police
- ◆ increase in satisfaction of those who had contact with police
- ◆ increase in public perception of professionalism, courtesy, and conduct during contact with police
- ◆ decrease in number of public complaints related to officer conduct
- ◆ increase in satisfaction with the complaints process for those who have made a complaint regarding officer conduct
- ◆ decrease in proportion of general community who believe that Toronto police officers target members of minority or ethnic groups for enforcement

Increase the visible presence of the Police Service in the community, focusing on uniformed officers and volunteers (including the Auxiliary).

Performance Objectives/Indicators:

- ◆ increase in perception that officers do a good job of being visible in neighbourhoods
- ◆ increase in satisfaction with number of police patrolling neighbourhood on foot or bicycle
- ◆ increase in proportion of divisional officer time spent on foot patrol and community response
- ◆ decrease in proportion of community concerned with neighbourhood disorder issues (vandalism, graffiti, homeless, litter, being harassed on the street)
- ◆ increase in perceived neighbourhood safety
- ◆ increase in perception of a good to excellent relationship between police and people in neighbourhood
- ◆ increase in number of divisional projects involving Auxiliary

Enhance efforts to improve understanding of police role/responsibilities and services provided, as well as citizen rights and responsibilities, through increased information/education initiatives for areas such as domestic violence, general information to recent immigrants, traffic/driving, immigration status, etc., focusing on Toronto's ethnic and visible minority communities.

Performance Objectives/Indicators:

- ◆ increase in number and type of initiatives
- ◆ communities receiving information
- ◆ increase in number of visits to TPS website
- ◆ increase in number of languages in which such information is available

PRIORITY – HUMAN RESOURCES

Members, both uniform and civilian, are central to our organisation. Although the Toronto Police Service generally enjoys the good opinion of the communities we serve, we must always strive to preserve and improve this positive regard and our relationships with our communities. The Service must ensure that members have the skills and abilities they need to provide effective, professional,

non-biased services to address the needs of our diverse communities. We must also ensure that we continue to strive to be representative of the communities we serve.

Goals:

Ensure all Service members conduct daily duties and interactions with other Service members in a professional, non-biased, and respectful manner.

Performance Objectives/Indicators:

- ◆ increase in Service member satisfaction with work environment
- ◆ decrease in Service member perception of internal discrimination
- ◆ decrease in number of internal complaints related to harassment and discrimination

Increase recruitment, hiring, promotion, and retention of those from identified groups (women, visible minority, aboriginal, disability, sexual orientation, speak more than one language).

Performance Objectives/Indicators:

- ◆ increase in number of uniform and civilian applicants from each identified group
- ◆ increase in proportion of new uniform and civilian hires from each identified group
- ◆ increase in proportion of uniform members promoted from each identified group
- ◆ decrease in number of uniform and civilian members from each identified group who leave the Service
- ◆ increase in total proportion of uniform and civilian members from each identified group

Ensure the organisation supports the role of front-line divisional officers as community leaders by providing increased training in problem identification, problem-solving, identifying community resources, building community partnerships, and community mobilisation, and by revising front-line officer performance evaluation to reflect activities in these areas.

Performance Objectives/Indicators:

- ◆ training curriculum/activities revised to reflect increased training in identified areas
- ◆ increase in proportion of front-line divisional officers receiving training
- ◆ performance evaluation for front-line officers revised to reflect the identified community-oriented activities
- ◆ decrease in proportion of community concerned with neighbourhood disorder issues (vandalism, graffiti, homeless, litter, being harassed on the street)
- ◆ increase in perceived neighbourhood safety

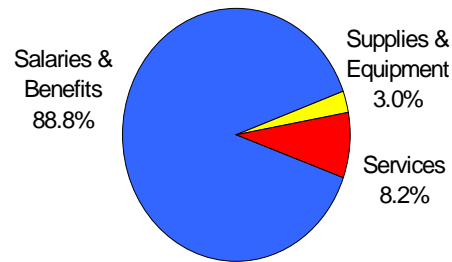
Revise the current one-time diversity training for Service members to reflect a continuous learning environment.

Performance Objectives/Indicators:

- ◆ diversity training course revised to reflect continuous learning
- ◆ process for continuous Service member learning developed and implemented
- ◆ proportion of Service members participating in learning each year
- ◆ decrease in number of public complaints related to officer conduct
- ◆ increase in community perception that officers are providing service in a manner that is sensitive to cultural contexts

Finances

The Toronto Police Service's approved gross operating budget for 2005 is \$747.9 million. As in previous years, over half of this funding will be spent in the Service's Divisional Policing Command for front-line policing across the City. In total, three-quarters of the Service budget is dedicated to policing operations, with the remaining budget allocated to support infrastructure. By far, the largest proportion of the Service's gross budget each year – about nine of every ten dollars – is allocated to salaries and benefits for the Service's members.



Each year's budget development process takes into consideration Service priorities for the coming year, the past year's experiences, and any known external influences. Financial pressures anticipated in 2006, and beyond, include:

The Human Resource Strategy: The Service's Human Resource Strategy is provided in an annual report prepared by Human Resources. The City Council approved target strength for year-end 2006 is 5,456 officers – an increase of 196 officers from the established target strength for year-end 2005. The increase includes 46 officers for 43 Division and recommendations contained in the Ferguson Report, and 150 officers for community policing under the Safer Communities–1,000 Officer Partnership program. The Service will request a further increase of 54 officers to the established target strength, to be hired late in 2006, bringing the target strength to 5,510. The Service also expects to recruit 200 officers to fill vacancies from retirements and resignations. Under the Safer Communities program, the Ministry of Community Safety & Correction Services has committed to cost sharing for up to 250 additional officers; the Service faces the challenge of funding its share for these additional officers. No pressure is foreseen for civilian staffing, unless the Command determines that an increase in civilian staffing is required.

Salary Increases and Contract Settlements: Late in 2005, a three-year tentative contract was presented to Toronto Police Association members. If ratified, the majority of Service members will receive a 3.75%, 3.2%, and 3.1% increase in 2005, 2006, and 2007, respectively. Contract increases in benefits and, in turn, employer contributions will create additional financial pressures in 2006 and beyond.

Annualised Costs from Previous Years: Each year, as new initiatives are introduced or, as mentioned above, new staff are hired, part-year costs are included in the budget. In future years, the full-year costs of these items must be added to the budget. The annualisation of staffing costs for maintenance and additional officer hiring in 2006 will have a significant impact in 2007, offset only in part by provincial cost sharing.

Operational Pressures: Over time, operational issues with significant financial impacts emerge and, in many instances, become a permanent challenge. In 2006, the Service will address a significant increase in resources required for court security during extraordinary trials. It is believed that such extraordinary circumstances may become more common in future years.

Service Reorganisation/Redeployment: During 2006, the Service will identify and manage any financial pressures arising from a 2005 Service-wide reorganisation and the redeployment of 200 officers to front-line positions.

The Toronto Police Service's approved Capital budget for 2006 is \$31.4M. The majority of capital expenditures are focused on state-of-good-repair projects, including for work on the replacement of 23 and 11 Divisions, and a new training facility. Other capital projects focus on technology and maintenance and equipment projects.

Human Resources Strategy

It is essential that we manage our human resources effectively and efficiently. Over 92% of the Police Service budget is dedicated to salaries and benefits, and the management of these resources affects how well we achieve the Service's Priorities.

The Service's HR Strategy sets out the expected number of uniform member separations, and the hiring required to deliver quality service and ensure public and officer safety. The Strategy covers a five year period and is updated annually to ensure that all projections take into account current issues.

The uniform deployed strength target of the Service is set annually, and levels of uniform hiring are planned to achieve and maintain the Service at that target, on average, for the year. The projected separations and hires for the years 2005 – 2008 are as follows:

	2005	2006	2007	2008
Retirements	175	120	120	120
Resignations*	65	80	80	80
Total	240	200	200	200
Hires	365	299	210	202

**resignations include deaths*

The Strategy also deals with civilian separations and hires, and staffing of the full-time civilian complement of the Service.

The following are the issues which are expected to have an impact on the HR Strategy during the years 2006–2008:

New positions added to the uniform establishment: In September 2005, Toronto City Council approved the addition of 150 positions to the uniform establishment to address urgent crime activity in the City and provide support for vulnerable neighbourhoods. The hiring for these additional positions should be completed by August 2006 and the officers fully deployed by January 2007. All 150 officers will be assigned to visible community policing duties.

The Province's Safer Communities Program: In August 2005, the Minister of Community Safety and Correctional Services introduced the application process for the Safer Communities–1000 Officers Partnership Program, and announced that it would continue in perpetuity. This program will provide financial assistance to communities for hiring new police officers, up to \$35,000 for each new hire. Across the Province, half of the officers will be assigned to community policing duties, and half to six key areas: youth crime, guns and gangs, organized crime (marijuana grow ops), dangerous offenders, domestic violence, and the protection of children from Internet luring and child pornography. The Toronto Police Services Board applied for 250 positions, which were approved by the Province on November 25, 2005.

The new 43 Division station: This new Division is scheduled to open in the first quarter of 2006 and will require the addition of 39 positions to the uniform establishment and 9 positions to the civilian establishment.

Resumption of the normal factors for an OMERS pension: Prior to 1999, the normal factors (age + length of service) for an unreduced Ontario Municipal Employees Retirement (OMERS) pension were 85-factor for uniform members and 90-factor for civilians. However, to address an 'excess surplus' in the plan, OMERS introduced a lower factor program in 1999, which, in effect, allowed members to retire at an earlier age on an unreduced pension. A large number of members took advantage of this

incentive until it concluded at the end of 2004. Although a significant number of currently active members remain eligible for an unreduced pension, which will foster a higher rate of retirements than during the pre-1999 years, the return to the normal factors is expected to moderate retirements in the future.

OMERS Governance: The Provincial Government has introduced a bill which would grant greater autonomy to OMERS. This would allow OMERS greater flexibility in determining its retirement benefits, which, in turn, will have an impact on the future rate of retirements. This bill is currently in circulation for public review and comment.

Mandatory Retirement: The Provincial Government has announced its intention to end mandatory retirement in Ontario. It appears that police officers will be exempt from this legislation due to the bona fide requirements of the job. However, it has been the experience of the Service that very few uniform or civilian members remain on the job until their mandatory retirement age (65 for police officers and 70 for civilians) and hence the impact is likely to be minimal if this legislation is passed.

Resignations to other Police Services: The rate of uniform members resigning to join other police services has declined significantly in recent years, dropping from 63% of all resignations in 2003 to 32% of resignations as of the end of the third quarter in 2005. This may be the result of the retention pay provisions that were included in the Service's collective bargaining agreement in 2003, and similar provisions that were subsequently adopted by other police services. These incentives financially reward members who complete defined years of service with their original organisation, making it less advantageous to move to another agency.

Equal opportunity objectives: Continuing high levels of hiring provide an opportunity for the Service to pursue its employment equity objectives. The Employment Unit has a dedicated Recruitment Team, comprised of a diverse membership, who attend community events, job fairs, school and university events, etc., to make presentations about policing as a career.

Pressures on other costs: High levels of hiring have an impact on other costs in the Service budget as well, for recruitment, testing, training, clothing, and equipment.

Civilian hiring: Increased civilian hiring has been required to fill positions withheld during the 2004 hiring freeze and positions added to the establishment in 2005. Significant hiring is expected to continue in 2006 to address further changes to the establishment and to offset the potential losses of members who take advantage of the increased uniform hiring and leave their positions to become police officers.

Information Technology Plan

Strategic Objectives:

The 2006 focus will be to deliver scheduled software releases. Information Technology Services (ITS) will align resources and systems support to the new organisational structure of the Police Service. ITS will also support the changes required to all systems and informational repositories as a result of the new collective working agreements; the needed changes will be identified and presented to the Information Technology Steering Committee (ITSC) for priority setting and funding. In addition, ITS will invest resources to support a number of Internet-based initiatives driven by the Service's strategic goals for 2006. And, ITS is committed to continuing to implement other urgently needed enhancements to core systems, based on changing demands and requirements for additional functionality to satisfy policing and administration needs.

The key IT challenges in 2006 will be to continue migration efforts to a highly available Open Architecture; create and manage a fully functional Disaster Recovery Site; research new technologies that will further enable the organisation to meet objectives and maintain our complex environment of multiple hardware platforms, operating systems, and systems software utilities.

Strategic objectives for 2006:

1. Provide reliable information systems by completing all planned systems application and technical infrastructure releases within approved timelines and budgetary constraints.
2. Acquire or develop, implement, and support application systems and infrastructure technologies that, together with appropriate business process changes, will position TPS in the forefront as a leader in policing and innovation.

Critical Success Factors/Initiatives:

Provide information systems capabilities by focusing on systems projects:

- Maintain and enhance existing systems and/or acquire and build new systems.
- Based on the Service's Internet direction, implement approved business initiatives by researching, developing, and/or purchasing Web-based software.
- Continue to enhance the security infrastructure to provide a secure access for common data sharing and system access in a wireless environment.
- Design, implement, and support the technology infrastructure roadmap required to operate the business systems of the Service:
 - implement all Audit recommendations
 - update server and database software infrastructures
 - continue with the 2005 Server Refresh Program
 - continue with the creation of a fully functional Disaster Recovery Site
 - continue with the implementation of a Storage Area Network (SAN)
 - continue research and implementation of Web based server and database software infrastructure.
- Research Enhanced Management Reporting from a data warehouse available through the Web.
- Complete the identified phases of ITIL best practices for Customer Service and Operations.
- Staff training, development, and retention.

Key Plan Assumptions:

This plan was developed based on the following assumptions:

- There will be no major initiatives initiated by the Service that have not already been identified through the ITSC for prioritisation and funding for 2006.

- Additional resource levels to successfully implement the Year 2006 software releases and technical infrastructure initiatives, as identified through business cases, are available and attainable in advance of project initiatives.
- The necessary capital funds will be available in 2006 to support all planned and unplanned essential development and technical infrastructure plans.
- Business will operate in a multi-platform system environment that must be upgraded and maintained to remain on currently supported hardware and software release levels.

Environment Influences:

Future industry convergence of voice and data communications, and the need for interoperability between emergency services, will create a need to be aligned with Project 25 compliance in voice radio equipment and infrastructure. The current voice radio infrastructure is ageing and tending toward obsolescence. Voice radio equipment will be replaced with state-of-the-art communications gear, providing more reliable communication and setting the stage for a major replacement of the overall voice radio infrastructure used by all emergency services of the City (police, fire, and ambulance). This project will replace the current architecture with a standards-based architecture under the Project 25 specification as endorsed by the Ontario, Canadian, and International Associations of Chiefs of Police.

The need to create a more resilient computing environment in the event of a disaster will continue to drive TPS to complete the build of the Disaster Recovery site, which will provide an infrastructure that will operate simultaneously from the two Service computing hubs for critical applications.

Policing agencies in the US and Canada have mandated an enhanced security posture for the continued sharing of criminal information with agencies in the US and all federal, provincial, and local Canadian agencies. This involves strong electronic identification and authentication of all personnel requesting criminal information and the secure conveyance of this information over any network, including the Internet. The growing trend towards information sharing with other police agencies will drive increased site visits to other police services in Ontario and across Canada.

The Service is also expanding its use of the Internet both as a source for conveying information to the public and as a means for the public to request services from the police. This is in line with the marketplace, which has embraced the Internet as a means of reducing costs.

Given the speed at which technology changes for both hardware and software, the Service must ensure that it remains current on software releases and stays within a hardware lifecycle (desktop and server) to manage the risks of reliability and cost to the organisation.

Environment Challenges:

- Continued funding for initiatives.
- Ensure that the Field is included in all testing phases for relevant technology. Also, using the Field to improve the efficiency and effectiveness of Service-wide technology-related programs resulting in enhanced service delivery for the front-line officer.
- Implement ITIL best practices for service delivery for resolving incidents, fulfilling service requests, service level management for incidents and requests, and measurement of performance:
 - transform the Help Desk to a Service Desk
 - clarify roles, responsibilities, and processes across ITS to provide consistent and cohesive delivery of services
 - consistently gather end-user feedback on the quality and speed of service
 - resource and support the enhancement and addition of service centre modules for processing service requests, change management, configuration management database, Inventory.

- Expand the analysis of service requests to ensure the right solution rather than just the standard solution is provided.
- Balance available staff and funding to continually increasing demands for service and constant infrastructure upgrades that consume too many resources, leaving little capacity for new projects.
- Validate and quantify the need to increase staffing to support the delivery of services.
- Provide a secure Internet presence.
- Create an infrastructure to migrate thick client applications (2-tier) to thin client applications (n-tier), for supportable and scalable systems.
- Prepare applications to consolidate operational and reporting environments.
- Prepare for a future data warehouse strategy with data integration, business capacity, and growth management.
- Create a corporate standard for XML interfaces, design specification, and so on.
- Assess software and hardware to configure data centre and disaster recovery centre efficiencies.
- Integrate and consolidate middle-ware and hardware.
- Implement and accept an enhanced security architecture using a 2 factor Strong Identification and Authentication method.
- Limited selection of vendors who have the functionality required by users; because of the infrastructure, their solutions are based on, or get involved in, heavy customisation, leading to support issues.
- Staff training in new technologies.

Infrastructure Program

In order to continue to provide a high level of service to the community and address the Service's Priorities, it is important that Service facilities and infrastructure meet the needs of Service members. The Toronto Police Service Infrastructure Program combines elements of a number of past studies and plans, including the Occupational Health & Safety/Employment Equity study, the Long-term Facilities Plan, the Beyond 2000 Restructuring Task Force Final Report, the Boundaries Committee report, and the Model Division study, as well as on-going annual facility requirements. Capital and operating funds have been approved and/or forecast to meet the requirements of the Program. The projects of the Program are reviewed on a regular basis by the Service's Chief and Command Officers and the Police Services Board as part of the review of annual budget submissions. Those elements of the Program that will affect the Service at least until 2008 are summarised below.

	Spending approved or forecast (\$millions)		
	2006	2007	2008
23 Division	7.80	2.00	
State of Good Repair	1.60	1.70	1.80
TPS Initiated Repairs/Renovations	1.50	1.50	1.60
Facility Fencing	0.92	0.40	0.52
Police Training Facility	2.10	14.72	12.78
11 Division	6.30	3.96	3.54
14 Division	1.00	2.50	5.68
Detective Support		0.50	2.00
Property Unit		0.25	0.40
54 Division			0.40
41 Division			0.40
Parking Enforcement HQ			0.25
Parking Enforcement West			0.80

23 Division: The 23 Division program will replace the current facility with a new building. The facility is currently under construction and will be completed in late 2006 or early 2007.

State of Good Repair: This program is an on-going, five-year program for the repair, maintenance, and enhancement of TPS facilities. The current approved funding, contained within the capital budget, extends to 2010.

TPS Initiated Repairs/Renovations: This is an on-going program that provides funding for emergency repairs and minor renovations in TPS facilities. Approximately 45% of funds are used for emergency and contracted repairs. About a further 20% is used to fund unforeseen operational changes. The remainder of the funding is used for minor internal renovations and Occupational Health & Safety (OHS) issues.

Facility Fencing: The Facility Fencing program is intended to upgrade site perimeter security and access at all TPS facilities. This program was initiated due to OHS concerns. Implementation is currently underway.

Police Training Facility: This program is currently underway. The City has acquired land to accommodate Service requirements. The Driver Training portion of the program is complete. Once completed the new facility will replace and combine CO Bick College, the obsolete divisional firearm ranges, the temporary Use-of-Force facilities, and the Public Order Unit.

11 Division: This program will replace the current facility with a new building. The Service and the City have identified a suitable property currently owned by the Toronto Transit Commission (TTC). The City, TTC, and TPS are currently resolving a number of legal issues.

14 Division (including sub-station): This program will replace the current facility with a new building. Currently, the City is looking for a suitable site to meet the operational needs of the Service. A site has been identified but its availability is subject to negotiations. Part of this program development may include a boundary adjustment. The TPS intends to retain the 14 Division sub-station for specialised operations when the main building is replaced.

Detective Support: This program will renovate and retrofit an existing City-owned facility to meet the operational needs of the Service. In recent years, the need of this operation has increased substantially. Renovating the current facility is no longer adequate. The prioritisation of this program has been reviewed and adjusted forward.

Property Unit: The current facility was opened in 1997 and designed with a life-cycle expectancy of 15 years. The building was designed for future expansion beyond the 15-year design criteria. Recently, the requirements on the TPS to retain evidence for an extended period of time have increased. The current facility, with its expansion capability, may not be large enough to accommodate these requirements. This program will evaluate the current and future requirements of the Service and construct a new facility, if required.

54 Division: This program will replace the current facility with a new building. The requirement for this new facility has been re-evaluated and re-prioritised. Further program development is planned for 2008. Part of this program may include a boundary adjustment.

41 Division: This program will replace the current facility with a new building. Currently, the City is looking for suitable sites to meet the needs of the TPS. Further program development is planned for 2008. Part of this program may include a boundary adjustment.

Parking Enforcement Headquarters: This program will relocate the existing operation to a City-owned building, as directed by the Police Services Board and the City. At present, no City-owned buildings are available; therefore, the current lease has been renewed. The Board has an opportunity in 2008 to relocate the operation.

Parking Enforcement West: This program will relocate the existing operation to a City-owned building, as directed by the Police Services Board and the City. At present, no City-owned buildings are available; therefore, the current lease has been renewed. The Board has an opportunity in 2008 to relocate the operation. A study is currently underway.