

PEEL REGIONAL POLICE

TABLE OF CONTENTS

A. *Background*

A.1 Preparing the Service Strategy Business Plan 4

A.2 Key Contacts 4

A.3 Additional Information 4

B. *Description of Current Services*

B.1 Program Location Map 5

B.2 Profile of Current Services..... 6

B.3 Description of Clients/Customers..... 6

B.4 Description of Suppliers, Partners and Stakeholders..... 7

B.5 Significant Recent Accomplishments 8

C. *Trends and Issues*

C.1 Emerging Trends 9

C.2 Key Strategic Priorities 10

D. *Vision, Mission, Goals and Objectives*

D.1 Vision 12

D.2 Mission and Goals 12

D.3 Goals and Objectives 12

TABLE OF CONTENTS (Cont'd)

D.4 Strategic Plan Connection..... 15

D.5 Service Values 15

E. *Monitoring and Measuring the Service Strategy Business Plan*

E.1 Objectives and Measurements..... 16

F. *2005 Financial Requirements Presentation*

F.1 Current Budget Introductory Comments/Analysis..... 22

A. Background

A.1 Preparing the Service Strategy Business Plan

The SSBP was created by the Chief's Management Group, and members in Business Services and Organizational Development. Some supervisory and management staff participated in the development of the emerging trends, key issues, mandate, objectives, and actions.

A.2 Key Contacts

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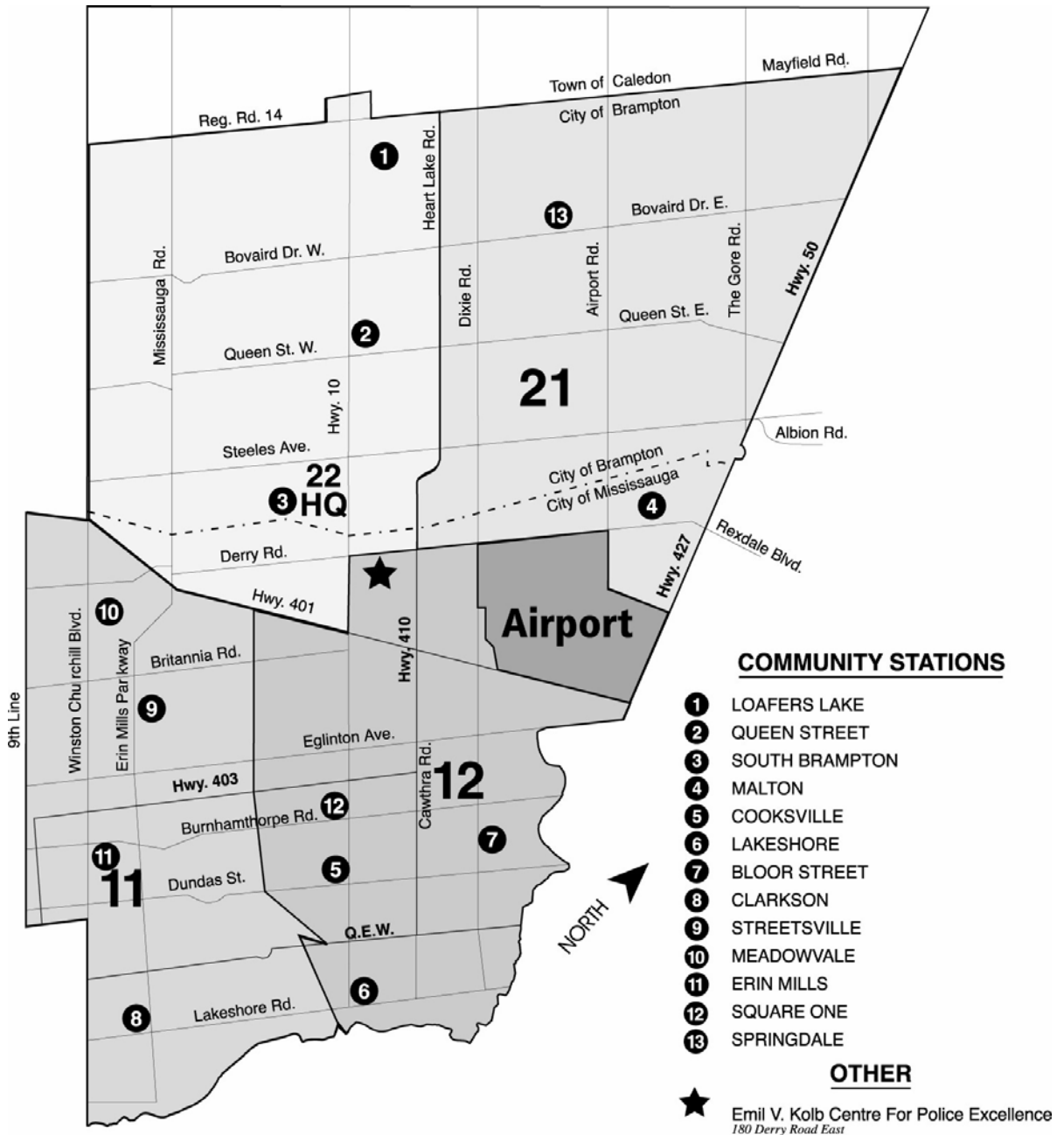
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A.3 Additional Information

The 2005 SSBP for Peel Regional Police builds on the information from the 2004 Business Plan document.

B. Description of Current Services

B.1 Program Location Map



B.2 Profile of Current Services

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.

B.3 Description of Clients/Customers

Peel Regional Police provides policing services to everyone who lives, works, visits and/or travels in Mississauga and Brampton. Additionally, services are provided on all the waterways located within the jurisdiction and the waterfront of Lake Ontario from shoreline to international border.

Pearson International Airport – Peel Regional Police provide policing services at Pearson International Airport on a full cost-recovery basis. This contract is funded by the Greater Toronto Airports Authority (GTAA) and does not have any impact on local tax payers.

B.4 Description of Suppliers, Partners and Stakeholders

Suppliers

Centre of Forensic Sciences

- Evidence is forwarded to C.F.S. for analysis when conducting criminal investigations.

Ontario Police College

- OPC provides police training to recruit constables as well as professional development courses to experienced police officers and civilian members.

Canadian Police College

- CPC provides professional development training to experienced police officers and civilian members.

National Police Service

- Under the stewardship of the National Police Service and operated by the Royal Canadian Mounted Police (RCMP), the Canadian Police Information Centre (CPIC) provides essential information for use in policing.

Partners

- Other Police Agencies
- Area Municipalities
- Peel Regional Council
- Schools
- Media
- Community Groups and Agencies (including the Mississauga Crime Prevention Association, Brampton Safe City, Victim Services of Peel and Peel Multi-Cultural Council)
- Vcom Management Group
- Greater Toronto Airports Authority
- Citizens and Businesses within Mississauga and Brampton

Stakeholders

- Police Services Board
- Peel Regional Council
- Regional Municipality of Peel
- Ministry of Community Safety and Correctional Services
- Ministry of the Attorney General
- CALEA (Commission on Accreditation for Law Enforcement Agencies)
- Ontario Civilian Commission on Police Services

B.5 Significant Recent Accomplishments

- Emil V. Kolb Centre for Police Excellence located at 180 Derry Road East was occupied effective January 2, 2004 with the official dedication taking place on May 6, 2004.
- The Springdale Community Station was opened on June 7, 2004.
- On March 30, 2004, a Joint Task Force, lead by officers of Peel Regional Police and including Toronto Police Service, was formed to investigate the abduction and murder of Cecilia Zhang. The Task Force's investigation culminated in an arrest of a suspect on July 21, 2004.
- Results of the surveys of the Residential & Business Communities undertaken at the end of 2003 were received in 2004. Feedback received from the survey will be utilized in developing the Peel Regional Police Strategic Plan for 2005 – 2007.
- A Pilot Project was implemented at 22 Division in order to evaluate the feasibility of civilianizing the clerical duties (completion of documentation) required for court packages which are used to process arrested parties through the court system. Upon evaluation of the Pilot Project, it was recommended that this initiative be included in the 2005 budget for implementation in 11, 12, 21 and 22 Divisions with the hiring of 12 Civilian Court Package Processors.
- A revised scheduling system was implemented in order to more effectively manage the amount of time that police officers spend testifying in Provincial Court. This initiative was developed in partnership with the Justices of the Peace, Prosecutors and City Provincial Offence Act Court Managers.
- A Case Management Pilot Project at Criminal Court has been undertaken whereby Criminal Court cases are thoroughly reviewed by court staff to ensure that only essential witnesses are subpoenaed to attend criminal court. This initiative is anticipated to save Officer's time by reducing the volume of unproductive court appearances whereby an Officer is required to attend Court but never called to testify at the hearing.

C. Trends and Issues

C.1 Emerging Trends

- **Policing Population** - In 2003, Peel Regional Police surpassed the 1 million population mark – providing policing services to 1,001,000 citizens. 638,000 people reside in Mississauga and 363,000 people reside in Brampton. The policing population is projected to increase to 1,046,000 in 2005.
- **Crime Prone Age Cohort (15-29)** - In 2005, there will be 219,281 individuals that fall within the crime prone age cohort, representing 21% of the total population.
- **Young Persons Age Cohort (12-17)** - In 2005, there will be 90,464 youth residing in Peel’s jurisdiction representing 8.6% of the total population.
- **Home Language** - The most common home languages spoken in homes reported in the 2001 Census for the Peel Regional Policing area of responsibility in descending order are English, Punjabi, Mandarin, Portuguese, Cantonese, Chinese, Urdu, Spanish Vietnamese, and Italian.

Crimes Against Property

- **Five Year Trends** - Overall, between 2000 and 2004, the number of property crimes increased from 23,508 to 24,108 representing an additional 600 property crimes (+3%). Peel has consistently had a lower rate of property crime than the Canadian rate.

Traffic Management

- **Vehicles Registered in the Region of Peel** - Between 2000 and 2004, the number of vehicles registered in the Region of Peel increased from 741,270 to 839,365 (estimated), representing an increase of an additional 98,095 vehicles (+13%).
- **Highway Traffic Act Charges** – Overall, between 2000 and 2004, the volume of Highway Traffic Act charges increased from 116,077 to 124,242 representing an additional 8,165 charges (+7%) laid.
- **Motor Vehicle Collisions** - The volume of collisions decreased from 20,746 in 2000 to 18,553 in 2004 representing a decline of 2,193 collisions (-11%).

Drug Control

- **Drugs** – Overall, between 2000 and 2004 the volume of drug occurrences increased from 3,082 to 3,391 (+309/+10%).

Miscellaneous Trends in Peel

- **Incidents** - During 2004, Peel Regional Police was required to address 258,028 incidents. Five Year Trend – Between 2000 and 2004, Peel Regional Police was required to address an additional 34,767 incidents, representing an increase of +16%. One Year Trend – Between 2003 and 2004, an additional 8,061 incidents are projected to occur, representing an increase of +3%.

Benchmarking Comparisons

- **Per Capita Cost** - In 2004, the per capita rate of policing in Peel was \$191.27, lower than the GTA per capita average of \$191.35.

C.2 Key Strategic Priorities

Within the Peel Regional Police Strategic Plan, priorities have been established in order to address the variety of categories of police issues that comprise the delivery of service. The priorities are outlined below:

Crimes of Violence

Crimes of Violence include homicides and attempted murders, all assaults, other sex offences, abduction and robberies.

Crimes Against Property

Crimes Against Property include the following criminal offences:

- Break and Enters (business, residences, schools, etc.).
- All thefts (including shoplifting and thefts of and from motor vehicles).
- Mischief (vandalism and graffiti).
- Frauds.

Crime Prevention

Peel Regional Police is committed to Crime Prevention as a Policing Priority involving a wide range of initiatives including, but not limited to, the activities described below:

- Proactive safety and education initiatives are provided (e.g. robbery prevention, shoplift prevention and personal safety education).
- Collaborative partnerships are established with numerous community groups including local crime prevention associations; special interest groups; 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 are provided.

Drug Control

Drug Control is committed to a multi-dimensional approach to drug issues including drug enforcement; drug use prevention through public education initiatives; and open participation in public policy issues.

Traffic Management

Traffic Management outlines a commitment to traffic enforcement; public education and traffic engineering. Some of the calls-for-service within this category include impaired driving, motor vehicle collisions and Highway Traffic Act violations.

Lawless Public Behaviour

Lawless public behaviour includes a variety of different offences that detract from the quality of life within a community. These offences include the following: indecent acts, liquor offences, noise complaints, offensive weapons, disturbances, disputes involving landlords/tenants & neighbours, labour disputes, intoxicated persons, unwanted persons, trespassing, prowlers, suspicious persons and juvenile complaints.

D. Vision, Mission, Goals and Objectives

D.1 Vision:

A Safer Community

D.2 Mission and Goals

Mission:

Peel Regional Police, in partnership with the community, will strive to create a safe environment in which to live, work and visit.

Goals:

- To create an atmosphere of safety in the community through the reduction of incidents of violence.
- To reduce the number of incidents of property crime through prevention, investigation, and apprehension of persons responsible.
- To increase the community's participation in helping to prevent and solve crimes, through public education and awareness, deterrence and police enforcement activities.
- To enhance the safety of the public by increased enforcement and education with respect to illicit substances.
- To enhance public safety on roadways and waterways by providing increased enforcement, leadership and expert investigations.
- To effectively respond to identified crime and disorder problems in the community.
- To increase community satisfaction and improve the quality of all police service delivery.
- To enhance the service's succession planning process for sworn and civilian members.
- To enhance the professional development of staff in response to changing community needs.
- To improve the use and availability of information and communications technology in all aspects of policing.
- To ensure the adequacy of facilities and equipment to meet the changing needs of the community, the organization and its members.

D.3 Goals and Objectives

- 1. To create an atmosphere of safety in the community through the reduction of incidents of violence.**
 - 1.1 To increasingly apply statistical analysis to problem solving initiatives, which

- guide investigations, maintain public order and apprehend criminals.
 - 1.2 To implement proactive initiatives, including education, that reduce repeat victimization for victims of family and domestic violence.
 - 1.3 To reduce child abuse, sexual assault, and Internet pedophilia.
 - 1.4 To reduce the opportunity to commit crimes of violence including robberies, assaults, and other offenses involving the use of weapons.
 - 1.5 To enhance police response and investigation of violent crimes.
 - 1.6 To achieve a 100% solvency rate in homicide investigations.
 - 1.7 To increase the capability of the police service to respond to explosive-related incidents and resolve high-risk incidents.
 - 1.8 To enhance the atmosphere of safety and security within the community.
- 2. To reduce the number of incidents of property crime through prevention, investigation, and apprehension of persons responsible.**
- 2.1 To reduce victimization by fraudulent activity, organized schemes, and break and enters.
 - 2.2 To increasingly apply statistical analysis to problem solving initiatives, which guide investigations of property crimes.
 - 2.3 To decrease the involvement of youths in property crimes.
 - 2.4 To actively promote the employment of preventative vehicle theft techniques within the community.
 - 2.5 To reduce the incidence of property crime, including break and enters, thefts of vehicles, general property and goods.
 - 2.6 To educate the community on crime reduction, particularly theft and fraud.
- 3. To increase the community's participation in helping to prevent and solve crimes, through public education and awareness, deterrence and police enforcement activities.**
- 3.1 To maintain and/or introduce new programs, which improve solvency rates and recovery of property, in partnership with area residents, business and commercial property owners.
- 4. To enhance the safety of the public by increased enforcement and education with respect to illicit substances.**
- 4.1 To reduce the consequences of drug abuse and related violence through the education of school students.
 - 4.2 To enforce all legislation concerning the control and usage of illegal drugs.
 - 4.3 To continue a "Zero Tolerance" policy pertaining to the manufacture, possession and/or trafficking in illegal substances within the community.
 - 4.4 To assist and support the Joint Forces Drug Enforcement Unit at Lester B. Pearson International Airport as well as enforce all legislation pertaining to the possession and/or trafficking in illegal substances.

- 5. To enhance public safety on roadways and waterways by providing increased enforcement, leadership and expert investigations.**
 - 5.1 To enhance the ability to identify offenders committing alcohol-related driving offences.
 - 5.2 To reduce the number of fatal and personal injury, and fail to remain collisions.
 - 5.3 To enforce marine safety regulations and educate watercraft operators.
 - 5.4 Targeted enforcement of the Highway Traffic Act and traffic-related Criminal Code offenses.
 - 5.5 To work with others to address issues of traffic congestion and growth.

- 6. To effectively respond to identified crime and disorder problems in the community.**
 - 6.1 To reduce the incidence of lawless public behaviour within the community and enhance police response to disorderly conduct.
 - 6.2 To increase police preventative patrol in parks, plazas, and other public places.
 - 6.3 To increase the involvement of youth in crime reduction strategies.

- 7. To increase community satisfaction and improve the quality of all police service delivery.**
 - 7.1 To increase organizational efficiency and enhance customer service by improving response to calls for service.
 - 7.2 To maintain a high level of quality customer service.
 - 7.3 To maintain two-way communication with the community.

- 8. To enhance the service's succession planning process for sworn and civilian members.**
 - 8.1 To increase the number of "local" applicants, who are representative of the diverse community.
 - 8.2 To increase the number of opportunities for members to further develop their skills and careers.

- 9. To enhance the professional development of staff in response to changing community needs.**
 - 9.1 To provide opportunities for officer and support staff training, career development counseling, and job enrichment.
 - 9.2 To enhance the Peel Regional Police Promotional process.
 - 9.3 To provide a professional police service to the public.
 - 9.4 To demonstrate a commitment to enhancing police education and standards Province-wide.

10. To improve the use and availability of information and communications technology in all aspects of policing.

- 10.1 To enhance the systems and network infrastructure to support internal applications and external interfaces, involving the storage and transmission of multi-media data.
- 10.2 To enhance use of technology in policing.
- 10.3 To attain inter-operability with other emergency services.

11. To ensure the adequacy of facilities and equipment to meet the changing needs of the community, the organization and its members.

- 11.1 To plan for new and existing facilities.
- 11.2 To provide appropriate vehicles and equipment.
- 11.3 To maintain the highest standard of workplace safety.
- 11.4 To improve business-planning management and efficiency.

D.4 Strategic Plan Connection

All goals and objectives outlined contribute to the vision of Peel Regional Police: “A Safer Community”.

D.5 Service Values

In carrying out our Mission, members will strive to:

- Protect human life as the highest priority.
- Maintain the highest ethical and legal standards.
- Treat all people with dignity.
- Solve problems, prevent crime, maintain public order, and apprehend criminals.
- Pursue the highest standards of professionalism in policing.

E. *Monitoring and Measuring the Service Strategy Business Plan*

E.1 Objectives and Measurements

1. **To increasingly apply statistical analysis to problem solving initiatives, which guide investigations, maintain public order and apprehend criminals.**
 - Number of problem solving projects.
 - Incidents of violent acts.
 - Number of investigations.
2. **To implement proactive initiatives, including education, that reduce repeat victimization for victims of family and domestic violence.**
 - Number of family and domestic violence incidents.
3. **To reduce child abuse, sexual assault, and Internet pedophilia.**
 - Number of child abuse, sexual assault and Internet pedophilia cases.
4. **To reduce the opportunity to commit crimes of violence including robberies, assaults, and other offenses involving the use of weapons.**
 - Per capita rate of total crimes of violence.
 - Percentage of violent crimes cleared.
 - Number of robberies and assaults using weapons.
5. **To enhance police response and investigation of violent crimes.**
 - Use of digital evidence in prosecution of crime.
6. **To achieve a 100% solvency rate in homicide investigations.**
 - Number of charges laid in homicide occurrences.
7. **To increase the capability of the police service to respond to explosive-related incidents and resolve high-risk incidents.**
 - Number of training sessions to manage explosive-related and high-risk incidents.
8. **To enhance the atmosphere of safety and security within the community.**
 - Community Survey results.
9. **To reduce victimization by fraudulent activity, organized schemes, and break and enters.**
 - Number of reported cases.
 - Community Survey.

10. **To increasingly apply statistical analysis to problem solving initiatives, which guide investigations of property crimes.**
 - Per capita rate of total property crimes.
 - Percentage of property crimes cleared.
 - Number of analysts' reports.

11. **To decrease the involvement of youths in property crimes.**
 - Number of youths involved in property crimes.

12. **To actively promote the employment of preventative vehicle theft techniques within the community.**
 - The public is increasingly made aware of frauds and organized schemes.
 - Crime Prevention contacts.

13. **To reduce the incidence of property crime, including break and enters, thefts of vehicles, general property and goods.**
 - Per capita rate of thefts of motor vehicles.
 - Number of reported cases.

14. **To educate the community on crime reduction, particularly theft and fraud.**
 - Per capita rate of thefts and frauds.
 - Survey results.

15. **To maintain and/or introduce new programs, which improve solvency rates and recovery of property, in partnership with area residents, business and commercial property owners.**
 - Number of Crime Stoppers initiatives. Number of calls to Crime Stoppers received increases; dollar value of property seized; dollar value of drugs seized; number of arrests made and number of charges laid; number of information presentations delivered; number of schools participating in Crime Stoppers; and number of participants in School Crime Stoppers programs.
 - Number of people attending lectures and seminars; number of students attending Peel Children's Safety Village; number of students in Reduce Abuse in Drugs (R.A.I.D.) program; number of news releases prepared by Media Relations; number of segments on The Police Show dedicated to crime prevention issues and addressing community concerns; and number of joint initiatives with Crime Prevention Associations, Community Stations.
 - Amount of material developed and distributed re: Internet safety awareness.

16. **To reduce the consequences of drug abuse and related violence through the education of school students.**
 - Number of students participating in drug education presentations, including R.A.I.D.
17. **To enforce all legislation concerning the control and usage of illegal drugs.**
 - Number of drug-related cases.
18. **To continue a “Zero Tolerance” policy pertaining to the manufacture, possession and/or trafficking in illegal substances within the community.**
 - Number of hydroponic laboratories and manufacturing of illicit substances.
19. **To assist and support the Joint Forces Drug Enforcement Unit at Lester B. Pearson International Airport as well as enforce all legislation pertaining to the possession and/or trafficking in illegal substances.**
 - Drug trafficking and drug possession charges increase.
 - Number of Joint-Forces cases.
20. **To enhance the ability to identify offenders committing alcohol-related driving offences.**
 - Targeted enforcement results.
 - Number of police resources trained.
 - Number of breath tests and roadside alerts.
 - Number of impaired driving charges.
21. **To reduce the number of fatal and personal injury, and fail to remain collisions.**
 - Number of impaired driving charges.
 - Number of all motor vehicle collisions.
 - Number of fail to remain incidents.
 - Targeted enforcement results.
22. **To enforce marine safety regulations and educate watercraft operators.**
 - Number of marine-related cases.
 - Number of marine safety contacts.
23. **Targeted enforcement of the Highway Traffic Act and traffic-related Criminal Code offenses.**
 - Number of pedestrians involved in traffic accidents.
 - Number of HTA charges.
 - Number of HTA cautions.
 - Targeted enforcement results.
 - Technology-related enforcement results.

24. **To work with others to address issues of traffic congestion and growth.**
 - Membership on committees and working groups.
 - Number of staff consultations.

25. **To reduce the incidence of lawless public behaviour within the community and enhance police response to disorderly conduct.**
 - Number of lawless public behaviour cases.
 - Survey results.

26. **To increase police preventative patrol in parks, plazas, and other public places.**
 - Number of hours of Targeted Patrol.
 - Number of hours of Bicycle Patrol.

27. **To increase the involvement of youth in crime reduction strategies.**
 - Number of reports through High School Crime Stoppers program.
 - Number of reports from youth reporting crime.

28. **To increase organizational efficiency and enhance customer service by improving response to calls for service.**
 - Community Survey results.
 - Comparison of response times.
 - Number of 9-1-1 calls re-routed to Recorded Announcement.

29. **To maintain a high level of quality customer service.**
 - Time required to process record searches.
 - Survey results.

30. **To maintain two-way communication with the community.**
 - Survey results.
 - Number of news releases and community bulletins.

31. **To increase the number of “local” applicants, who are representative of the diverse community.**
 - Number of employees hired from Peel Region and area.

32. **To increase the number of opportunities for members to further develop their skills and careers.**
 - Number of training sessions.
 - Hours of duty in acting-rank capacity.
 - Number of participants in skills development exercises.

33. **To provide opportunities for officer and support staff training, career development counseling, and job enrichment.**
 - Number of training opportunities.
 - Internal survey results.
34. **To enhance the Peel Regional Police Promotional process.**
 - OPC external process replaced by PRP model.
35. **To provide a professional police service to the public.**
 - Number of public complaints.
36. **To demonstrate a commitment to enhancing police education and standards Province-wide.**
 - Number of staff involved in police professional associations and committees.
37. **To enhance the systems and network infrastructure to support internal applications and external interfaces, involving the storage and transmission of multi-media data.**
 - Common Information Management System/Computer Aided Dispatch/Records Management System (CIMS/CAD/RMS) successfully replaces the current System.
 - Operating efficiency of the system.
38. **To enhance use of technology in policing.**
 - Operating efficiency of the system.
39. **To attain inter-operability with other emergency services.**
 - Involvement in, and completion of Common Police Environment Group (CPEG) initiatives.
40. **To plan for new and existing facilities.**
 - Number of Community Stations.
 - Completion of the Emil V. Kolb Centre.
 - Research other major facilities needs.
 - Update long-range facilities plan.
41. **To provide appropriate vehicles and equipment.**
 - Fleet Management inventory.
 - Telecommunications Systems and Services inventory.
42. **To maintain the highest standard of workplace safety.**
 - Number of work-related injury incidents.

43. **To improve business-planning management and efficiency.**
- System enhancements.
 - Internal customer satisfaction survey.

F. 2005 Financial Requirements Presentation

F1. Current Budget Introductory Comments/Analysis

a) Maintenance of Front-Line Service

30 Additional Front-line Officers – Police Staffing Formula

In accordance with the police staffing formula, the 2005 budget contains a request for 30 additional police officers to serve the increased service demands within Peel's policing jurisdiction. The addition of new front-line uniform officers has a direct impact on increased support demands and as a result, the full cost of providing policing services includes the cost of support services. The funding of 30 additional front-line officers equals \$2,362,400 in 2005 and a further \$1,275,400 in 2006.

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 2003 and projected year-end 2004:

Operational Pressures*

- Increase in the number of total incidents by 8,061 (3 per cent) from 249,967 in 2003 to 258,028 in 2004.
- Increase in the number of Emergency and Priority One incidents by 3,196 (6 per cent) from 52,129 in 2003 to 55,325 in 2004.
- Increase in the number of robberies and subsequent investigations by 93 (15 per cent) from 620 in 2003 to 713 in 2004.
- Increase in the number of offensive weapons occurrences by 155 (17 per cent) from 898 in 2003 to 1,053 in 2004.
- Increase in the number of *Highway Traffic Act* (HTA) charges by 18,788 (18 per cent) from 105,454 in 2003 to 124,242 in 2004.

** 2004 statistics are preliminary and may change when audited.*

Environmental Factors

- General population increase of 21,000 (2 per cent) from 1,025,000 in 2004 to 1,046,000 in 2005 (projection).
- Increase in the crime prone age cohort of 4,474 (2 per cent) from 214,807 in 2004 to 219,281 in 2005 (projection).
- Increase in the number of households of 7,000 (2 per cent) from 323,000 in 2004 to 330,000 in 2005 (projection).
- Increase in the estimated number of registered vehicles of 24,693 (3 per cent)

from 839,365 in 2004 to 864,058 in 2005 (projection).

b) Program Enhancement

- **The Civilianization of the Court Package Process - Twelve (12) Court Package Processors** - To expedite front line officers' return to patrol duties, two pilot projects have been undertaken in the current and past year which utilized civilian support personnel to complete the required documentation in order to process accused parties through the court system. The pilot projects yielded positive results and noted significant higher levels of front line officer productivity as officers decreased the amount of time spent completing court documentation. An additional benefit documented was the improved accuracy and quality of court packages as civilian processors become experts at completing court packages.

By allocating three civilian court package processors to each of the four divisions for a total of twelve processors, approximately 16,900 additional front line policing hours will be available. This time will be used to conduct more proactive and reactive policing duties as well as increasing police visibility within the community. The cost of hiring twelve full time Civilian Court Package Processors will be \$648,670.

- **The Civilianization of the Review Office – Four (4) Records System Reviewers** - The role of the Review Office is to ensure that all reports submitted within PRP are reviewed for completeness and compliance with organizational policies and procedures as well as other document control responsibilities. This function is currently performed by uniform officers. Evaluation of the process structure has identified responsibilities that can be managed efficiently and effectively by civilian Records System Reviewers. This would allow for the transfer of four (4) uniform officers from the review office to investigative operations. The addition and use of four (4) civilian staff would create an extra 7,072 investigative support service hours. The cost of hiring four full time Record System Reviewers is \$274,370.
- **Internet Child Exploitation Unit – Two (2) Investigative Officers** – Between 2002 and 2003, child pornography has increased 62% (2002 – 42 incidents, 2003 – 68 incidents) within the Region and this trend is expected to continue. The internet is providing greater accessibility to child pornography and there is an increasing potential for victimization. Perpetrators are becoming more skilled at leveraging technology to hide or disguise their collections and sources thereby making recoverable computer based evidence more difficult to obtain. In early 2004, a dedicated staff of 3 investigators formed the Internet Child Exploitation Unit in addition to one officer from the Technological Crimes Unit

who are dedicated to child pornography investigations.

To become more proactive and timely in its approach of investigating the increasing number of occurrences related to child pornography, child luring and its computer related crimes, the addition of two investigative officers (1 pornography investigator and 1 technological crimes officer) will assist the Internet Child Exploitation Unit to better manage its current case loads. Funding requirements for the additional staff and their related training requirements will be \$262,540. This increase in enforcement will raise public awareness and assist in creating greater public safety.

- **One Community Station – Central Bramalea** - During 2005, a new community station to be located in the central Bramalea vicinity will be developed contingent upon established site process criteria. One of the primary objectives for personnel assigned to a community station is to divert lower priority calls for service from front line patrol officers. These calls can be managed more efficiently and effectively by Community Station staff while providing time for patrol officers to respond to emergency calls and to perform proactive policing activities. The facility will also enhance public accessibility to police services and allow 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. Funding required for this initiative totals \$159,820.