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A. Business Plan

A.1 Mission and Values Statements

The Mission Statement contains the key results to which the Peel Regional Police are dedicated. It acknowledges the fact that the police service is a part of Canada's criminal justice system and that it operates within a legal framework, such as the Canadian Charter of Rights and Freedoms.

The Values Statement speaks eloquently to the traditions and dedication of the community, Peel Regional Police and its entire staff. It promotes values that are consistent with legal and cultural realities and maintains the highest standards of professionalism.

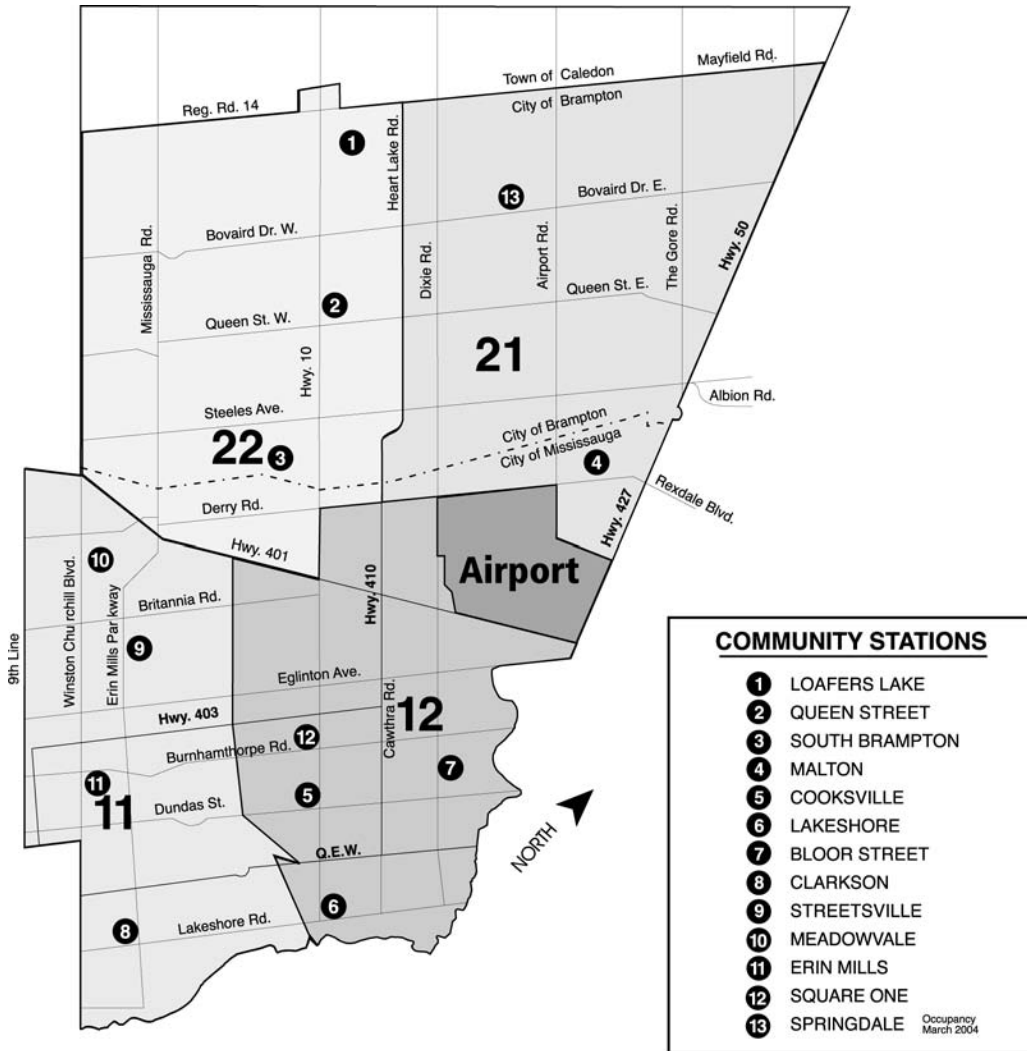
It is by means of the Mission and Values Statements that management and staff evaluate their progress and assess the benefit of the results of their activities. The framework provides both a vision and a commitment to action.



A.2 Program Location Map

The map reflects the location of:

- The five police divisions - 11, 12 and the Airport Division in Mississauga; 21 Division in Brampton and 22 Division at Brampton Headquarters; and,
- Thirteen community stations: four in Brampton and nine in Mississauga.



A.3 Program Resources

a) Police Services

The Police program provides policing services to residents, businesses and the transient population within the Region of Peel, excluding the Town of Caledon. The mandate of this Police Service is to maintain peace and good order, protect lives and property, investigate and resolve criminal activity, prevent crime and respond to community needs. The Police Service remains fundamentally committed to a community based style of policing, balanced by sensitivity to the importance of successful crime resolution, crime prevention programs and victim services, as delineated by the *Police Services Act* of Ontario.

Under the direction of the Police Services Board, the Police Service is led by Chief Noel P. Catney, and the following members of the executive team, the Chief's Management Group (C.M.G.):



Noel P. Catney
Chief of Police



Larry Button
C.A.O. - Policing



Mike Metcalf
Deputy Chief



Daniel Banting
Staff Superintendent



Mike Stephenson
Staff Superintendent

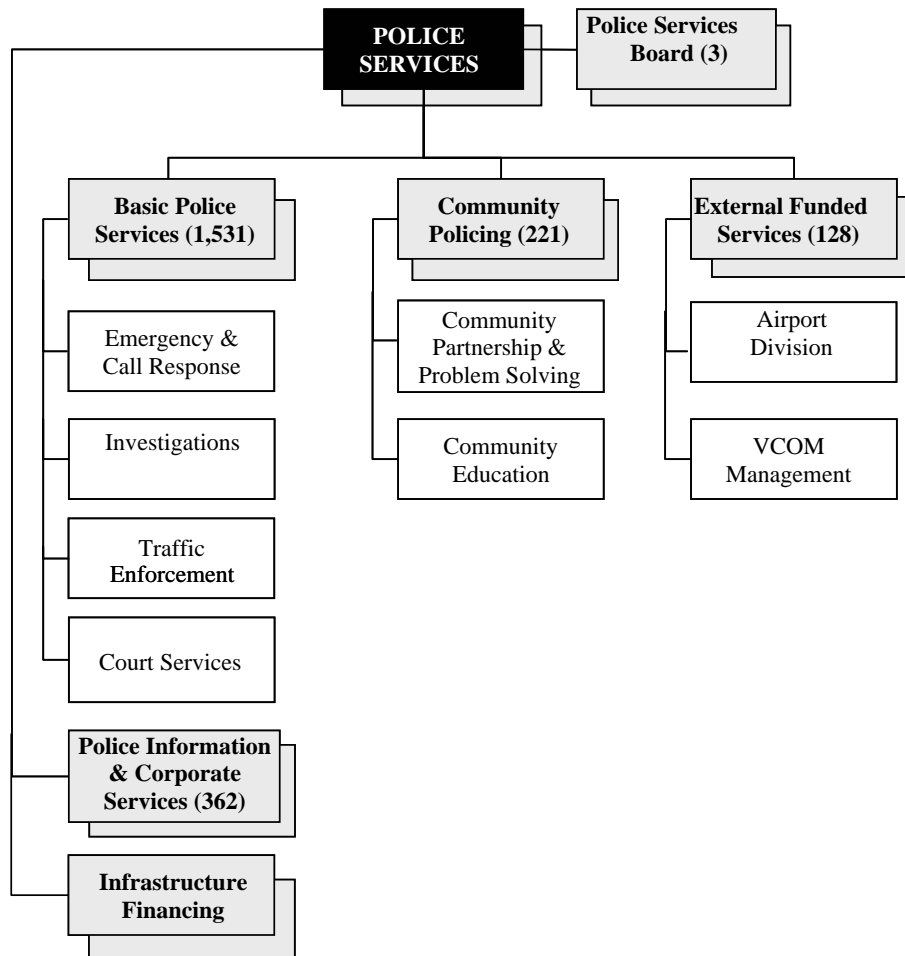


Tom Banks
Associate Administrator

b) Organization Business Map

The following Organization Business Map identifies the core policing services provided. The financial information provided in Section C - Current Budget has been segregated into these major categories:

Peel Regional Police



A.4 Business Plan Highlights

a) 2004

The 2004 current budget totals \$196,051,868 and represents an increase of \$21,556,312 or 12.4 per cent over the 2003 approved level of funding. Funding is divided between the Police Service totalling \$195,276,180 and the Peel Police Services Board amounting to \$775,688. In addition, the 2004 current budget includes \$12,730,760 for the Airport Division that is fully funded by the Greater Toronto Airports Authority, resulting in no impact to the taxpayers of Peel. Highlights of the 2004 budget include:

i) Existing Service Level Base

Existing policing services provided to the residents of Peel are summarized as follows:

Emergency and call response - consists of uniform patrol officers responding to calls for service within the 5 divisions, radio operations including dispatch, tactical, canine and explosive disposal units responding to emergency calls for service as required.

Investigations - include forensic identification, intelligence, homicide, morality, commercial auto crime, fraud, robbery, threat assessment, sex offender registry, technological, and sexual assault investigations. In addition, criminal investigation units providing investigative services are located at each of the divisions.

Traffic enforcement - in addition to traffic enforcement, services also include major collision investigations as well as regional breathalyzer testing.

Community partnerships & problem solving - services provided are as follows:

- Problem oriented street crime unit targeting lawless public behaviour, street-level alcohol and drug related offences, damage to property
- Family violence unit assisting families victimized by domestic violence
- Bicycle units providing patrol within the parks
- Community station staff responding to public inquiries
- Labour and race relation services
- Neighbourhood policing officers providing police interaction with students as well as members of the community

Community education - consists of crime prevention, drug education, Peel Children's Safety Village, internet safety, and youth education services provided to the residents of Peel.

ii) **Issues/Priorities**

a) **Maintenance of Front-Line Service**

30 Additional Front-line Officers – Police Staffing Formula

In accordance with the police staffing formula, the 2004 budget contains funding for 30 additional police officers to serve the increased service demands within Peel's policing jurisdiction. Funding will be phased-in over 2 years (2004 - \$1,686,200; 2005 - \$1,900,000).

Workload and environmental factors directly influence front-line demands and the volume of units required to effectively respond to calls-for-service. The following analysis outlines trends for the time period between year-end 2002 and year-end 2003:

- Increase in the number of total incidents by 12,667 (5.3 per cent) from 237,296 in 2002 to 249,963 in 2003
- Increase in the number of Priority One incidents by 3,323 (6.8 per cent) from 48,806 in 2002 to 52,129 in 2003
- Increase in thefts under \$5,000 by 337 (2.5 per cent) from 13,746 in 2002 to 14,083 in 2003
- Increase in the number of robberies and subsequent investigations by 44 (7.7 per cent) from 575 in 2002 to 619 in 2003
- Increase in motor vehicle collisions by 790 (4.1 per cent) from 19,339 in 2002 to 20,129 in 2003
- Increase in fatal motor vehicle collisions by 8 (25.0 per cent) from 32 in 2002 to 40 in 2003
- Increase in the number of *Highway Traffic Act* (HTA) violations by 19,320 (22.5 per cent) from 86,023 in 2002 to 105,343 in 2003

Court Pressures

- Increase in charges backlogged longer than 8 months by 1,384 (13.8 per cent) from 10,007 (Dec. 31, 2002) to 11,391 (June 30, 2003)

Environmental Factors

- General population increase of 24,000 (2.4 per cent) from 1,001,000 in 2003 to 1,025,000 in 2004
- Increase in the crime prone age cohort of 4,319 (2.0 per cent) from 215,103 in 2003 to 219,422 in 2004
- Increase in the number of households of 9,000 (2.9 per cent) from 314,000 in 2003 to 323,000 in 2004
- Increase in the estimated number of registered vehicles of 23,659 (2.9 per cent) from 810,885 in 2003 to 834,544 in 2004

b) Program Enhancement

- **Child Pornography Unit, Four Investigative Officers** - Coinciding with the rapid growth in internet usage over the last few years are increased demands related to child pornography investigations. The internet provides greater accessibility to child pornography, thus increasing the potential for victimization. For example, a 2001 investigation identified 79 people, believed to be residents of the Region of Peel, who had accessed and downloaded images from web sites which were known to contain child pornography. Another 10 suspects have since moved into the Region. In 2002, Peel Regional Police received 42 Possession of Child Pornography complaints. Complaints have risen from three and a half per month in 2002 to six per month in 2003.

Twenty percent of individuals arrested from the 2001 investigation have had contact offences with children and some have held positions in the community that allow them access to children through their employment or volunteer activities. Knowing that a percentage of child pornography collectors physically and/or sexually assault children, it is imperative that children in the care of or in close affiliation with targets, be interviewed. Currently there are insufficient resources to properly investigate these offences in a timely manner.

Perpetrators are savvy at leveraging technology to hide or disguise their collections and sources, making recoverable computer based evidence more difficult to obtain. In many cases multiple computers, laptops and peripheral storage devices are used to store massive volumes of pornographic materials. The Child Pornography Unit requires technical support to extract and prepare this evidence.

The 2004 budget contains funding to form a dedicated Child Pornography Unit comprised of one detective and two investigative constables, all to be trained Child Abuse and Sexual Assault Investigators, as well as, one Technological Crimes constable. Funding for the program will be phased-in over two years (2004 - \$423,070; 2005 - \$136,960).

- **One Community Station, West Brampton** - During 2004, the new West Brampton Community Station will be developed contingent upon established site process criteria. One of the primary objectives for the personnel assigned to community stations is the diversion of lower priority calls for service from front line patrol officers. These calls can be handled more efficiently and effectively by the Community Station staff, while providing time for patrol officers to respond to emergency calls and perform proactive policing activities. The facility also enhances public accessibility to police services and allows residents to report matters to police at their own convenience. Each community station requires a report taker to handle the administrative requirements of the stations along with the data entry duties related to the citizen reporting function.
- **Cadet Program** - The re-introduction of the Cadet Program will create a solid foundation of young local individuals from which to draw upon during the constable selection process. Historically, the retention rate of Police Cadets after they become Constables is very high. By developing and grooming Cadets at a younger age, the program exposes individuals to the policing environment which not only allows them to better evaluate policing as a chosen career, but also to establish and develop a long-term commitment to Peel Police. The program proposes to hire 15 Cadets between the ages of 18 and 21 commencing January 2004. Upon completion of training, each Cadet would be assigned positions on a six-month rotating placement within the four Divisions (including Community Stations), Court Services, Communications Bureau and Regional Traffic Bureau, thus maximizing the exposure of each Cadet to the different elements and levels of policing. **This initiative has been deferred at this time and is not included in the 2004 budget submission.**
- **Audit Unit, One Police Officer** - Peel Regional Police are dedicated to providing efficient and effective services to the residents of Mississauga and Brampton. In keeping with this principle, an Audit Risk Assessment Committee consisting of senior police personnel and the

Regional Auditor was established to complete a comprehensive review of risk related to the various services provided by bureaus within Peel Regional Police. The resulting Risk Assessment Matrix identified those components of the organization constituting a high, medium, or low audit risk. Thirty-three areas which can be characterized as constituting a high organizational risk were identified as warranting audit. These areas should be subject to either a Compliance or Comprehensive Audit within the next three to five year period. The resulting workplan was approved by the Police Services Board. Audits will be undertaken by the Regional Audit Department or the Police Audit Unit based on the administrative or operational expertise required.

In order to audit the identified High Risk Organizational Component areas from the Risk Assessment Matrix and other unplanned audits as required, the addition of one constable has been included in the 2004 budget. Funding will be phased-in over two years (2004 - \$88,230; 2005 - \$38,150).

- **Court Services - Two Court Liaison Officers**

Assignment Court (Set-Date Room) - A new procedure has been implemented at the Davis Courthouse in an effort to make the process of setting trial dates more efficient. The new procedure involves a Set-Date Room which is in operation a full court day, Monday to Friday. Police personnel perform an integral role in the process of setting trial dates. The addition of this Set-Date Room has resulted in the requirement of one new Court Liaison Officer position for Peel Regional Police Court Services, which has been included in the 2004 budget.

Duty (Plea) Court - The yearly increases in the number of charges processed at the Davis Courthouse have placed pressures on the Guilty Plea Court, which also handled pre-trial and confirmation hearings. As a result, the Justices have decided to open another courtroom, classified as a Duty Court, which will process the pre-trials and confirmation hearings. One additional Court Liaison Officer will be required to staff the new Duty Court and has been included in the 2004 budget.

Funding for the additional Court Services staff will be phased-in over two years (2004 - \$87,180; 2005 - \$44,360).

iii) 2003 Unmet Needs Program - 2nd Year Funding Phase-in

In 2003, the Police Services Board and Regional Council approved the Unmet Needs Program which encompassed the addition of 96 officers in 2003. Funding of the program totalling \$10,462,760 was phased-in over 2 years, with \$5,000,000 included in the 2003 current budget and \$5,462,760 included in the 2004 budget.

With increasing complexity, violence, and globalization of criminal activities generating a greater demand for police services, along with increasing population within the Region, the Service's ability to respond to calls for service in a timely manner had deteriorated somewhat in the few years prior to 2003. In addition, in the 2002 attitudes and opinion survey, citizens indicated that only 28.0 per cent felt safe walking in parks after dark and 26.0 per cent felt safe waiting for or using public transit at night. Such crimes include vandalism, hate crime, drug abuse, assaults and other lawless public behaviour that are usually carried out by street gangs and/or offenders between the ages of 15 and 29.

In response to these concerns, the Police Service developed the following two strategies:

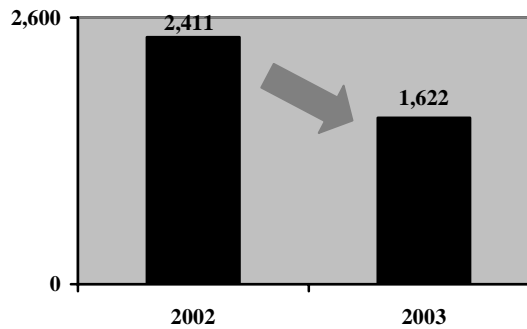
Strategy 1: Emergency Response Units (ERU), 80 Additional Officers in 2003 - To address the time restraints placed on the front line officers in dealing with the various aspects of investigations relating to other priority level calls and subsequently the inability to immediately respond to Priority 1 calls, requests that necessitate immediate police attendance, and where the potential for danger and/or injury is imminent, an ERU was created for each of the four divisions (excluding Airport Division). Each division has 20 ERU officers who are available for immediate response to Priority 1 incidents when the divisional patrol units are unavailable. When ERU officers are not responding to Priority 1 calls, they are engaged in proactive community enforcement. In order to immediately address Priority 1 response, the ERU positions were filled by Paid Duty officers until such time as the full-time officers were hired and trained.

Between January 1 and December 31, 2003, within 11, 12, 21, and 22 Divisions, calls for Priority 1 assistance increased by 8.0 per cent or 3,563 calls compared to 2002. This increase in Priority 1 calls far exceeds the 2003 population increase of 2.9 per cent.

Between 2002 and 2003, the number of calls in which dispatch was delayed five minutes or longer has declined by 33 per cent (789 fewer calls delayed).

**Improvements to the Number of Delays (> 5 Minutes)
to Priority 1 Calls**

-33% since 2002



The creation of divisional ERUs has significantly improved the response time of Priority 1 calls as it assists the divisional patrol units not only to reduce current time management constraints, but also to attend the increasing number of Priority 1 calls. This will ultimately provide a greater level of service to the community and improve public and officer safety.

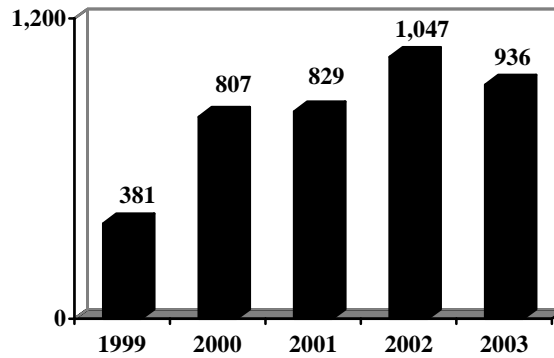
Strategy 2: Expansion of the Street Crime Unit, 16 Additional Officers in 2003 - Since its establishment, the Street Crime Unit has laid an increasing number of charges. To address the increase in street level crimes which affects the quality of life within our communities, and to allow the Street Crime Unit to engage in proactive projects to reduce the number of lawless public behaviour complaints, an additional 16 officers were added in 2003. These officers formed a second Street Crime Unit team, which results in more effective street crime enforcement throughout the Region.

In 2003, the expanded Street Crime Unit laid 1,620 criminal charges, 936 drug-related charges, 1,353 *Liquor Licence Act* (LLA) charges and 386 HTA charges.

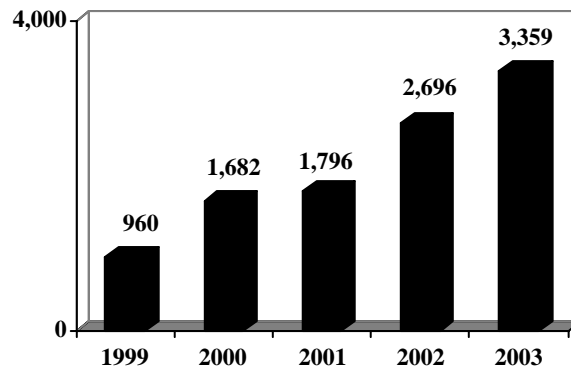
It should be noted that due to changes in legislation regarding drugs, possession of marijuana charges were not laid between June 14 and October 6, 2003. A court of appeal ruled in favour of reinstating the laying of these charges after October 7, 2003.

Street Crime Unit

Drug Related Charges



Charges Excluding Drugs



By increasing the size of the Street Crime Unit to form an additional team, problem oriented policing projects are addressed in a more expedient manner, thus reducing the amount of lawless public behaviour in our communities. This will ensure a safer and improved quality of life within the community, and reduce the number of Priority 1 and 2 calls for service from problematic areas.

b) **2005 – 2006**

Issues/Priorities

- **Two New Community Stations** - In 2005, the site selection process and the implementation of two new community stations will be planned within the Region of Peel, in accordance with the Long Term Facility Plan
- **60 Additional Front-line Police Officers** - In accordance with the police staffing formula, it is estimated 60 additional police officers will be required between 2005 and 2006 to serve the increased service demands within Peel's policing jurisdiction.

A.5 Performance Targets

a) **2003**

- The North-end Street Crime Unit was implemented effective April 1, 2003
- While the unmet needs officers were being hired and trained, the Emergency Response Units were implemented via an internal paid duty program. In 2003, 36,965 service hours were provided.
- While calls for divisional Priority 1 assistance increased by 8.0 per cent, or 3,563 calls in 2003, the number of Priority 1 calls dispatched beyond five minutes decreased by 33.0 per cent or 789 calls compared with 2002
- A comprehensive review of the Community Station Police Delivery Model was examined and final findings and recommendations regarding the restructuring and functionality of the Community Station service delivery model were reported to the Police Services Board and subsequently implemented. In 2003, 29.8 per cent of Priority 3 and 4 calls were handled at the community stations, a significant improvement over the 20.4 per cent of these call types handled at Community Stations in January 2002.
- Both the Meadowvale and Erin Mills Community Stations opened to the public in July 2003; the Square One Community Station opened in October 2003
- Construction of the new Derry Road facility was completed in December 2003 on schedule and within budget, with full occupancy in February 2004
- The Police portion of the new joint Region/Police multi-use facility project, which will replace the existing 21 Division facility, is currently at schematic design, and is awaiting direction to move to the next phase of construction drawings and specifications

- A proposal for a more efficient workflow process that transfers paperwork processing related to court packages from officers to civilian staff was developed and a 4-month pilot project was undertaken. Preliminary findings indicate that civilian staff processed documentation required for court packages more quickly than officers (1.4 hours per package vs. 2.5 hours per package); and there was a reduction in court package deficiencies. The attitude survey showed that 93.0 per cent of officers were satisfied or very satisfied with having paperwork completed by civilian staff and 85.0 per cent of officers agreed that the civilian staff accurately completed the paperwork.
- Established new divisional traffic units with two officers per division (excluding Airport) dedicated solely to divisional traffic concerns working in collaboration with centralized Traffic Services. The focus of activities is to target traffic enforcement, especially in community safety zones and school zones, to immediately resolve local neighbourhood traffic issues, and to respond to traffic concerns and complaints received from local citizens, politicians, and community groups.
- Business Services and Morality staff have met with City of Mississauga by-law and legal departments to establish a process to recover the cost of dismantling controlled substance labs under *Mississauga By-law #225-2003*. This will enable Peel Police to recover the full cost related to officers' time on the scene. Preliminary discussions have also begun to assist City of Brampton by-law and legal departments to develop a similar by-law.

b) 2004

- Hire and train child pornography investigators and implement the Child Pornography Unit
- Conduct audits in accordance with the Audit Work Plan approved by the Police Services Board
- Plan for both the site selection process and the implementation of one new Community Station to be located in the West Brampton area. Open the Springdale Community Station to the public in March 2004.
- Pending the results of an Environmental Assessment with the City of Mississauga, continue to examine the feasibility of creating a joint use Emergency Services Training Facility for driver training purposes. If the proposal is found to be impractical, propose an alternate means for a sole purpose driver track training facility for this police service.
- Continue to identify and research grant opportunities for Peel Regional Police and their partners
- In partnership with McDonalds Restaurants of Canada Ltd., reward children who are complying with the HTA and wearing the appropriate safety gear while riding their bicycles, scooters, skateboards, etc., with a variety of McDonalds' products

- Undertake a second extended Workflow Process Pilot Project that results in the transferring of paperwork processing from officers to civilian staff. This will free front-line officers for more proactive and targeted police activities. Subject to the outcome of the Pilot Project, develop an implementation plan, including performance measurement criteria, which would result in a 2005 implementation date.

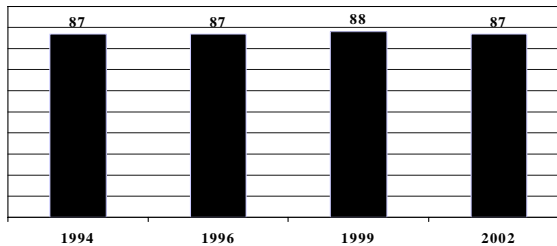
B. Corporate Performance Measurement

B.1 Customer Service

a) Residential Community Survey Findings

In May 2002, 8,000 questionnaires were randomly distributed to Brampton and Mississauga households. Completed surveys were received from 880 citizens; a solid sampling of opinions with a return rate of 11.0 per cent. Many comments were provided by respondents accentuating their enthusiasm and appreciation for this type of community outreach involvement. Responses and findings for the total sample group can be considered accurate within +/- 3.4 per cent at the 95.0 per cent confidence level. Below are the specific survey results:

**Residential Community Satisfaction
With the Work of Peel Regional Police
1994 - 2002**



- Overall Satisfaction With the Work of Peel Regional Police** - Overall satisfaction with the work of Peel Regional Police is high, with 87.0 per cent of respondents saying they are very or reasonably satisfied. Thirty four per cent of respondents are “very satisfied” while 53.0 per cent of respondents are “reasonably satisfied”. As illustrated above, the satisfaction rate has remained stable since 1994. Most respondents view members of Peel Police as professional, approachable and courteous in their dealings with the public, and feel safe and well taken care of by them.
- Satisfaction With Police Response Times** - Citizens were asked if they were satisfied with the amount of time it took for police to respond. The level of satisfaction has declined from 68.0 per cent in 1994 to 56.0 per cent in 2002.
- Personal Safety** - Ninety per cent of respondents report that they are satisfied with their personal safety from crime, with 24.0 per cent being “very satisfied” and 66.0 per cent being “somewhat satisfied”
-

- **Fear of Crime** - Residents were asked how much they feared certain crimes. Greatest concern, among the listed crimes, is expressed for being involved in a car accident caused by a drunk driver, followed by home break-ins and robberies. Of only slightly less worry are stolen cars, assaults and sexual assaults.
 - Car accident caused by drunk driver (56.0 per cent fearful)
 - Home break-in when not home (53.0 per cent fearful)
 - Robbed or mugged (41.0 per cent fearful)
 - Home break-in while home (39.0 per cent fearful)
 - Car stolen (35.0 per cent fearful)
 - Assault (34.0 per cent fearful)
 - Sexual assault (32.0 per cent fearful)

- **Feeling of Safety (Day & Night)** - Respondents were asked to rate their feeling of safety during daylight hours and after dark hours conducting various community activities. Respondents reported feeling safe in most circumstances, with the exception of walking in parks and waiting for/using public transit at night.

**Per cent of Residential Respondents
Who Feel Safe (very safe and fairly safe)**

	Daylight Hours	After Dark Hours
Residence	97%	86%
Shopping Malls	95%	76%
Walking in Neighbourhood	91%	57%
Walking in Parks	73%	28%
Driving	82%	72%
Waiting for/using Public Transit	57%	26%

- **Policing Priorities** - Support for the policing priorities is outlined below with the percentage of respondents indicating that they “strongly agree” with the priorities: crimes of violence (81.0 per cent), crimes against property (69.0 per cent), crime prevention (63.0 per cent), drug control (61.0 per cent), traffic management (59.0 per cent) and lawless public behaviour (38.0 per cent)

- **Police Programs** - Citizens were asked to select the police programs that are most important to them. The most important programs are:
 - Community Patrol Program (53.0 per cent)
 - School Liaison Program (44.0 per cent)

- Impaired Driving Programs (42.0 per cent)
- Bike Patrol Program (37.0 per cent)
- Additional Crime Prevention Programs (36.0 per cent)

- **Taxes to Support Police Programs** - Seventy six per cent of respondents are willing to pay more taxes per year if the money was used to preserve police programs (24.0 per cent are willing to pay \$50 more per household, 25.0 per cent are willing to pay \$25 per household and 27.0 per cent are willing to pay \$10 more per household)

- **Community Problems** - The top five most serious community problems of greatest concern to citizens are:
 1. Aggressive driving (67.0 per cent)
 2. Break-ins/thefts from homes (54.0 per cent)
 3. Vandalism (32.0 per cent)
 4. Youth gang activity (32.0 per cent)
 5. Drinking and driving (31.0 per cent)

- **Traffic Problems** - The top five most serious traffic problems of greatest concern to citizens are:
 1. Aggressive driving (tailgating, unsafe lane changes, etc.) (85.0 per cent)
 2. Speeding (82.0 per cent)
 3. Disobey traffic signs and signals (79.0 per cent)
 4. School zones - speeding (44.0 per cent)
 5. Impaired driving (33.0 per cent)

- **Solutions** - Citizens were asked for ideas to improve the way Peel Regional Police address community problems and those who break the law. The following suggestions were offered:
 - Do more patrolling/be more visible (61.0 per cent)
 - Crack down harder on criminals (43.0 per cent)
 - Hire more officers (32.0 per cent)
 - Spend more time talking to people (30.0 per cent)
 - Enforce law more strictly (24.0 per cent)

b) Business Community Survey

In May 2002, 2,000 questionnaires were mailed to businesses in Brampton and Mississauga resulting in a total of 284 completed surveys being returned (representing a return rate of 14.0 per cent).

- **Overall Satisfaction With the Work of Peel Regional Police** - Overall satisfaction with the work of Peel Regional Police is high, with 92.0 per cent of business respondents saying they are very or reasonably satisfied. Forty two per cent of respondents are “very satisfied” while 50.0 per cent of respondents are “reasonably satisfied.” Respondents view members of Peel Regional Police as professional, approachable and courteous in their dealings with the public.
- **Safety** – Overall, 88.0 per cent of respondents to the business survey report being satisfied with their safety as it relates to their business. Ninety five per cent of the respondents report feeling safe working alone during daylight hours; however, this number drops down to 58.0 per cent of respondents feeling safe working alone after dark.
- **Crime Issues Faced by Businesses** - The top five most serious crime issues of greatest concern to businesses:
 1. Break-ins/thefts (88.0 per cent)
 2. Auto Theft (50.0 per cent)
 3. Vandalism/Graffiti (44.0 per cent)
 4. Fraud (34.0 per cent)
 5. Armed Robberies (29.0 per cent)
- **Solutions** - Business respondents were asked for ideas to improve the way Peel Regional Police deal with community problems and those who break the law. The following suggestions were offered:
 - Do more patrolling/be more visible (68.0 per cent)
 - Crack down harder on criminals (62.0 per cent)
 - Hire more officers (34.0 per cent)
 - Educate the public regarding crime reduction strategies (31.0 per cent)
 - Enforce law more strictly (29.0 per cent)
 - Spend more time talking to people (29.0 per cent)
- **Willing to Work With Peel Regional Police** - Issues of most concern to business are also issues that more than half of businesses indicate they would be willing to work with Peel Regional Police on. They include the following: Break-ins (68.0 per cent); Auto theft (56.0 per cent); Fraud (55.0 per cent); and, Vandalism/Graffiti (54.0 per cent). About half of all businesses have shown an

interest in combining efforts with Peel Regional Police in order to address internal theft, lack of crime prevention, harassment and intimidation, and internal fraud.

- **Communicating With the Public** - Community newspapers are the primary source of information on policing in Peel (60.0 per cent). Word of mouth/personal contact (48.0 per cent), television news (43.0 per cent), local daily newspapers (36.0 per cent) and radio (35.0 per cent), are also good sources of information. Cable television (22.0 per cent), area business associations (12.0 per cent) and the Internet (5.0 per cent), are less common.
- **Victimization of Crime** - Fifty eight per cent of business respondents report that their business has been a victim of crime in the past five years. Among those businesses that have experienced a crime in the last 5 years, 4-in-10 (39.0 per cent) have been victims of the same type of crime in the past year. Break-ins and thefts are by far the most common type of crime (76.0 per cent) that businesses fall prey to with the next most frequent crimes reported being auto theft (22.0 per cent) and vandalism (21.0 per cent).
- **Security Measures** - Businesses consider locks on doors and windows (70.0 per cent) and audible alarm systems (65.0 per cent) to be the most effective security measures against break-ins. One-half suggest that random police patrols are also effective, as described in numerous comments provided. Increased police patrols are frequently cited as the message that businesses would like to pass along to Peel Regional Police. Police response to alarms (45.0 per cent) is also seen as an effective security measure.
- **Peel Regional Police Crime Prevention Services** - Twelve per cent of the business respondents have accessed these services. Those most likely to have used Peel's Crime Prevention Services are respondents who feel that crime has increased, are repeat crime victims, and businesses with more than 50 employees.
- **Post-Alarm System Victimization** - Incidence of a break-in since the installation of an alarm system is 4-in-10. Those most likely to have had a break-in are those with a silent alarm, have been in the area for 20 years or longer, and large companies of at least 50 employees.
- **Alarm System Response** - Over 4-in-10 businesses (44.0 per cent) indicate the best way to handle false alarms is to have police respond only if an intrusion has been verified. Equal proportions feel that the police should respond to all alarms (20.0 per cent) or suspend service after 2 false alarms (21.0 per cent). Businesses with systems are twice as likely to prefer that their alarms be responded to

through police emergency response (57.0 per cent) rather than police non-emergency (27.0 per cent) or private security response (16.0 per cent).

B.2 Community Impact

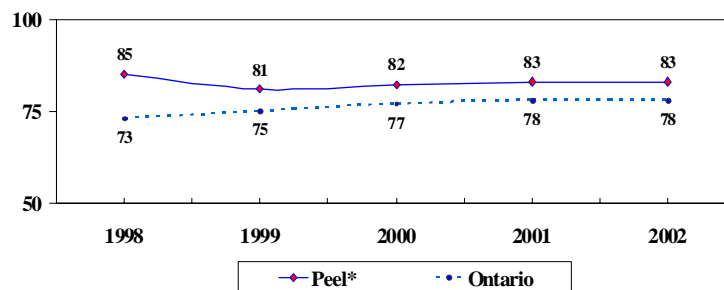
Statistics have been prepared for each Policing Priority to provide insight into trends. In some instances, projections are included based on statistical regression analysis. The accuracy of the predictions is based on the assumption that the trend established over the last five years will continue as it has in the past. In other instances, statistical analysis has been prepared for the time period between January 1 and July 31 for each of the years contained in the analysis.

a) Crimes of Violence

The Priority of Crimes of Violence includes the following violent acts: homicides and attempted murders, robberies, assaults, domestic violence, child abuse and threatening incidents.

Overview: Despite a growing population, crimes of violence declined by 4.0 per cent (201) from 5,617 in 2002 to 5,416 in 2003. In 2002, 83.0 per cent of crimes of violence were solved which is higher than that year's provincial average clearance rate of 78.0 per cent. Peel's clearance rates have been consistently higher than the provincial average throughout 2003.

Crimes of Violence Clearance Rates (%)



- **Homicide and Missing Persons Bureau**

Overview: In 2003, Peel Regional Police conducted 13 homicide investigations. It is clear that access to illicit handguns has become easier and there is less hesitation to use these weapons, with seven of the thirteen homicides in 2003 involving firearms – all were handguns.

Trends: Homicide investigations continue to grow in complexity and length. The requirements of the judicial process regarding such cases are becoming increasingly onerous. It is a stated principal that the investigation is on trial rather than the accused. As such, all potential avenues of investigation must be exhausted prior to trial. The organizational culture of Peel Regional Police is responsible for the unwavering commitment of the necessary personnel and other resources that are required to achieve our unparalleled success in terms of solvency and conviction rates in homicide investigations.

The Court Process: In every case, a Crown Brief ranging from 25,000 to 70,000 pages in length must be prepared. In addition, two officers must be committed to the court process. One of these officers is responsible for the management of the many witnesses while the other assists the Crown Attorney in court. The court process itself involves a preliminary hearing, pre-trial motions and, often lengthy, trial. There has been a marked increase in time-consuming pre-trial motions during which defence counsel seeks to have evidence ruled inadmissible. This trend further delays an already lengthy court process. Thorough investigations, timely disclosure to defence counsel and a full airing of the case facts during the entire court process have earned the Homicide Bureau an exemplary reputation with the Crown Attorney's Office, the defence bar and the judiciary.

Special Investigations Unit (SIU): Each SIU case requires the Homicide Bureau to expend considerable police resources to liaise and co-ordinate activities between Peel Regional Police and the SIU. In addition to co-ordinating activities, the Homicide and Missing Persons Bureaus conduct a parallel administrative investigation to examine the policies, procedures and training at an organizational level, and the conduct of the involved officers. While these investigations are necessary, they are time-consuming and resource-intensive. SIU investigations more than doubled in 2003 compared with 2002; increasing from four to ten.

Major Case Management Implementation: The provincial government has implemented the Ontario Major Case Management software (PowerCase). The server that stored all investigative information for major cases in Peel Region was shut down and all the data was transferred from that server to a centralized

provincial data centre. After the data was transferred to the new site, the new provincial linking and triggering mechanism was implemented. All data from Peel cases will now be compared to the data from all major case investigations throughout the province. Notifications of any matches are being sent to investigators on a daily basis. This technology will serve to enhance our ability to identify serial offenders who may be active in multiple jurisdictions. PowerCase software courses are being scheduled to train new staff in both the Homicide and Child Abuse and Sexual Assault (CASA) bureaus as a result of staff turnover.

- **Child Abuse and Sexual Assault Unit**

Overview: The CASA Unit investigates cases of child abuse where there is an allegation of sexual misconduct or when there is an indication that a criminal offence may have occurred. In 2000, there were significant changes to the *Child and Family Services Act* (CFSA). The threshold for reporting child abuse was lowered from a person having reason to believe a child was abused to a person having reason to suspect a child may be abused or at risk. The CFSA went on to put further onus on professionals dealing with children to report their suspicions to the Children's Aid Society (CAS).

New Legislation: On April 1, 2003 the *Youth Criminal Justice Act* was enacted. This act promotes accountability, responsibility and meaningful consequences for the full range of youth crime. As a result, traditional methods of the past have been changed to offer more constructive, long-term and sustainable solutions to youth crime. This change requires officers to dedicate more time in completing paperwork in justifying the decision of whether or not to charge a young offender.

Child Abuse Co-ordinator: Occurrences directed to the bureau work list are reviewed to ensure procedures and protocols are being followed. Investigations are then assigned to qualified personnel. The number of occurrences reviewed increased from 6,180 (2002) to 7,216 (2003); representing an additional 1,036 occurrences (17.0 per cent).

Investigations of Children in Need of Protection or at Risk: The CASA Unit examines and consults with affiliated agencies where children may be in need of protection. Investigative measures are also undertaken, to a lesser degree, in these matters. The volume of investigations involving children in need of protection or being at risk increased from 3,752 (2002) to 4,738 (2003) representing an increase of 986 investigations (26.0 per cent).

Referrals to Children’s Aid Society: Recently, the scope of occurrences where children were deemed to be at risk was expanded to include physical and/or emotional danger. This has resulted in an increase of referrals; primarily in the areas of domestic disputes and marijuana hydroponic grow labs where children are present. The volume of occurrences referred to the CAS has increased from 4,528 (2002) to 5,517 (2003) representing an additional 989 referrals (22 per cent). These referrals result in investigations focusing on children who are potentially at risk or in need of protection.

Sex Offenders: Proactive initiatives of this Bureau include conducting reviews of the background of sex offenders being released back into the community on parole or at warrant expiry. The purpose of the reviews is to determine if there is a need to exercise Section 810.1 or 810.2 in the interest of community safety, and seek a recognizance with appropriate conditions. In 2003, 341 individuals were reviewed, representing an additional 72 individuals compared with 2002.

Violent Crime Linkage Analysis System (ViClas): This is an internationally recognized database established to ensure the prompt identification of possible links between violent crimes and suspects. Repeat homicidal and sexual predators follow similar patterns and these characteristics are predictable. The volume of ViClas reports submitted to the Provincial Co-ordinator’s office has decreased from 705 submissions in 2002 to 607 submissions in 2003, representing a decline of 98 submissions (14.0 per cent).

- **Family Violence**

Overview: In 2003, there were 5,540 domestic disputes/disturbances in Peel, 223 (4.0 per cent) more occurrences than during 2002. Compliance with new adequacy standards introduced in January, 2001 has resulted in officers spending more time investigating domestic occurrences. The time spent investigating incidents where a charge must be laid increased from approximately 3 hours to an average of 6 hours resulting in a significant impact on front-line resources.

Information Sessions: Due to changes in Adequacy Standards and the need for officers to possess core competencies, requests for involvement in the training process have increased steadily throughout the year.

During 2003, the following family violence information sessions have been presented to over 900 individuals: General Investigative Techniques, Advanced Patrol Training, Major Case Management, Auxiliary Police Officer Training and presentation to police managers. Additional information sessions have been presented to numerous groups including: Communications Calltakers, Sex

Assault Nurse Examiners, Dixie/Bloor Neighbourhood Community, Language Instructions for Newcomers to Canada (LINC), CFMR Radio and Muslim Counsellors Group.

Partnerships: Active community partners include the following:

Victim Services of Peel
Victim Witness Assistance Program
Success by Six Committee
Peel Committee Against Women Abuse
Safety First Women's Group
Trillium Health Centre Unit
Interim Place I
Interim Place II
Golden Horseshoe Regional Family Violence Co-ordinators Committee
Armagh House
Our Place Peel
Salvation Army
Cultural Interpreters
Life Resource Centre India Rainbow Community Services
Catholic Family Services
Family Services of Peel
Speers Society
Domestic Violence Court Advisory Committee
Peel Crown Attorneys Office

Domestic Violence Emergency Response System Alarm (DVERS): The DVERS Program involves issuing alarms and cellular phones to individuals who have been identified as at risk for victimization. Increased public awareness and an increase in DVERS alarms have enhanced levels of use. In 2003, 67 DVERS units were dispersed (seventeen fewer units than 2002).

- **Threat Assessment Unit**

The Threat Assessment Unit is responsible for the analysis of written, verbal and situational factors, to assess an individual's potential for further violence.

Overview: During 2003, the Threat Assessment Unit completed 393 assessments with the following breakdown:

Sex Offender Registry - 341	Threats against police - 3
Domestic violence - 5	Threatening correspondence - 7
School violence - 2	High risk release applications, “810” applications and Dangerous Offender applications - 19
Sexual assault - 16	

Sex Offender Registry: Since the implementation of the Sex Offender Registry, the Threat Assessment Unit assesses each registered sex offender and assigns a level of risk for sexual recidivism. Appropriate police attention is directed to individuals who are rated high risk. The procedure of conducting a formal risk assessment on all offenders in the Registry is unique to Peel Regional Police. No other police service in Ontario has entered into a program aimed at identifying the more dangerous sex offenders, prioritizing the risk and allocating resources to reduce the risk to the community.

Threat Assessment Case Example:

Threatening Correspondence - In February 2003, the Threat Assessment Unit completed a risk assessment on a mentally ill individual who had written a series of disturbing and threatening letters. The letters were disorganized and appeared to be written when the individual was actively psychotic. Veiled threats against police were also made. The Threat Assessment Unit completed a risk assessment to determine whether the justice system or the mental health system was the most appropriate alternative. Moderate risk was determined and strategies were developed to work with the mental health system and to periodically monitor this individual to identify times when his health may deteriorate. This monitoring is ongoing.

- **Field Operations (Divisions)**

Robberies: 619 robberies occurred during 2003 – an additional 44 (8.0 per cent) compared with 2002.

Robbery Case Example:

String of Southern Ontario Bank Robberies - On February 4, 2003 a male entered a Mississauga bank. He waited in line and at the wicket produced a hold-up note requesting all the money the teller had. The male received a large sum of money and fled. A vehicle description was ascertained and the robbery was

linked to other similar robberies in Southern Ontario. The investigation led to a search warrant being executed in Toronto whereby stolen money was recovered as well as the disguise that was used. A total of 14 bank robberies were linked to the accused party who now faces charges in York, Durham, Peel and Waterloo Regions.

- **Airport Division**

Weapons: Airport Division Officers and Canada Customs and Immigration personnel work together to target and apprehend culprits who attempt to import prohibited weapons into Canada. Forty-two weapons-related occurrences were investigated in 2002 and 2003; 34 persons were arrested for those offences in 2003.

Sex Offenders: The Airport Division liaises with Canada Customs and Immigration to identify possible sex offenders entering Canada through Pearson International Airport (PIA), by working with the appropriate law enforcement agencies. Further, any sex-related occurrences that meet the criteria for a ViClas form are submitted as required. During 2003, eight ViClas submissions were prepared.

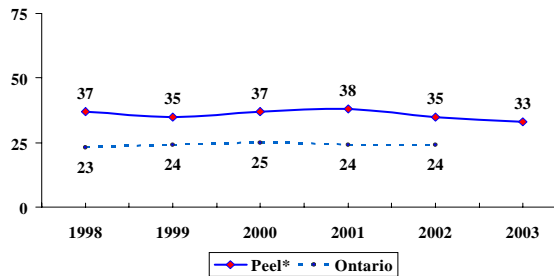
Crimes of Violence Case Examples:

- i) Large Group Assaults Victim** - In April 2003, a group of ten individuals attended a parking lot in Mississauga. Members of the group were armed with weapons including a crow bar, a metal pole and beer bottles. Their purpose was to address a long standing grievance over a perceived slight with another party. The group converged on the victim and beat him with the weapons. The victim suffered a compound fracture to his hand, deep cuts to his head and required surgery. Five accused parties were charged with a range of weapons and assault offences.
- ii) Attempt Murder** - In April 2003, two youths entered into a drug deal in which the accused was to sell the victim a small amount of marijuana. The victim stole the drugs and did not pay for them. The accused subsequently armed himself with a knife for the purpose of revenge and two days after the incident, confronted the victim in a park and stabbed him. The accused admitted that he had intended to kill the victim and has been charged with Attempt Murder, Uttering Threats and Weapons Dangerous.

b) Crimes Against Property

The priority of Crimes Against Property includes the following criminal offences: break and enters (to businesses, residences, schools, etc.), all thefts (shoplifting, thefts of motor vehicles), mischief (vandalism and graffiti) and frauds.

**Crimes Against Property
Clearance Rates (%)**



Overview: Crimes Against Property decreased by 513 reports (2.0 per cent) from 25,502 in 2002 to 24,989 in 2003. Overall, 33.0 per cent of property crimes were solved in 2003, which was higher than provincial average clearance rates for the past five years.

- **Commercial Auto Crime Bureau**

Overview: The Commercial Auto Crime Bureau consists of 8 officers; a Detective Sergeant, 2 Detectives and 5 Constables. There has been a continued increase in the theft of luxury vehicles for the purpose of exportation. Organized crime has infiltrated the auto theft industry resulting in luxury vehicles being exported for profit or resold to unsuspecting buyers with counterfeit serial numbers affixed to their history. In 2003, 2,900 motor vehicles were stolen representing a decline of 112 vehicles (4.0 per cent) compared with 2002.

Tractor Trailer/Load Thefts & Construction Equipment Thefts: During 2003, there were 96 load thefts, 77 tractor thefts, 46 empty trailers stolen and 6 tractor trailer units stolen. These thefts resulted in losses valued at \$14.4 million dollars. With the increase in residential and industrial growth, the number of construction companies building in Mississauga and Brampton is significant. This is reflected in the number of construction equipment thefts that have been reported. In 2003, 43 pieces of construction equipment, valued at an estimated \$2.5 million, were stolen. This represents an increase of 8 thefts compared with 2002 when 35 thefts of construction equipment were reported.

Street Racing and Stolen Imports: With the rising incidents of street racing, there has been an increase in the number of compact vehicles stolen. There is a great demand for certain engines and their parts, which are utilized to customize street racing vehicles. Since the cost of these parts is extremely high when purchased through a dealer or specialty shop, demand has increased in illegal chop shops to supply these parts.

Thefts of Keys Resulting in Auto Thefts: In the past year, there has been an increase in the number of vehicles stolen using car keys that had been stolen from the registered owner. There have been several residential break and enters where keys have been stolen from the house and subsequently used to steal the vehicles. Similarly, automotive dealerships have been victimized by theft rings that either steal the keys themselves, pay a staff member to steal and supply the keys or attend a dealership and have a key cut for a vehicle they claim to own.

Commercial Auto Crime Case Example:

Garage Operators Disassembling Stolen Vehicles - A combined operation involving the 11 Division High Enforcement Action Team (H.E.A.T.) Unit and the Commercial Auto Crime Bureau was successful in laying several charges against operators of a local garage. These operators were in receipt of stolen Honda vehicles for the purpose of disassembling the engine and selling the parts.

- **Fraud Bureau**

Overview: Upon analysis of the 2002 and 2003 fraud trends, the volume of frauds decreased by 393 (19.0 per cent) from 2,109 in 2002 to 1,716 in 2003.

Counterfeit Currency: The incidence of counterfeit currency in the Region has more than tripled (322.0 per cent) from 2002. There has been an increase of 5,623 counterfeit incidents from 1,746 in 2002 to 7,369 in 2003.

Debit Card Fraud: Debit card fraud and “account takeovers” continue to be problems that affect financial institutions and individuals. The schemes involve capturing a victim's information from their debit card, along with the person's confidential Personal Identification Number (PIN). Once this information is obtained, culprits are able to withdraw funds from the victim's account, and obtain cash advances from credit cards or lines of credit. These crimes, in addition to the financial loss, erode the confidence citizens have in financial institutions. Investigations extend beyond individual occurrences to identify organized groups. Proactive investigations of identified criminals target the source of the problem.

Internet Case Example:

Fraud on the Internet - Two separate complaints were received alleging that a local resident fraudulently posted non-existent items for sale on the Internet. One complaint was received from a citizen of Florida while the other was received from Italy. In total, the fraud loss amounted to approximately \$4,000. Prosecuting such an offence would, as legislation exists, require that the Crown cover the costs of the witnesses attending court in Brampton. Since this was unlikely, efforts made over a period of several weeks were successful in encouraging the suspect to return the money to the complainants. Addressing international issues in this manner is challenging.

- **Field Operations (Divisions)**

Break and Enters: The total number of break and enters declined by 194 (4.0 per cent) by year-end 2003 from 5,049 (2002) to 4,855 (2003). As of the end of 2003, 33.4 per cent of break and enter cases were solved.

Crimes Against Property Case Examples:

- i) **Solving Residential Break and Enters Results in Seizure of Firearms** - In July, 2003, a large number of residential break and enters were occurring in a neighbourhood in Mississauga. Culprits were targeting homes during the daylight hours and stealing video and electronic devices. This activity was causing considerable concern in the community and accumulating thousands of dollars in losses. As a result of an investigation, nine young offenders were charged with 13 criminal charges. Approximately \$25,000 in stolen property was recovered and returned to victims and 21 firearms were seized.
- ii) **Break and Enters and Weapons** - A number of individuals were identified as being responsible for a series of break and enters and thefts of motor vehicles within and outside of the Region of Peel. The focus of this investigation became a priority after it was determined that a number of firearms had been stolen in one of the break and enters. Of notable significance was the fact that one of these weapons was a firearm that was issued to a police officer in another police jurisdiction. After a very complex, multi-jurisdictional investigation, 10 arrests were made and a total of 103 charges were laid. This case is a strong example of how internal and external investigative units collaborated closely to achieve the successful resolution of an investigation.

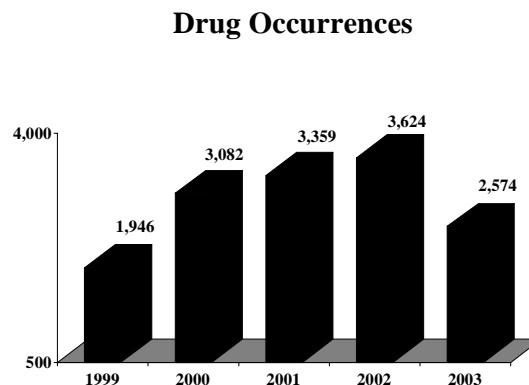
- **Airport Division**

Thefts: Crime prevention initiatives such as informing travellers of the risks of being victimized and a strong uniform presence have been successful in reducing the number of thefts occurring at PIA. Between 2002 and 2003, the number of theft occurrences decreased from 308 (2002) to 273 (2003) representing 35 fewer thefts (11.4 per cent). During the same time period, 13 distraction thefts occurred in 2002 compared with 12 in 2003. Distraction thefts, whereby organized groups of criminals distract travellers in order to steal their luggage, were a problem in the past but have declined significantly.

Thefts of Motor Vehicles: The number of motor vehicles stolen from the airport has increased from 46 in 2002 to 55 in 2003, representing an additional 9 thefts (19.6 per cent). The prevalent trend at the airport relating to motor vehicle theft relates to the victimization of rental agencies by culprits using fraudulent documentation.

- c) **Drug Control**

The control of illicit drugs is a priority to the Peel Regional Police. This includes a multi-dimensional approach to drug enforcement, the prevention of drug use through public education initiatives and open participation in the development and amendments to public policies.



Overview: Due to changes in legislation regarding drugs, Peel Regional Police stopped laying possession of marijuana charges between June 14 and October 6, 2003. A Court of Appeal ruled in favour of reinstating the laying of these charges after

October 7, 2003. Consequently, enforcement relating to drug activities declined by 1,050 (29.0 per cent) compared with 2002. The total value of drugs seized in 2003 was \$147.4 million dollars. Seized cash from illicit drug activities amounts to \$483,676 CDN dollars and \$26,372 US dollars.

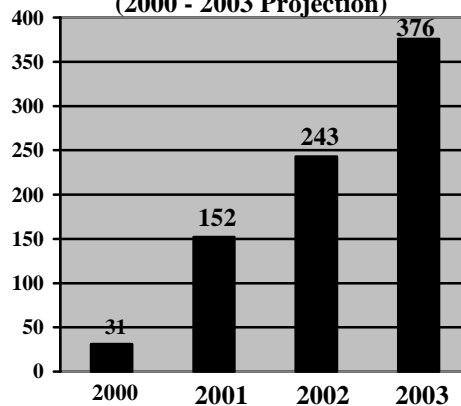
- **Morality Bureau**

Adult Drug Education: Peel Regional Police presents drug awareness programs to community groups, schools, businesses and police personnel and are represented on numerous committees and boards relating to substance abuse in the Region of Peel as noted below:

- Peel Partners for a Drug Free Community (board member)
- Peel Drug Awareness Coalition (DAC) (committee member)
- Peel Drug Awareness Coalition Sub-committee - Seniors Drug Awareness
- Peel HIV/AIDS Network (PHAN) (committee member)
- Peel Harm Reduction Advisory Committee (member at large)
- Positive Space Coalition (member at large)
- RAVE Protocol Committee
- Ontario Drug Awareness Partnership (ODAP) (member)

Members of the Morality Bureau also delivered presentations to the City of Mississauga Council, Peel Region Council, Rogers T.V. and the Large Urban Mayors Conference, to bring attention to the marijuana grow lab epidemic. These presentations have lead to the enactment of a by-law in the City of Mississauga that makes property owners accountable for the costs incurred. During 2003, 74 presentations were delivered to various organizations with an estimated 3,536 persons attending.

Marijuana Grow Labs Dismantled in Peel
(2000 - 2003 Projection)



Marijuana Grow Labs: During 2003, a total of 376 marijuana grow labs were dismantled in the Region in the following ways:

Warrant/Seizures	187
Hydro Disconnects	189

In the past, hydroponics labs were small operations set up in the basement or a bedroom of a home with a limited number of plants. Currently, hydroponics labs are quite different. Large homes (between 2,500 and 4,000 square feet) in quiet residential communities are being used. Often, almost the entire home has been converted to a lab and contains elaborate systems for ventilation, watering and electricity. In most cases, the electrical supply is obtained by breaking through the basement wall near the electrical panel and splicing into the power supply running from the street to the home allowing for access to free power and preventing the possibility of detection. Labs found locally are similar to operations in Vancouver, British Columbia (B.C.) and many culprits have connections with individuals in B.C. (B.C. police estimate there are between 7,000 and 10,000 home hydroponics operations in the Vancouver area). One of the main reasons for this tremendous growth in B.C. is the tolerant attitude toward marijuana use and the lenient sentences given to charged parties. There are very few instances where accused parties are given jail sentences upon conviction and in most court dispositions the penalty is a fine ranging from \$1,000 to \$3,000. Harsh sentencing in the United States has resulted in this problem immigrating into Canada.

Drug-Related Case Examples:

- i) **Undercover Investigation** - During 2003, an officer successfully built rapport with a suspected cocaine dealer. Several drug transactions took place over a two-week period resulting in the arrest of two persons and the seizure of cocaine with a street value of \$47,000.
- ii) **Cocaine Trafficking** - In March 2003, Peel Regional Police investigated a suspected cocaine dealer. The result was the execution of a search warrant at the suspect's residence where cocaine valued at \$4,000 was seized. Also found and seized was \$6,780 cash as proceeds. The investigation also led to a warrant being executed at a bank where \$75,980 cash was seized from the suspect's safety deposit box.

- **Street Crime Unit**

The Street Crime Unit is a Region-wide group of officers with a mandate to address local lawless public behaviour issues including the illegal use and

trafficking of drugs and other banned substances. During 2003, the Street Crime Unit was responsible for laying 936 drug-related charges. As a result of the Street Crime Unit's enforcement activities, drugs valued at \$1,008,421 were seized.

- **Airport Division**

Overview: The Airport Division has the primary responsibility for all criminal investigations at PIA; however, the primary responsibility for drug control remains with the Royal Canadian Mounted Police (RCMP) Joint Forces Drug Unit. In situations where the RCMP is unable to respond, Peel Regional Police officers respond at Canada and United States Customs. Drug-related occurrences at PIA have decreased from 154 calls in 2002 to 74 in 2003 (52.0 per cent).

Joint Forces Drug Unit - Airport Division Drug Trends: An informal arrangement was made combining the efforts of officers from Peel Regional Police, RCMP, Toronto Police Service, the Ontario Provincial Police (O.P.P.) and officials from Canada Customs and Revenue Agency. This unit has been involved in a number of seizures at PIA resulting in numerous persons being arrested for drug-related offences on domestic and international flights. The methods of importation that are usually attempted are luggage false compartments or hollowed handles, "swallower", body packaging, anal and vaginal plugs and altered imported liquor bottles. There has also been an increase in heroin seizures.

d) Crime Prevention

The commitment to crime prevention as a policing priority involves a wide range of initiatives including, but not limited to, the activities described below:

- Proactive safety and educational initiatives (e.g. robbery prevention, shoplift prevention and personal safety education)
- Collaborative partnerships with numerous community groups including local crime prevention associations, special interest groups for youth, neighbourhoods, cultural communities, schools and businesses
- Crime Prevention through Environmental Design (C.P.T.E.D.) and through Physical Design (C.P.T.P.D.) consultations.

New Protocol: On February 12, 2003, Peel Regional Police signed the *Co-ordinated Community Response Protocol for Children Under 12 in Conflict with the Law*. As a result of this Protocol, more diligence has been dedicated to ensuring that necessary paperwork and follow-up investigations are completed, ensuring the necessary agencies are contacted as per police procedures.

- **Youth Education Unit**

Overview: The Youth Education Unit was formed in January, 2001 and includes the Peel Children’s Safety Village, Internet Safety, and Reduce Abuse In Drugs (R.A.I.D.) Program. In total, there are nineteen officers and one civilian who work in partnership with both school boards, the Peel Health Department and the community, to educate our youth. Police officers deliver a variety of programs to children in kindergarten to grade eight. There are team members at each school which amounts to between 25-30 school teams. The Youth Education Unit also counsels, mentors and participates in school activities to establish rapport with youth. The programs are as follows:

Reduce Abuse in Drugs (R.A.I.D.): This is a customized drug education program and has received very positive praise from citizens, children and teachers. A number of other police agencies that have heard about the program have requested permission to replicate the curriculum developed by Peel Regional Police drug education officers. Three constables provide drug education lessons to grade five and six students in Brampton and Mississauga. Each R.A.I.D. session consists of seven lessons on drug information; how and why of saying “no”, self-esteem, decision-making, conflict resolution, advertising messages and positive alternative activities. During the 2002-2003 school year, 1,350 classes were taught to 39,760 students in 86 schools from both local school boards.

Internet Safety: Internet Safety Programs are delivered by Youth Education Officers to students in the Region of Peel. During the 2002-2003 school year, 228 school presentations were provided to an estimated 14,448 students. Additionally, 116 adult presentations were provided to an estimated 4,011 persons. There is one full-time Internet Safety Co-ordinator, who works in partnership with the Internet Safety Committee and provides education for adult community members and parents. This program has proven very successful and is reported to be the only program of its kind in Canada and likely the world. One of the originators of this initiative visited New Zealand to assist their National Police Department with the final stages of implementing their “Net Safe” Program. Requests for the program have been received from other school boards, various organizations in western Canada, the United States and England.

Peel Children’s Safety Village: At the Children’s Safety Village, instruction is given to elementary school children regarding traffic safety, personal safety, bicycle safety, school bus safety, stranger awareness and youth and the law. The Children’s Safety Village is staffed with two police officers. Lectures are delivered to students in grades one, three and five. During the 2002-2003 school

year, 15,155 students visited the Safety Village. Additionally, 2,168 bus and foot patrollers were provided with training.

Bullying: Four age appropriate lessons have been developed to teach youth from kindergarten to grade eight about bullying. These lessons address the moral and legal consequences of bullying, identify the bully and the victim, provide strategies for dealing with bullying and stress the importance of reporting bullying incidents. It is an interactive program which is accompanied by role-playing and videos. During the 2002-2003 school year, 1,120 classes were delivered to 57,845 students.

Youth and the Law: This program is delivered to students in grades six, seven and eight. It provides students with knowledge of the law, consequences if the law is broken and how it can affect them in their daily lives. During the 2002-2003 school year, 390 classes were delivered to 18,108 students.

Stranger Awareness: Children enrolled in grades kindergarten to two are provided with information defining strangers (helpful and dangerous) and taught strategies to encourage awareness, reduce victimization and resolve situations safely. During the 2002-2003 school year, 204 classes (10,787 students) were provided with stranger awareness lectures.

Streetproofing: The Streetproofing Program teaches students in grades three, four and five about personal safety zones and environmental awareness. Emphasis is placed on how to communicate assertiveness and confidence in any setting. This program is a follow-up to the Stranger Awareness presentations. During the 2002-2003 school year, 95 classes were delivered to 6,618 students.

Policing as a Career: During the 2002-2003 school year, 43 classes were provided with lectures outlining policing as a career choice. A total of 3,861 students in grades seven and eight attended.

Community Helpers: A lecture is provided to children enrolled in kindergarten and grade one and explains how to identify a police officer and the many ways the officers can help children. During the 2002-2003 school year, 145 classes (5,759 students) were provided with lectures.

Miscellaneous Drug-Related Education: Members of the Youth Education Unit provide drug education lectures consisting of identifying drugs, outlining issues relating to substance abuse, tobacco and alcohol. Lesson plans are designed for children in grades four to eight. During the 2002-2003 school year, 138 classes were taught to 6,979 students.

Safe School Protocol: The Safe School Protocol is an agreement between Peel Regional Police, the O.P.P. (Caledon Detachment), the Peel Board of Education, and the Dufferin-Peel Catholic District School Board, to co-operate and communicate with each other in their dealings with students and police-related investigations. This agreement clarifies roles and responsibilities and defines the need for maintaining open lines of communication. The protocol recognizes the partners' shared responsibility for the safety of the school community.

- **Crime Stoppers**

Overview: Peel Crime Stoppers is a separate entity from Toronto and Regional Crime Stoppers. As a result of the Crime Stoppers Program the following activities occurred in 2003:

- 1,158 anonymous tips were received
- drugs valued at \$5.9 million dollars were seized
- property valued at \$388,933 was seized
- 103 cases were cleared
- 61 arrests were made
- 140 charges were laid
- 67 presentations were delivered

Crime Stoppers training sessions have been developed and delivered to provide officers with an opportunity to understand Crime Stoppers' procedures.

Safe School Crime Stoppers Program: In 1993, Peel Crime Stoppers established the first Safe School Crime Stoppers Program at Notre Dame Secondary School in Brampton. Since then, hundreds of Ontario schools have followed Peel's lead in establishing this program. Peel now has all high schools on line, and the University of Toronto, Mississauga campus, with this Safe School Crime Stoppers Program in place. This program is responsible for solving and preventing numerous crimes. As a result of this Program, a close working relationship exists among school boards, school administration, students and local police. In 2003, 60 calls were received from high school students.

Gun Stoppers Program: The Gun Stoppers Program is unique in Canada. On April 23, 2002, Gun Stoppers became a component of the Peel Crime Stoppers Program. Their focus is to eliminate the presence of illegal firearms in schools and surrounding areas. It is used as a proactive crime-fighting tool. Cash rewards of \$100 are paid to callers for any gun seized; an arrest is not required. In 2003, 58 calls were received relating to weapons resulting in the seizure of 51 weapons (5 knives, 45 guns and 1 machete).

- **Child Abuse and Sexual Assault Unit**

Community Outreach: The Child Abuse and Sexual Assault (CASA) Unit currently has representation on twelve committees. These committees include the policing community as well as affiliated social agencies. The focus of these various committees includes crime prevention, education and service delivery. During 2003, members of the CASA Unit provided 15 lectures. The lectures share information regarding current offence trends and operating procedures. Personnel from the CASA Unit are key contributors to the training of personnel in affiliated outside agencies. Attendance at these lectures is estimated at 434 persons.

- **Fraud Bureau**

Media Releases: Photographs of suspects are released to the media in order to obtain assistance from the public. This initiative has been met with much success. The public has been made aware of recently identified fraudulent trends through news releases in an attempt to prevent further victimization of the community.

Seniors: The Seniors' Hotline, an information hot line established in 1998, is monitored regularly. The Fraud Bureau provides a representative to the Senior Crime Around Toronto (S.C.A.T.) Committee. This committee consists of representatives from police and other government agencies that interact with seniors. Its purpose is to exchange information regarding trends relating to senior crime, culprit information and prevention strategies.

Partnerships: Effective partnerships have been established with Peel Social Services and Canada Customs and Revenue Agency. Training seminars have been provided addressing topics such as conducting investigations, testifying in judicial proceedings, and identifying fraud and personation.

- **Race and Ethnic Relations Bureau**

Overview: The Peel Regional Police Hate/Bias Crimes procedure has been revised and now requires each Criminal Investigation Bureau to have a Divisional Hate/Bias Crimes Co-ordinator. This has given a higher profile to these crimes and increased sensitivity to the victims. In 2003, 92 meetings were attended and 25 presentations were delivered to an estimated 1,900 attendees. Additionally, 35 community events were also attended during this time frame.

Key Initiatives:

- Annual “Race Against Racism”. The Peel Community Police Race Relations Committee organizes and participates in an annual 5 km race/walk which promotes harmony and positive relations amongst a variety of racial and ethno-cultural groups in Peel.
- Focused education (cultural diversity issues and hate crimes) amongst the youth of the Region of Peel (presently developing a cultural diversity lecture to be delivered to elementary school children with both Boards of Education – has been authorized by both Boards).
- Development of a new Race and Ethnic Relations brochure which will be printed in a variety of languages.
- Development of an officer training video.

Partnerships: Community partners include the following: both local schools boards, Peel Community/Police Race Relations Committee, Peel Multicultural Council, Inter-Cultural Neighbourhood Social Services, Peel Victim Services, Council of Police Against Racism, Multicultural Inter-Agency Group, Anti-Racism Coalition of Peel, Brampton Race Relations Action Council, Language Instruction for Newcomers to Canada, Carassauga Multicultural Committee, Carabram Multicultural Committee, United Achievers’ Community Services, Ontario Gurdwaras Committee, Sri Guru Singh Sabha Malton, India Rainbow Community Services, Can-Sikh Cultural and Sports Club, National Association of Indo-Canadians, International Ladies Garment Workers Union Housing Co-op, Congress of Black Women, Caribbean Association of Peel, National Ahmaddiyya Muslim America, University of Toronto Erindale Campus, Chinese Business Association of Mississauga, Canadian Jewish Congress, B’Nai Brith, Italian Association of Peel, Palestine House and Polish Community Services.

- **Crime Prevention Services**

Overview: During 2003, Crime Prevention Services received an “Award of Excellence” for fighting crime from the Ontario Crime Control Commission. As well, individuals from the bureau received awards for dedication to crime prevention from the Mississauga Chinese Association and Professional Achievement from the American Society of Industrial Security (ASIS International).

Projects and Initiatives: The Crime Prevention Bureau is involved in numerous projects and initiatives as well as being an active partner in both the Brampton Safe City and Mississauga Crime Prevention Associations.

Major initiatives include:

- The development and expansion of the Crime Prevention Academy
- Development of a long-term false alarm strategy
- Crime Prevention Through Environmental Design (C.P.T.E.D.)
- A project addressing amendments to the building code to reduce residential burglaries
- A block parent survey developed for the Mississauga Crime Prevention Association
- A townhouse redevelopment project
- The creation of a provincial property registration strategy.

Additional issues and topics being addressed include: residential burglary long-term reduction; Closed Circuit Television (CCTV) research and a private sector investigative registry; a criminal probe research initiative; a survey supporting fear reduction strategies surrounding a local shelter; a break and enter surveillance support strategy; a revitalization project focusing on fear of crime in a specified neighbourhood; a taxi robbery prevention initiative; truancy; the redevelopment of a robbery suspect ID kit; development of an acid etching initiative with the Auto Squad; and, a security lighting research initiative.

The Crime Prevention Bureau also provides crime prevention training to Community Liaison Officers and hosts crime prevention workshops.

Site Plans and Security Audits: Members of Crime Prevention Services support municipal and regional crime reduction initiatives by reviewing approximately 150 site plans and conducting approximately 200 security audits and consultations annually.

Committee Affiliations/Community Partnerships: The Bureau extends its influence through committee work at the local, provincial, national, and international level. Partnerships include:

- Ontario Provincial Working Group on Crime Prevention, Ministry of Public Safety and Security
- Ontario Association of Chiefs of Police (OACP) Crime Prevention Committee
- American Society of Industrial Security International Physical Security Council
- American Society of Industrial Security Physical Security Professional Certification Committee
- Crime Prevention Through Environmental Design (C.P.T.E.D.) Ontario
- Peel and Mississauga C.P.T.E.D. Committees
- Central Ontario Crime Prevention Association

- Brampton Safe City Association
- Mississauga Crime Prevention Association Board of Directors
- Police Learn.com - Police Training Initiative Committee

Crime Prevention Grants: Crime Prevention Services received a \$46,000 grant in partnership with London Police to undertake a long-term study of the physical effects of residential burglary victimization. The Crime Prevention Services Bureau is also an active partner with the Mississauga Crime Prevention Association in pursuing a National Crime Prevention Centre, Community Mobilization Grant for \$49,000.

New initiatives under development by Crime Prevention Services:

- Community Investigative Support Registry - A CCTV investigative support initiative
- Speakers Bureau - To identify speakers to support the Crime Prevention Academy
- Street Level Weapons Reduction Initiative - To identify and educate retailers who unknowingly distribute non firearm-related prohibited weapons
- Police Auxiliary Initiative - An initiative to develop and utilize Auxiliary officers in a proactive crime prevention role. Auxiliary officers have participated in: survey delivery, canvassing initiatives, and scenario-based crime prevention outreach. Additionally, Auxiliary members are being developed to assist in Crime Prevention Academy presentations.

- **Crime Prevention Partnerships and Initiatives**

Co-ordinated Community Response Protocol for Children Under 12 in Conflict with the Law: This new protocol was formalized on February 12, 2003 and ensures that diligence is dedicated to ensuring the necessary paperwork and follow-up investigations are completed when children under 12 years of age are in conflict with the law. The appropriate agencies are contacted to ensure the child receives all services required to address the situation.

Brampton Safe City Campaign: Peel Regional Police continues its commitment to the Brampton Safe City Campaign and its community partners. Officers participate in formal roles with Brampton Safe City to ensure its ongoing success as well as supporting Peel Regional Police in meeting crime prevention objectives. Numerous officers participate on an informal and voluntary basis in the following programs: Neighbourhood Watch, Road Watch, Brampton Safe City Campaign, Crime Prevention Academy, the Youth Education Safety Project, Crime Alert Program, Business Crime Watch, Road Watch, the Challenge

Program and Public Education Awareness Workshops. The efforts of the Brampton Safe City Campaign support the crime prevention objectives of the Peel Regional Police and represent a significant and integral part of the Peel Regional Police public outreach and program delivery effort. This model is well established and should serve as an example for other police services.

Mississauga Crime Prevention Association (MCPA): Peel Regional Police continues its partnership with the Mississauga Crime Prevention Association and its community partners. The MCPA utilizes a formal structure with a Peel Regional Police superintendent and detective serving on the Board of Directors. As well, a member of the Crime Prevention Services Bureau acts as a non-voting resource for the Board.

The MCPA successfully operates six key crime prevention and safety awareness programs as follows:

- Neighbourhood Watch
- Neighbourhood Watch Youth Outreach Initiative
- Block Parents
- Counter-Act (anti-vandalism program)
- Business Crime Watch
- The Community Alert System

These programs are operated under the direction of the executive director and police support is informal and arranged on an as-needed basis. Many officers work to support the organization both on-duty and off-duty in a volunteer capacity. The programs and services offered by MCPA, in partnership with the police, form an integral part of the Peel Regional Police public outreach initiative for the delivery of crime prevention services to the Mississauga community.

Rogers Cable Television (Police Show): In April, 1994, the first Police Show aired from the lobby of Peel Regional Police Headquarters. At that time the program was a half-hour monthly show, consisting of three to five video profiles which were introduced by hosts. In January, 1996, the Police Show evolved into a live one-hour monthly phone-in show broadcast the first Wednesday of each month to a potential viewership of a million people. The purpose of the show is to inform the public about the police, the laws and crime prevention topics. The panel/video/phone-in format provides the public with the opportunity for input and promotes better community relations. Topics have included: travel safety, retail crime prevention, home security, personal safety, stalking and sexual assaults, street proofing and drugs, frauds, impaired driving, and auto theft. Other regular monthly features are the Police News Desk, Police Profiles, Fraud Alert and Peel's Most Wanted.

Malton Action Committee: Peel Regional Police continues this partnership between parents, students and educators in the Malton community. Officers work with this committee to ensure the best possible opportunities for life-long learning in conjunction with elementary and secondary schools in the Malton community.

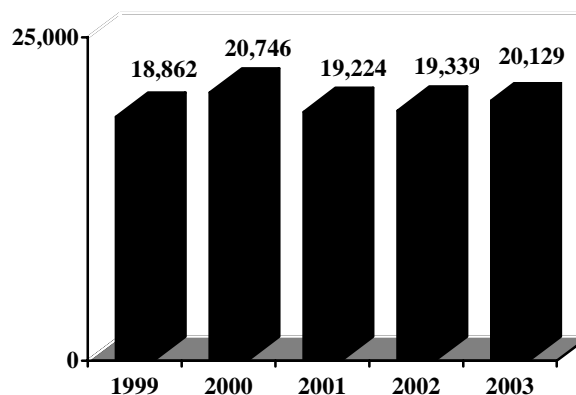
- **Airport Division**

Proactive Information Bulletins: On a regular basis, the Airport Division produces crime bulletins to inform officers of current crime trends and suspect information. A civilian crime bulletin has also been created and is circulated to businesses at the Airport. The bulletins are useful in identifying current crime trends and possible suspects. A weekly *Auto Theft Hotsheet* has also been created to provide information regarding stolen vehicles.

e) **Traffic Management**

The *Policing Priority of Traffic Management* outlines a commitment to traffic enforcement, public education, and traffic engineering. Some issues of focus include impaired driving, motor vehicle collisions that result in property damage, personal and fatal injuries, and traffic enforcement.

Total Motor Vehicle Collisions

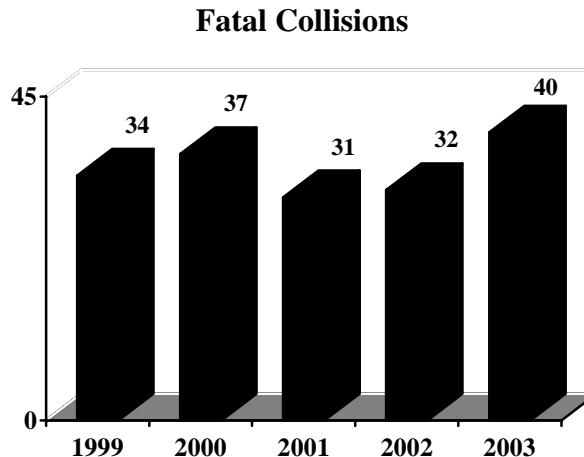


Overview: Through the community survey process, local residents have consistently asked that police focus on traffic issues. The graph above outlines the trends for all motor vehicle collisions which include fatal collisions, collisions resulting in personal

injury and property damage. Between 2002 and 2003, an additional 790 collisions occurred in Peel (4.0 per cent increase).

Impaired Driving: In response to community concerns, enforcement has been directed towards impaired driving. In 2003, there were 2,383 impaired driving related charges, a decline of 573 (19.0 per cent) compared with 2002. Within Canada, impaired driving is the leading cause of criminal death. Within Peel, alcohol consumption was a contributing factor in 13.0 per cent of fatal collisions that occurred in 2003.

Festive Season Reduce Impaired Driving Everywhere (RIDE) Program: In 2003, RIDE enforcement activities during the festive season resulted in 178,631 vehicles being investigated. Consequently, 616 12-hour suspensions were issued and 178 impaired driving-related charges were laid.



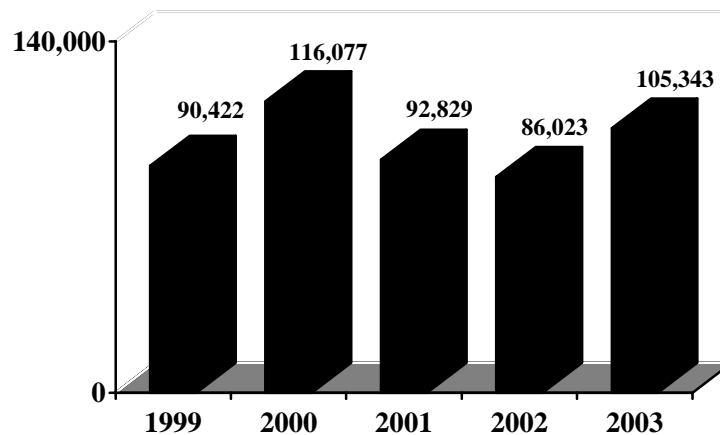
Fatal Motor Vehicle Collisions: Fatal collisions reached a five-year high of 40 in 2003, an increase of 8 (25.0 per cent) compared with 2002. Driver inattention, speed and disobeying traffic lights and signs are the most common causes of fatal collisions. Of the 40 fatal motor vehicle collisions that occurred in 2003, five (13.0 per cent) were alcohol-related.

Traffic Enforcement: Targeted traffic campaigns and initiatives were developed based on community expectations and traffic enforcement trends. Some examples include:

- Seat Belt Campaigns
- Aggressive Driving Campaigns
- School Zone Safety Campaigns

- Tow Truck Enforcement
- Traffic Light Campaign
- Provincial Offences and Criminal Court Suspended Driver Programs
- Vehicle Inspections and Insurance Checks
- Operation Impact

Highway Traffic Act Charges



In 2003 Divisional Traffic Units were initiated with two officers assigned to each Unit per division (eight officers in total). Consequently, enforcement of the HTA resulted in 105,343 charges by the end of 2003, an increase of 19,320 (22.0 per cent) compared with 2002. HTA cautions also increased to 16,854 cautions, an increase of 2,528 (18.0 per cent) compared with 2002.

- **Airport Division**

Overview: Traffic-related incidents at the Airport have remained relatively stable between 2002 and 2003 at 958 and 952 respectively. During 2003, the Airport Division conducted a number of traffic enforcement initiatives including groundside and airside RIDE programs. A special traffic enforcement detail was initiated in July and August whereby officers were assigned to enforce speed limits in construction areas. Unique to the Airport are illegal taxi operators and, consequently, the Illegal Taxi Enforcement Program was initiated to address this situation.

Working Partnership With Greater Toronto Airports Authority (GTAA): The Airport Division provides training sessions with the GTAA Airside Safety Officer. Staff from the Airport Division also provides input into the GTAA

Traffic Management Committee offering suggestions on the effectiveness of the traffic management system.

f) Lawless Public Behaviour

Lawless Public Behaviour includes many different offences that detract from a good quality of life within the community. These offences include disturbances, noise complaints, disruptive persons, disputes involving neighbours and labour situations, liquor violations and offensive weapons.

- **Street Crime Unit**

The Street Crime Unit develops strategic, targeted initiatives to reduce and eliminate the incidence of lawless public behaviour that detracts from the quality of life of local residents and business persons. Details of the Street Crime Unit's accomplishments are outlined in the "Specialized Units/Program Accomplishments" section on page 51 of this document.

- **Field Operations (Divisions)**

Overview: Complaints regarding lawless public behaviour are received at the Divisions or Community Stations. Divisional personnel review complaints and co-ordinate resources in an effort to resolve problems. Resources could include Neighbourhood Policing Units, Bicycle Units, Uniform Patrols or the Street Crime Unit. In order to have a significant impact on issues of lawless public behaviour, many community partners have collaborated with members of Peel Regional Police to address identified problem situations. Some of these partners include, but are not limited to:

- Liquor inspectors
- Management personnel of local shopping malls
- By-law enforcement officials
- Planning officials
- Local condominium corporations
- Local rate payers' associations
- Local homeowners' associations
- Transport Canada officials
- Air carrier employees

Responsible Alcohol Management (R.A.M.): This initiative began in response to increased lawless public behaviour that occurred in and around liquor licensed premises. It was identified that one of the key contributors to this problem was

the willingness of these establishments to serve patrons, despite obvious signs of intoxication, as a means to increase nightly profits. Invariably, the consequences of these actions resulted in confrontations and aggressive behaviour both within the establishment and outside after the business had closed. It became quite evident that a significant amount of police resources were being dedicated to responding to this type of behaviour. A number of repeat offender establishments were targeted. The Neighbourhood Policing Unit had identified these businesses as being responsible for a large majority of calls for service and developed a strategy in conjunction with liquor inspectors from the Alcohol and Gaming Commission of Ontario to respond to the situation.

A significant number of charges were laid relating to liquor violations, drug offences, and a variety of other criminal offences. Countless people who were impaired were deterred from driving because of the strong police presence. Numerous fights and assaults were also prevented due to the police presence and strict zero-tolerance enforcement. Numerous licensed establishments were also charged and received licence suspensions as a result of infractions and a number of non-compliant, high-profile establishments were shut down.

Since its inception in 1999, the R.A.M. project has been extremely successful, resulting in over 200 liquor licence charges and numerous criminal and drug charges being laid. Project R.A.M., although successful from a police and enforcement standpoint, also illustrates how our officers are developing relationships with outside agencies to collectively address common problems and bring those problems to a resolution that satisfies the interests of all parties involved.

Bicycle Patrol Unit: The resurgence of the Bicycle Patrol Unit has resulted in increased patrols in neighbourhoods, parks and greenbelt areas throughout the policing jurisdiction. This initiative has been widely embraced by the public who continue to notify the local divisions of problem areas of concern. The Bicycle Patrol Unit has proven its viability with effective public relations, high visibility and proactive community outreach initiatives. Examples of functions attended include Bike Rodeos, Canada Day Celebrations, Bread and Honey Festivals, sporting tournaments and a number of cultural parades and festivals.

In addition to public relations activities, the Bicycle Patrol Unit provides substantial levels of enforcement and responds to calls for service. During the summer of 2003, the Unit was responsible for laying 538 HTA charges, 826 LLA charges, 1,437 criminal code charges and 216 drug charges. Bicycle Patrol Unit members responded to 2,521 incidents.

Lawless Public Behaviour Initiative Examples:

- i) **Bread and Honey Festival** - This is a yearly festival that attracts thousands of visitors to the town of Streetsville. The festival spans three days and in 2003 took place from June 6-8. While the festival has had problems in the past with liquor licence offences, assaults and general lawless public behaviour, the situation was resolved with police intervention. It was identified that part of the problem involved some licensed premises in the area. Consequently, a Problem Oriented Policing (POP) Project was initiated that included partnerships with the Alcohol and Gaming Commission of Ontario, the Bread and Honey Founders Association and the 11 Division Neighbourhood Policing Unit. Officers spoke with staff at licensed premises clarifying liquor regulations and advising them of vigilant enforcement during the Festival. They also visited local liquor stores and beer stores with the same message. As a result of these partnerships and activities, the results were impressive. The Festival was well attended with a noticeable absence of infractions. Police maintained a high uniformed presence throughout the weekend with only one minor incident of lawless behaviour.
 - ii) **Local High School Lawless Activities** - In January 2003, a POP Project commenced relating to activities taking place at a local high school. Officers made presentations to the school's parent/teacher committee and completed a full assessment of the school's environmental physical design. In collaboration with the school administration, enforcement activities commenced resulting in the following charges: 19 HTA, four Trespass to Property, one LLA, two drug-related charges, execution of one attempt murder warrant and four criminal code charges (including two gang members).
- **Airport Division**

On-Board Disturbances: On-board disturbances are one of the most threatening types of incidents for airlines. These incidents not only have the potential to threaten the passengers and crewmembers of an aircraft, but can substantially hamper the progression of the flight. The incidence of occurrences that directly affect the operation of an aircraft remained stable between 2002 and 2003. Sixty-four on-board disturbances were reported in 2003 compared with 68 in 2002.

Air Rage: Any acts of violence or disturbances on aircraft are dealt with harshly and charges are laid if evidence is available. A public awareness campaign was initiated and organized by the Airport Division and Canadian Union of Public Employee (CUPE) members to communicate that disruptive and unruly behaviour is unacceptable. PRP officers and airline employees distributed brochures regarding air rage and provided answers to questions and concerns.

The purpose of this campaign was to increase awareness and prevent crimes from occurring on aircraft. The Airport Division plays a major role in a working group with Transport Canada to evaluate the causes of air rage and regularly liaises with major Canadian airports to share progressive information and strategies.

General Disturbances: An individual, either intoxicated or being disruptive, can be extremely dangerous to passengers and airport employees. It is quite common for passengers to become irate and unruly and, in some cases, physically abusive. As well, a person boarding an aircraft in an intoxicated state jeopardizes the safety of the entire flight. In some cases, flights may be delayed resulting in significant losses to the airlines. In 2003, 554 general disturbances occurred at PIA, which was an increase of 79 (16.6 per cent) compared to 2002. In 2003, 171 incidents occurred regarding intoxicated persons (21 fewer than 2002).

g) Specialized Units/Program Accomplishments

• **Court Services**

Video Remands: Upon analysis it is apparent that the use of video remands has increased by 447 (37.0 per cent) from 1,202 in 2002 to 1,649 in 2003. This represents an average of seven video remands per day; however, it was hoped that 20 to 30 cases would be dealt with by video remand. Further expanded utilization of video remands is possible in the future.

Prisoners Transported: Between 2002 and 2003, the volume of prisoners transported decreased by 3,704 to 24,081 (13.3 per cent).

Volume and Delay of Charges:

- Decrease in total charges pending processing by 2,067 (9.0 per cent) from 22,927 (December 31, 2002) to 20,860 (June 30, 2003)
- Increase in charges backlogged longer than 8 months by 1,384 (14.0 per cent) from 10,007 (December 31, 2002) to 11,391 (June 30, 2003)

Backlog of Trial Dates: The following “set dates” for trials are being used in the Brampton Courthouse for “out of custody” matters as of January 1, 2004:

- Most criminal code charges - 12 months
- Impaired driving/over 80 charges - 11 months
- Domestic violence - 10 months
- Federal and drug charges - 12 months
- *Young Offenders Act* (all charges) - 8 months

Most “in custody” trials, for all offenders, are being set for approximately six to eight weeks into the future.

Blitz Court Program: Blitz Courts were implemented at the Davis Courthouse in February, 2002 as an interim measure to assist with the backlog of cases in this jurisdiction. The program was designed with a specific time line of six months. The Ministry of the Attorney General resourced the Davis Courthouse with three additional Judges to be drawn from the per diem pool and from outside jurisdictions to assist with this initiative. The Peel Crown Attorney's Office was also given permission to hire three additional Assistant Crown Attorneys on a six-month contract basis.

The first Blitz Court program concluded at the Davis Courthouse on September 9, 2002. At that time, the judicial resources allocated to the Davis Courthouse were diverted to other jurisdictions to deal with backlog problems. Statistics were not maintained specifically on the first Blitz Courts; however, backlogged cases continue to increase. Another Blitz Court was implemented at the Davis Courthouse between May 12 and 16, 2003 addressing 258 cases but procedurally this was not an effective process.

Additional Provincial Court Staff: Recently approved increases to provincial court staff will likely have a favourable impact on backlogs. Three new full-time Judges will be hired for the Davis Courthouse in 2004. One Judge has already started and two are scheduled to commence employment in April 2004. Additionally, eight Assistant Crown Attorneys have been hired.

- **Technological Crimes Unit**

During 2003, the Technological Crimes Unit received 157 cases, 12 more cases (8.0 per cent) than 2002. The mandate of the Technological Crimes Unit is to provide investigative support to all areas of the police agency; the crime categories investigated cover a broad spectrum. Today's computing devices are used to facilitate person-to-person communications, as well as the transfer, storage and processing of data. The use of e-communications, combined with the sender's self-perceived anonymity, will ensure that use of these devices will increase between co-criminals and their victims. The most common types of cases investigated are child pornography, fraud and threatening.

The Technological Crimes Unit personnel possess a high level of expertise in a field that holds many unknowns to police investigators and criminal prosecutors. They are sharing their expertise within the service, with other agencies and community groups to enhance crime prevention, detection, investigation and prosecution. In 2003, presentations were delivered to 631 persons from a variety of groups including the Police Services Board and the Crown Attorney's office.

Technological Crime Case Example:

In March 2003, Technological Crimes Unit officers, with the assistance of 21 Criminal Investigation Bureau (CIB) and Youth Education, arrested two young offenders and one adult offender in relation to a hacking investigation. The three individuals were attempting to extort money from a Mississauga based e-business. The culprits opened a fraudulent bank account and demanded money to stop the “denial of service attack” they initiated on the webpage for the business rendering it useless. The company reported an estimated \$400,000.00 in lost revenue. The investigation revealed that the culprits had also brought down three other websites; two in Canada and one in the United States.

- **Street Crime Unit**

In April 2003, the Street Crime Unit was expanded and presently consists of 33 officers with sufficient resources to address issues in both the north and south areas of the Region. Substantial results have been attained as a result of their wide variety of activities as outlined in the table below:

Activity	Total
Problem Solving Initiatives (POP Projects)	36
Vehicles investigated	11,994
HTA charges laid	386
LLA charges laid	1,353
Drug-related charges	936
Value of drugs seized	\$1,008,421
Criminal charges laid	1,620
Weapons seized	152

Problem Oriented Policing (POP) Projects: Problem Oriented Policing is a problem-solving approach to a group of similar incidents that have created concern within the community. The underlying nature of the problem is identified and strategies are developed to reduce or eliminate the frequency of the problem. As a result, POP Projects are initiated and the issues addressing the causes of the problem are systematically addressed. Straightforward problems are addressed by divisions, while more complex problems are addressed by the Street Crime Unit. The Unit is currently working on 36 POP Projects throughout Brampton and Mississauga.

Street Crime Unit Enforcement Examples:

- i) **Traffic Stop Results in Weapons and Drug Seizures** - In June 2003, officers were conducting directed patrols along a major roadway when they engaged in a traffic stop of a suspicious vehicle. When the driver was questioned about an object in his waistband he fled and led officers on a foot pursuit. He was seen discarding a bag of cocaine. The male party was apprehended and charged with drug offences. Street Crime Unit officers believed the culprit had discarded another object during the chase and returned to the scene. Consequently, officers conducted a search of the wooded area where the chase had occurred and located a fully loaded semi-automatic pistol. Firearms charges were laid against the party. The culprit was found to have associations with street gang activities in the Toronto area.

- ii) **Suspicious Activities Lead to Drugs and Weapons Charges** - In June 2003, officers observed a male and female acting suspiciously in a vehicle in the parking lot of a local drinking establishment. The occupants were investigated and arrested for narcotics offences. Drugs were found and a search of the vehicle resulted in the recovery of a fully loaded .38 calibre revolver with hollow point ammunition. Subsequent investigation revealed that the accused was responsible for a homicide in Windsor, Ontario in 1995 and the attempted murder (shooting) of a Brampton taxi driver the same year. The accused was later released on a recognizance and was subsequently arrested in July 2003 by Street Crime officers for breaching his recognizance. His mother was also arrested and charged with being a party to the offence of Breach of Recognizance.

- **Auxiliary Police**

Auxiliary officers are deployed in a variety of activities including emergency situations, special events, RIDE Programs, patrol escorts, administrative duties and training exercises. As of December 2003, 109 volunteer auxiliary officers were active within Peel Regional Police providing 26,606 hours of volunteer time to date this year. This represents an additional 3,597 hours compared with the same time period in 2002.

- **Morality Bureau**

Child Pornography: As public awareness increases regarding child pornography, the volume of related complaints has increased by 26 from 42 in 2002 to 68 in 2003 (62.0 per cent). These investigations are complex and can

take 77-87 hours to investigate. The officers investigating child pornography offences continue to liaise closely with both Canadian and U.S. law enforcement agencies to identify suspects living within the Region of Peel. A major investigative case is ongoing and it is estimated that there are numerous outstanding targets in Peel.

Child Pornography Case Examples:

- i) Investigators identified a suspect who is a retired school teacher in the Region of Peel. A warrant executed at his residence resulted in the seizure of a collection of child pornography. The suspect had also attempted to purchase a child porn video from the Philippines; however that purchase was interrupted by the investigators who executed a controlled delivery to the suspect.
- ii) A male party was identified as being on an international list of persons who had purchased child pornography over the internet. A search warrant executed at his residence resulted in the seizure of the largest child porn collection ever discovered in Peel Region. Although the suspect was quite aware of the investigation, he could not bring himself to dispose of the images and child porn materials without police assistance. The investigation demonstrates that those interested in this type of material often keep it for indefinite periods of time as a prized possession.

- **Vice Unit**

Vice Unit Overview: Vice Unit activities during 2003 are outlined below. Enforcement efforts resulted in a total of 341 charges including drug charges, liquor license act charges, by-law charges and criminal charges. Charges laid by the Vice Unit more than doubled from 164 charges in 2002 - an increase of 177 (108.0 per cent).

Community Partnerships: Members of the Morality Vice Unit work closely with both the City of Mississauga and the City of Brampton By-law Enforcement Units. By-laws relating to the adult entertainment industry have been revised and are enforced when warranted. A representative from the Vice Unit chairs the Integrated Municipal Enforcement Team (IMET) Committee that deals with problem licensed premises and RAVE concerts. Members of this committee include Fire Department officials, Ambulance Services officials, By-Law Enforcement officers, Alcohol and Gaming Commission of Ontario (AGCO) officials and Health Department inspectors. Vice Unit officers have utilized IMET to effectively shut down or assist with the shut down of several local

problem locations. The Morality Vice Unit also works closely with AGCO to enforce the laws pertaining to liquor licensed establishments. A number of license suspensions and revocations including a 20-day suspension to a local club have been successful. The Vice Unit has also organized and arranged training for divisional Responsible Alcohol Management (RAM) projects that have been in place throughout the Region.

Adult Entertainment/Massage Parlours: There are 37 known massage parlours and 14 adult entertainment establishments in the Region. Vice officers have conducted investigations and established that there is an abundance of evidence of prostitution in many of them. As a result of enforcement initiatives, 137 by-law charges have been laid. Seventy-four criminal charges relating to prostitution offences were laid during 2003.

Ontario Illegal Gambling Unit: Peel Regional Police are represented on the Ontario Illegal Gambling Unit by one constable. They have recently completed two large-scale projects involving book making, keeping a common betting house and proceeds of crime. Peel's designated representative was the primary investigator.

Illegal Gambling Case Example:

i) In one provincial investigation, 25 warrants were executed across the Greater Toronto Area. As a result of the execution of these warrants, 158 persons were charged, 83 video gambling machines were seized and \$30,000 in cash was confiscated. In Peel Region, 4 of the 25 warrants were executed resulting in 41 persons charged and the seizure of 8 video gambling machines.

- **Airport Division: Emergency Response Team**

The Emergency Response Team (ERT) is comprised of 21 Airport Division officers trained in the use of specialized weapons and tactics common to the PRP Tactical and Rescue Unit. This part-time unit was established in the spring of 1999, meets the provincial criteria of a Containment Team, and is mandated to support the Tactical Unit should a major incident occur at PIA.

- **Police Dog Services**

Police Dog Services, also referred to as the Canine Unit, provide service in the areas of suspect location and apprehension, article and person tracking, building searches and drug detection. The Unit is comprised of six officers, two of which

are also assigned to the Tactical Gun Team. During 2003, Police Dog Services responded to 1,246 calls for service, conducted 129 building searches, 75 drug searches, 414 tracks, and 389 area searches. As a result of these activities, 66 persons were arrested.

- **Tactical and Rescue Unit**

The Tactical and Rescue Unit is mandated with the resolution of high risk incidents involving firearms and weapons. The Unit regularly provides service relating to barricaded persons, arrests, vehicle stops, emotionally disturbed persons, execution of warrants, hostage rescue and canine officer protection. The team is divided into specialized areas including the rappel team, sniper team, breaching team, and has selected officers trained in crisis negotiation. In total, 22 officers are assigned to the Tactical and Rescue Unit. During 2003, the Unit responded to 652 calls for service, arrested 269 persons, executed 29 search warrants, and conducted 20 high risk vehicle stops.

- **Explosives Disposal Unit**

The Explosives Disposal Unit is comprised of one sergeant, one full-time constable and seven part-time constables. The Unit's mandate is to investigate and dispose of suspicious packages containing explosives, handle all evidence for chemical, nuclear and biological agents with or without explosives, explosive force entries with the Tactical and Rescue Unit and post-blast investigations. During 2003, the following activities were performed by the Explosives Disposal Unit: 73 suspicious packages investigated, 22 recoveries of explosives, 71 bomb threats, 20 chemical, biological and radiological calls, 56 bomb contingency planning sessions, and 3,100 pounds of ammunition burned.

- **Marine Unit**

The mandate of the Marine Unit is to reduce the risk to persons and property within the marine environment. The Police Service promotes boating safety by heightening public awareness and enforcing the *Criminal Code* and related *Canada Shipping Act* regulations. In 2003, the Marine Unit responded to 91 incidents. They were responsible for laying 350 *Provincial Offence Act* charges, 46 *Canada Shipping Act* violations and responding to 42 search and rescue incidents. 1,290 vessels were investigated.

- **Media Relations**

In 2003, 370 news releases were released to the media and community by Canada News Wire; 103 of which were proactive community information releases.

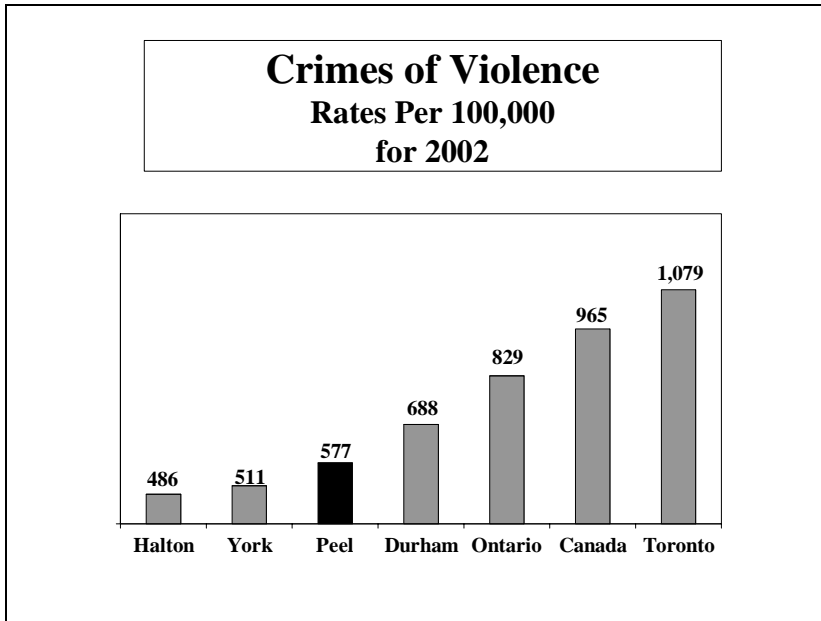
- **Peel Regional Police Website (www.peelpolice.on.ca)**

The Peel Regional Police website is a user-friendly, state-of-the-art means to communicate information to the public. During 2003, the number of visitors to the website increased from 305,862 to 429,311, an increase of 123,449 (40 per cent). On average, 1,176 visitors access the website daily. The most popular pages accessed are those relating to recruiting, civilian employment, media relations and contact information.

B.3 External Benchmarking

a) Crimes of Violence

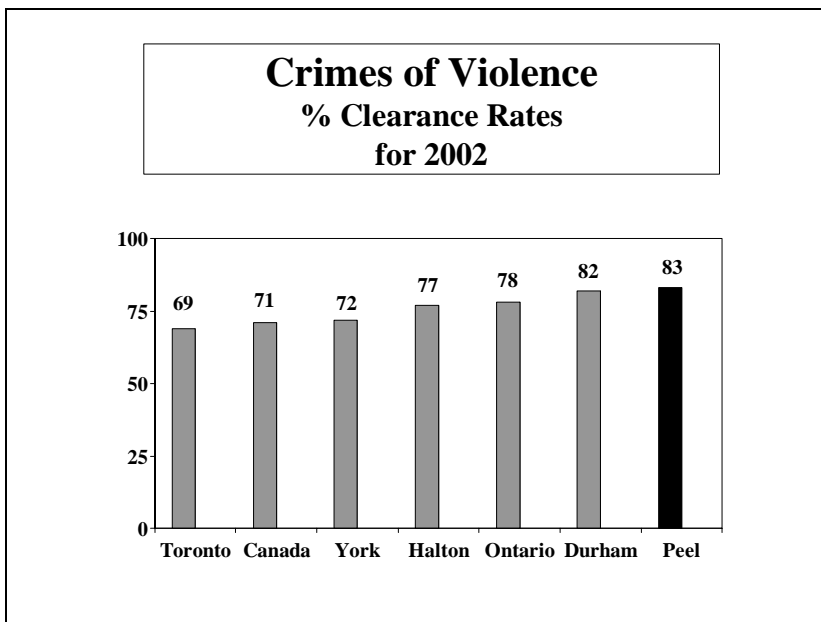
The per capita rate of crimes of violence in Peel has been consistently lower than both the provincial and national rates.



Clearance Rates For 2002

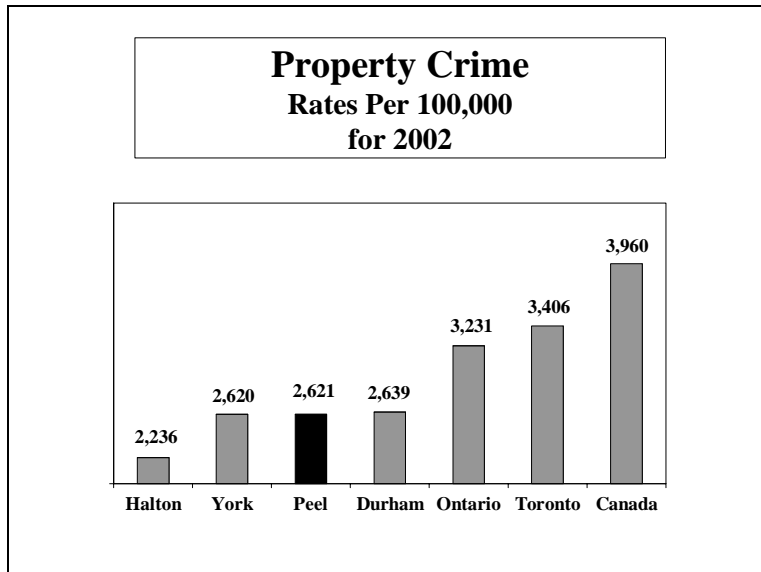
Within the sample group, Peel reports the highest clearance rates at 83 per cent. This reflects the deep commitment of the officers of Peel to solving crimes of violence.

The national and provincial averages for solving crimes of violence are lower than Peel's at 71 per cent and 78 per cent respectively.



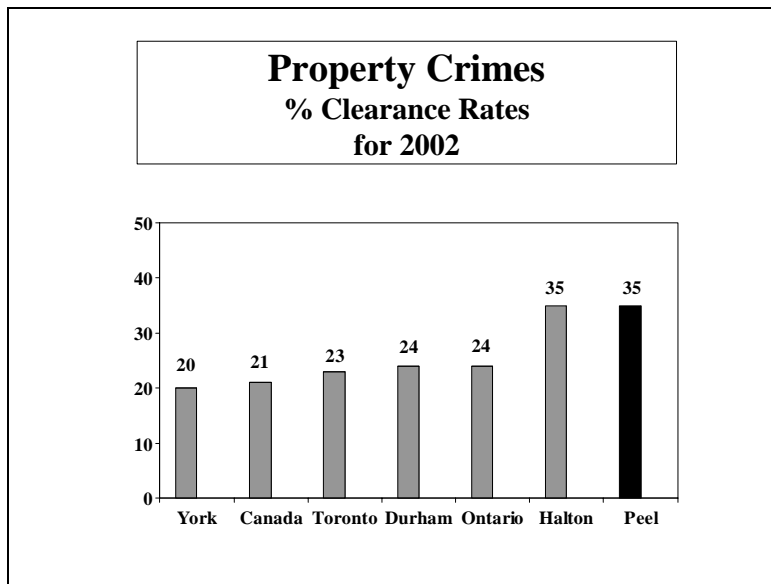
b) Property Crimes

The per capita rate of property crimes in Peel has been consistently lower than both the provincial and national rates.



Clearance Rates For 2002

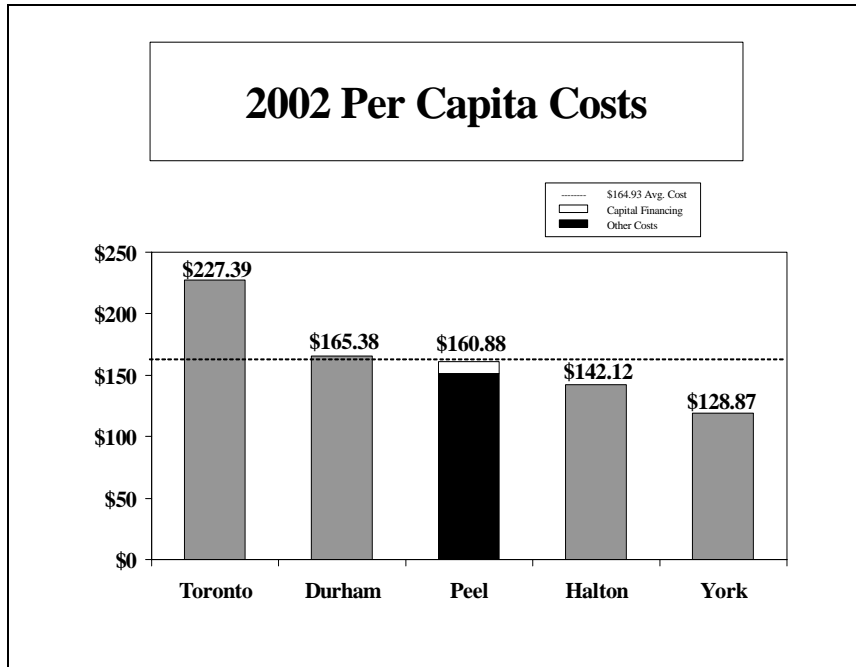
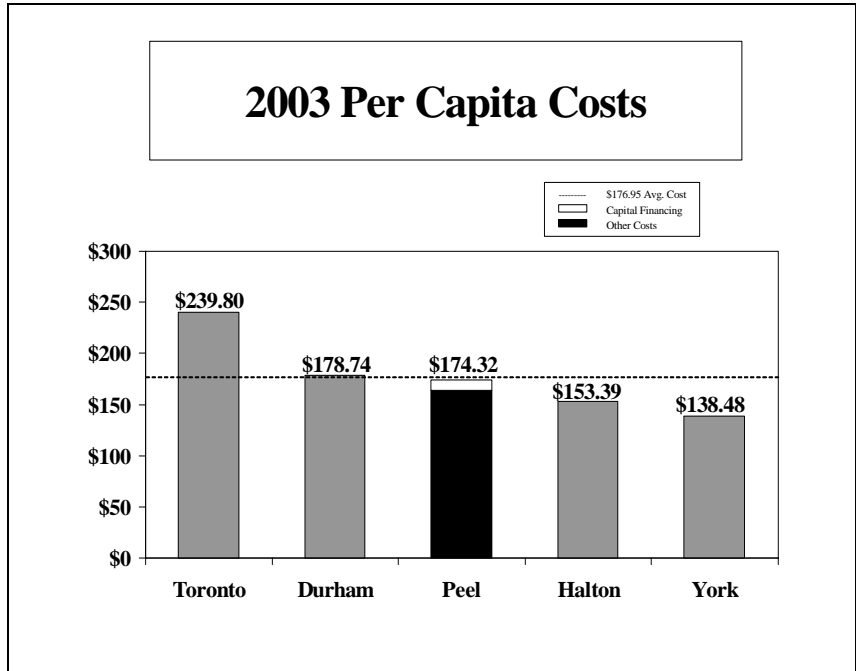
Within the sample group, Halton and Peel clearance rates were highest at 35 per cent. The national and provincial clearance rates were substantially lower than Peel's at 21 per cent and 24 per cent respectively.



c) Per Capita Cost Comparisons

Comments

The per capita cost of providing policing services in Peel is \$174.32 in 2003; an increase of \$13.44 from the 2002 cost of \$160.88.



C. Current Budget

C.1 Activity Analysis	Budgeted Total Cost		C.3	Net Program Cost/Unit	
	2004	Change from 2003		2004	Change from 2003
Emergency Call Response	90,736,678	13,286,211		\$191.27	\$16.95
Investigations	42,172,377	3,425,237			
Traffic Enforcement	7,613,715	679,980			
Court Services	8,562,915	975,469			
Basic Policing Services	149,085,685	18,366,897			
Community Partnership and Problem Solving	18,175,557	2,840,438			
Community Education	2,584,785	211,198	Brampton	380,000	17,000
Community Policing	20,760,342	3,051,636	Mississauga	645,000	7,000
Police Info. & Corporate Service	27,719,283	2,902,383	Total Population	1,025,000	24,000
Airport Division (recoverable)	12,730,760	1,287,460			
VCOM Management (recoverable)	361,390	38,400			
Infrastructure Financing	7,436,560	436,250			
Police Services Board	775,688	76,326			
Total Program Cost	\$218,869,708	\$26,159,352			

C.2 Account Analysis	Budgeted Total & Net Cost	
	2004	Change from 2003
Goods & Services	20,007,734	1,587,625
Salaries & Wages	188,399,304	24,199,847
Reserve Contributions	10,462,670	371,880
Total Program Cost	218,869,708	26,159,352
Fees, Charges & Other Revenue	3,205,690	477,180
CPP Grant Revenue	3,720,000	-
Airport GTAA Recovery	12,730,760	1,287,460
VCOM Management Recovery	361,390	38,400
Contribution from Reserves - OMERS Cash Flow	2,800,000	2,800,000
Net Program Cost	\$196,051,868	\$21,556,312

C.4 Budget Variance Explanation

	<u>Net Program Costs</u> Change from <u>2003</u>
Increase in salaries, wages and benefits	8,088,410
Unmet Needs Program - second year phase-in (96 officers)	5,462,760
Ontario Municipal Employees Retirement System - funding phase-in over two years. Will require an additional \$2,800,000 in 2005.	4,413,750
Program Enhancement - funding phase-in over two years. Will require an additional \$2,219,470 in 2005.	3,336,992
Reserve contributions for new capital equipment	254,400
 Net Program Cost Variance	 <u>\$ 21,556,312</u>

ONTARIO PROVINCIAL POLICE (O.P.P.)

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For D, Capital Budget & Forecast to 2013 Reports please refer to the Ontario Provincial Police (O.P.P.) section of the 2004 Capital Budget and 2005-2013 Capital Forecast document.

A. Business Plan

“Community Policing is the delivery of policing services, resulting from a community and police partnership that identifies and resolves issues in order to maintain social order.”

The O.P.P. delivers community policing to the Town of Caledon in the Region of Peel through a customized service delivery approach and a problem solving methodology.¹

A.1 O.P.P. Strategic Direction

The O.P.P. Strategic Direction consists of the Vision, Mission and Value Statement

a) Vision

Safe Communities... A Secure Ontario

b) Mission

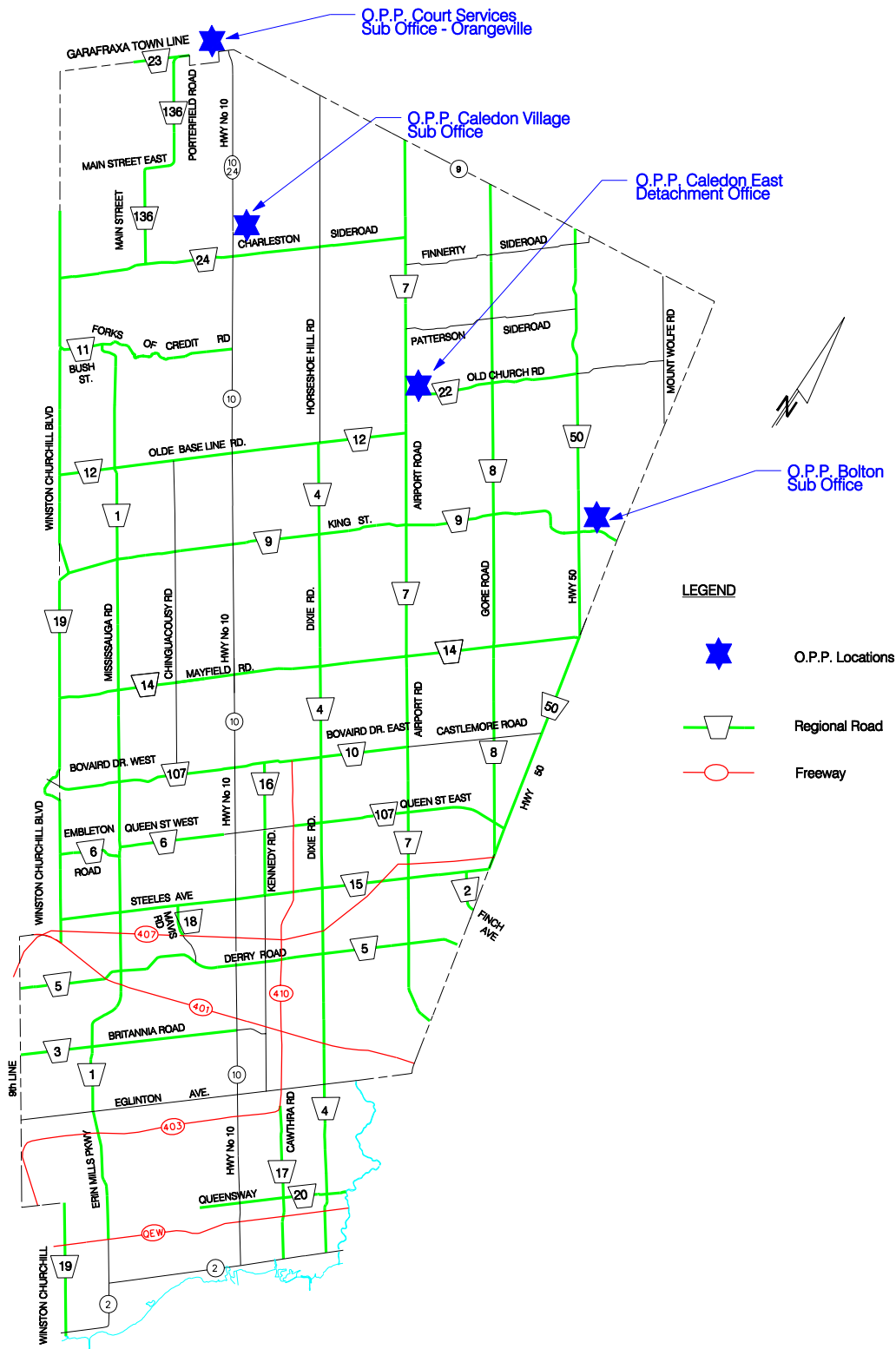
Policing Excellence through our People, our Work and our Relationships

c) Value Statement

- Supports victims ensuring their rights are protected
- Provides a customized police service focused on local priorities
- Maintains and develops strong community partnerships
- Reflects the diversity of our communities
- Encourages open dialogue between our service and our communities
- Provides continuous learning and support
- Maintains the highest standard of ethics, conduct and department
- Views our members as our most valued resource.

¹ <http://www.gov.on.ca/opp/cpdc/english/what.htm>

A.2 Program Location Map



A.3 Program Resources

The O.P.P. recognizes the value gained through co-operative efforts in the effective delivery of service, not only at the local level, but across a multitude of jurisdictions. The O.P.P. leads a number of co-ordinated, joint force initiatives including the Provincial Violent Crimes Linkage Analysis System (ViCLAS), designed to track and identify serial predators, the Provincial Weapons Enforcement Unit, and the O.P.P. Child Pornography Unit. In addition to the Ontario Illegal Gaming Enforcement Unit, and the Provincial Outlaw Motorcycle Gang Enforcement Unit, the O.P.P. co-ordinates a number of projects with other justice partners in responding to the complexity and sophistication of today’s organized criminal activities. At the community level, the commitment of our more than 850 O.P.P. auxiliary officers and 120 cadets serves to enhance resources, freeing up officer time to perform front-line duties.

Staffing complement resources provided from both the provincial detachment devoted to Caledon municipal policing services and the civilian administrative support staff are the full-time equivalent (FTE) of:

	<u>2004</u>	<u>2003</u>	<u>2002</u>	<u>2001</u>
Uniform	59.0	59.0	54.0	54.0
Civilian	12.0	12.0	12.0	10.0

A.4 Business Plan Highlights

a) 2004

i) Existing Service Level Base

- The present policing contract with the O.P.P. was finalized in October 2000. Under the terms of this contract, the agreement ended in November of 2002 with the option to extend the contract providing the Hybrid Policing issue was addressed through legislation. The Hybrid Policing Model was approved with the passing of Bill 59 on June 29, 2001 resulting in an extension of the current contract to December 21, 2004.
- As part of the 2003 budget process, Council approved the hiring of five new officers for the Caledon detachment. Due to the lengthy process of recruiting and training new officers, it is expected all five will be on board by the fall of this year. The delay in hiring has resulted in reduced traffic enforcement levels in order to address the increase in number of occurrences.

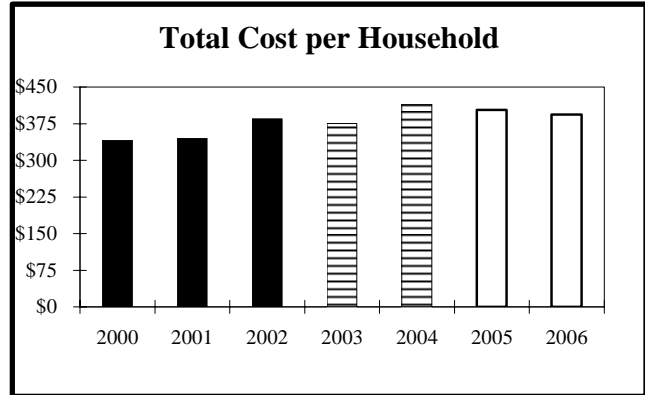
ii) Unmet Needs/Issues/Priorities

The Town of Caledon has approved a policing and facility plan in Mayfield West to accommodate an increase in the residential population of 15,000. The O.P.P. is currently preparing a 20-year facility plan for Council review. In order to address existing pressures, an additional 1,789 square feet of space was leased, resulting in extensive renovations to the Bolton Community station.

B. Corporate Performance Measurement

B.1 Program Efficiency

The increase in per household costs is driven by the hiring of five new officers, contract ratification and increased support costs.



B.2 Community Impact (not applicable)

B.3 Data

	Actual			Budget		Target	
	2000	2001	2002	2003	2004	2005	2006
Program Efficiency:							
Total cost per household	\$ 341.21	\$ 344.98	\$ 384.53	\$ 375.57	\$ 414.61	\$ 403.33	\$ 393.56
Net cost per household	\$ 334.69	\$ 340.34	\$ 368.57	\$ 366.62	\$ 403.44	\$ 392.45	\$ 382.95
Source Information:							
Total cost (\$ 000's)	\$ 5,255	\$ 5,520	\$ 6,152	\$ 6,385	\$ 7,048	\$ 7,260	\$ 7,478
Net cost (\$ 000's)	\$ 5,154	\$ 5,445	\$ 5,897	\$ 6,233	\$ 6,858	\$ 7,064	\$ 7,276
Caledon household count	15,400	16,000	16,000	17,000	17,000	18,000	19,000

C. Current Budget

C.1 Activity Analysis

	Budgeted Total Cost	
	2004	Change from 2003
Policing of Caledon	7,048,414	663,798
Total Program Cost	\$ 7,048,414	\$ 663,798

C.3

	Budgeted Total Cost/Unit	
	2004	Change from 2003
	414.61	39.05
	\$ 414.61	\$ 39.05

C.2 Account Analysis

	Budgeted Total & Net Cost	
	2004	Change from 2003
O.P.P. Contract Expense	6,087,467	609,467
Capital Financing	368,000	-
Corporate Finance	447	301
Facilities and Support	592,500	54,030
Total Program Cost	7,048,414	663,798
Provincial Grant	190,000	38,000
Net Program Cost	\$ 6,858,414	\$ 625,798

	Budgeted Units of Service	
	2004	*Change from 2003
Caledon	17,000	-
Total Households	17,000	-

* Due to a policy change, household forecasts previously forecast to the nearest hundred are now forecast to the nearest thousand.

C.4 Budget Variance Explanation

	Net Program Costs Change from 2003
Policing contract cost increases due to the hiring of five new officers and contract ratification for existing officers and civilians.	609,467
Increase in internal Regional support costs.	301
Increase in Town of Caledon support expense due mainly to salary and general maintenance cost increases.	54,030
Provincial grant adjustment in order to align Community Policing Partnership grant payment to officer salaries.	(38,000)
Net Program Cost Variance	\$ 625,798

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Section D, Capital Budget & Forecast to 2013 Reports, please refer to the Conservation Authorities section of the 2004 Capital Budget and 2005-2013 Capital Forecast Document.

A. Business Plan

A.1 Mission Statements

The Region of Peel participates in the funding of program spending approved by Conservation Authorities located within Regional boundaries. Three Conservation Authorities are located in Peel; Conservation Halton (CH), Credit Valley Conservation (CVC), and the Toronto and Region Conservation Authority (TRCA). Each has a mandate to protect and manage the renewable natural resources of watersheds located in the Region by acting in the community's best interest through advocating and implementing watershed management programs. The individual conservation mission statements are as follows:

Conservation Halton

Conservation Halton is a community-based environmental agency that protects local ecosystems and contributes to the quality of life throughout its area of jurisdiction. The Halton watershed covers most of Burlington, Oakville, Milton and sections of Halton Hills, Mississauga, Hamilton and Puslinch. The organization provides a range of services and programs such as water control and flood warning, natural area protection and stewardship, environmental planning, tree planting and forest management, and a system of parks utilized for education and recreation purposes.

The mission statement of Conservation Halton is: To protect and enhance the natural environment from lake to escarpment for present and future generations.

Conservation Halton's Board of Directors and staff strive for excellence and lead by example through their commitment to the well-being of the environment, to continuous improvement and valuing the stakeholders and to accountability to the public.

The following themes will lead Conservation Halton in its actions and decision-making over the next two to three years:

- To promote and improve the health and safety of the watershed
- To promote and provide sustainable educational and recreational activities
- To provide effective and accountable governance and management

Credit Valley Conservation

Our business is water - for an environmentally healthy river and for economically and socially healthy communities.

The CVC takes a preventative, proactive approach to watershed management. Where there is uncertainty, risk or irreversibility we are cautious and err on the side of the environment. The decision-making is based on three major principles:

- Prevention; long-term and cumulative
- Understanding the form, function and linkages of the natural resources (data collection analysis and monitoring)
- The ability to forecast future outcomes of current practices

Toronto and Region Conservation Authority

Mission:

The Toronto and Region Conservation Authority is a partnership organization committed to protecting, restoring and celebrating the natural environment in the Toronto region through the development and application of watershed plans, innovative environmental science and education programs.

Vision:

Toronto and Region Conservation is a leader in making a Living City Region with healthy rivers and shorelines, biodiversity supported by a network of greenspace and people committed to sustainable living.

Objectives:

The nine watersheds within Toronto and region are home to over three million people (one-third of Ontario's population). It is within this jurisdiction that TRCA's Living City Region Vision will deliver watershed protection programs to achieve:

Healthy Rivers and Shorelines

Safe, clean, vibrant rivers and shorelines within nine watersheds of the region

Regional Biodiversity and Greenspace

A rich variety of plants and animals that thrive in a network of greenspace

Sustainable Living through Education

People engaging in environmentally friendly practices

