



# Toronto Police Service

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William Blair  
Chief of Police

File Number: .....

February 28, 2011

Ms. Valerie Todd  
Projects Manager  
Canadian Council of Motor Transport Administrators  
2323 St. Laurent Blvd.  
Ottawa, Ontario  
K1G 4J8

Dear Ms. Todd;

Please find attached the Toronto Police Service submission for the 2010 CCMTA Police Partnership Award. -- "Honouring Achievements in Police Partnerships that Raise Awareness in Making Canada's Roads the Safest in the World".

We at Toronto Police are proud of the achievements that have been made to date with respect to Road Safety Vision 2010 and look forward to the road ahead for our own community.

Our submission is in fact entitled "*The Road Ahead*" and details a comprehensive traffic policing action plan for Toronto involving our partner agencies in traffic safety and all commands within our Service. This submission was produced on behalf of Divisional Policing Command.

If successful in receiving this very prestigious award, the presentation would be accepted by Inspector Scott Baptist on behalf of the Toronto Police Service.

Thank you for your consideration.

Ron Taverner  
Unit Commander 23 Division  
Superintendent - Toronto Police Service

RT:ln



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## **Canadian Council of Motor Transport Administrators**

**CCMTA Police Partnership Award  
2010 Submission**

### ***“The Road Ahead”* Urban Traffic Policing in Toronto 2008 and Beyond**

*This nomination is supported and endorsed by  
Chief of Police William Blair  
Toronto Police Service*

Submitted By:  
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**The Road Ahead: Urban Traffic Policing in Toronto - 2008 and Beyond**

In mid-2007 the Toronto Police Service (TPS) commenced an extensive review of its capacity to deliver effective and efficient traffic policing services to the people of Toronto. This review, titled “*The Road Ahead: Urban Traffic Policing in Toronto – 2008 and Beyond*” (*The Road Ahead*), sought to re-energize the organization’s traffic policing commitment and strengthen relationships with traffic safety partners at all levels in order to ultimately reduce the incidence of traffic-related death and injury on Toronto roadways and to maintain Toronto’s proud reputation as one of the safest and most livable cities in the world. *The Road Ahead* was intended to create a 10 year vision for Toronto Police which would direct current and future decision-making processes and see the organization transform its traffic service delivery model to one that is dynamic, forward-thinking, and community-directed. The foundation that ultimately served to inspire many of the review’s recommendations was in fact “Canada’s Road Safety Vision 2010” (RSV2010).

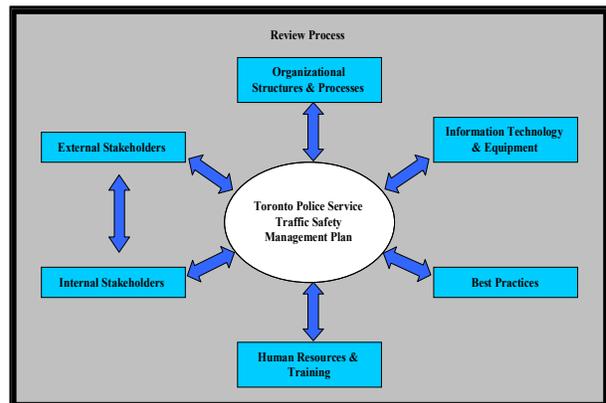
For the purposes of this submission, it is important to note that *The Road Ahead* is not a single initiative, strategy, or partnership. It is a complex, holistic, multi-year action plan for the Toronto Police Service which is a testament to the collaborative strength of committed stakeholders from a variety of disciplines coming together to create a shared vision for future excellence. 2010 has proven to be a very poignant year for *The Road Ahead* in terms of ongoing strategic partnerships and in terms of overall benefits realized through implementation of relevant recommendations. It is for these reasons that 2010 has been chosen as the year in which to submit *The Road Ahead* for consideration for this most prestigious award.

From the outset *The Road Ahead* was intended to establish:

- a baseline standard against which future traffic policing efforts would be measured,
- expectations for members and units across the Service with respect to traffic policing outputs (levels of enforcement, number of spot-checks, etc.) and outcomes (collision/injury reduction, reduced community complaints, etc.),
- how advancements in technology such as e-ticketing and e-collision applications could serve to further the Service’s abilities with respect to intelligence-led policing,
- how best to engage internal and external partners in achieving the objectives of the Service’s Traffic Safety Management Plan,
- how best practices from other major centers might be effectively implemented in Toronto, and
- an effective communication strategy that would ensure a consistent message of traffic safety was communicated and understood by Service members and the community at large.

**Methodology**

The diagram at right (*Review Process*) depicts the essence of the review concept employed. These 6 core aspects were viewed in relation to the TPS Traffic Safety Management Plan and the manner in which each impacted upon bottom line traffic safety results. The strategic importance of partnering with external and internal stakeholders throughout the review



process in order to leverage the collective strengths of individuals with a wide variety of perspectives and experiences proved from the start to be a critical success factor.

Key Traffic Policing Measurements - Toronto	
Established Baselines - 3 yr. avg.	1998/1999/2000
Total Persons Killed	82
Alcohol-involved Deaths	16
Pedestrians Killed	37
Cyclists Killed	4
Total Persons Injured	24,072
Pedestrians Injured	2,210
Cyclists Injured	1,097
Personal Injury Collisions	17,348
Reportable Collisions	58,272
Total Collisions	71,716
Impaired and Related Arrests	1,557
Seatbelt/Restraint Enforcement	13,822
Speed Enforcement	136,894
Total HTA Traffic Enforcement	309,085

Early in the review process, key historical data relative to traffic enforcement, collisions, and collision-related death and injury were reviewed and considered in respect of RSV2010 targets. In examining Toronto-specific data for years 1998 through 2007 in partnership with Toronto Transportation and the Traffic Injury Research Foundation, it was found that there was a near direct correlation between officer-initiated traffic enforcement activity and both the total number of collisions occurring on city streets and the number of persons injured annually in traffic collisions. In short, it was found that when enforcement went up, collisions and related injuries went down. As a result, baseline numbers were established for purposes of long-term performance measurement with respect to Toronto “traffic policing success” and in respect of RSV2010 targets (see “Key Traffic Policing Measurements - Toronto” at left).

A number of information gathering processes were employed in *The Road Ahead* review. Random, web-based surveys were conducted of both the people of Toronto and the members of the TPS, each of which were well supported (1,432 and 694 respondents respectively). Extensive consultations and focus groups were held with a wide variety of road safety stakeholders at all levels and police partners both internally and externally. A traffic policing best practises review examining 13 other police agencies was conducted. An academic review of current research and literature specific to traffic policing activities was also conducted. These processes, carried out between December 2007 and June 2008, provided critical information that formed the foundation for the review’s final recommendations and forged strong alliances with numerous key partners that proved vital to the review’s success over the longer term.

The extent to which organizations external to the TPS have been involved since the inception of the review process has been unprecedented in the Toronto context. Long-standing partnerships were re-invigorated with numerous organizations including Royal Canadian Mounted Police – Traffic Services, Transport Canada, Canada Safety Council, Canadian Association of Chiefs of Police Traffic Committee, Department of Justice – Canada, Mothers Against Drunk Driving Canada (MADD), Ontario Provincial Police Highway Safety Division, Ministry of Transportation - Ontario, Ontario Association of Chiefs of Police Traffic Committee, Ontario Community Council on Impaired Driving (OCCID), Ontario Safety League, Accident Support Services International (ASSI), City of Toronto Pedestrian and Cycling Committees, and the Traffic Injury Research Foundation. New and productive alliances were struck with the Canadian Police Knowledge Network, the Ontario Police Video Training Alliance, Ottawa Police Service, Chicago Police Department, Service de Police de la Ville de Montreal, Versaterm Inc., Netlogix Inc., the University of Guelph-Humber, and many others.

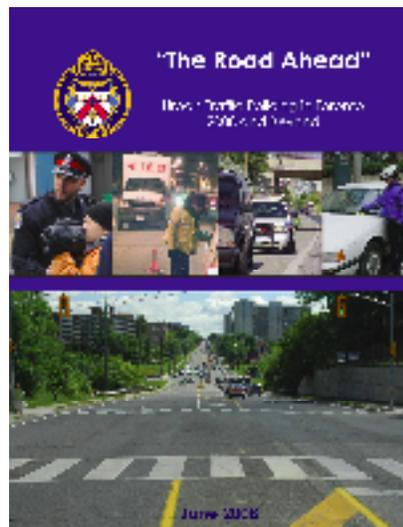
### Recommendations

The extensive review process led to the creation of a final executive report which was ultimately approved in its entirety by Chief of Police William Blair and Toronto Police Command. The



report was a call to action for police management intent on improving the Service’s capacity to deliver effective traffic policing services and reducing the incidence of death and injury attributed to collisions on Toronto roadways. This report called for a revised performance management mindset and detailed a vision for Toronto traffic policing activities. The report made 40 recommendations for action in 10 different areas including:

- 1) The foundation for future success (E-Ticketing and Collision Data Systems)
- 2) Traffic as a policing fundamental
- 3) Community satisfaction, education, engagement
- 4) The role of the TPS in traffic management/flow
- 5) A directed traffic enforcement approach
- 6) Future impaired driving enforcement in Toronto
- 7) The impact of collisions
- 8) Support: People and Resources
- 9) Amended mandates and roles
- 10) Implementation of *The Road Ahead*



The review found that a shift in management focus was required with respect to traffic policing. It was recommended that the TPS focus its emphasis on qualitative impact and overall consideration of success on achieving:

- reductions in the incidence of death and injury attributed to collisions on city roadways consistent with federal targets (results-based traffic policing performance),
- heightened community satisfaction and engagement with the TPS regarding responses to traffic issues identified at the neighbourhood and city levels, and
- effective interdiction of criminal activity through a highly visible and consistently applied traffic enforcement methodology supporting a holistic organizational approach to “Crime, Traffic, and Disorder Management”.

Furthermore, the commitment of the TPS to a new “Traffic Policing Vision” was an important initial step. This vision statement committed the organization and its entire membership to Canada’s RSV2010 and its successor plans, to the delivery of highly effective, community-driven and safety-oriented traffic policing services, and to the concept that traffic policing was a fundamental responsibility of all members and a critical component of overall organizational success.

Through late-2009 and 2010 the TPS has worked diligently with its road safety partners to implement the wide-ranging recommendations associated with *The Road Ahead*. The organization’s Quality Assurance Unit has been tasked with corporately tracking the status of this implementation and executive-level management focus has been directed at furthering this effort in all respects. Divisional Policing Command (the 17 operational divisions of the TPS) under the Command of Deputy Chief of Police Kim Derry has instituted a strategic plan in which *The Road Ahead* implementation is a priority item reported on quarterly to ensure ongoing progress. Operational Services Command (the investigative and uniform support units of the TPS) under the direction of Deputy Chief of Police Tony Warr has created an implementation team including management representation from across the organization which has been tasked with leading the implementation process through the current business cycle, 2009 to 2011. Through Traffic Services, implementation challenges and successes are addressed bi-monthly with colleagues in traffic safety through a community consultative body which includes representatives from a wide range of stakeholders including the Ontario Ministry of Transportation, the Ministry of the



Attorney General, MADD Canada, the Ontario Safety League, the City of Toronto Pedestrian and Cycling Committees, and Accident Support Services International Limited. This multi-dimensional team structure has ensured that progress on *The Road Ahead* has been steady and that implementation hurdles have been addressed as efficiently as possible when encountered.

Numerous aspects of *The Road Ahead* have been integrated thus far in TPS operations. The following will briefly detail just a selection of the implementation successes achieved through 2010.

#### Locally Developed Division-Specific Traffic Priorities and Strategies

- In December 2009 each of Toronto’s 17 police divisions in collaboration with their Community Police Liaison Committees, created 3 division-specific traffic priorities for 2010 based on local knowledge of issues and key traffic data.
- Divisional Unit Commanders are committed to highlighting these issues with their frontline officers for elevated enforcement through the delivery of quarterly, locally-directed traffic campaigns.
- Progress has been reported monthly to the committees through local Traffic Sergeants for ongoing direction and consultation.
- These local efforts have been delivered in addition to TPS involvement in other federally and provincially-directed traffic enforcement campaigns.

#### Intelligence-led Traffic Policing Model

- Ongoing partnerships have directed significant effort at providing improved traffic data to divisional unit commanders to assist in directing traffic policing efforts.
- Successes have included partnerships with Toronto Transportation which have resulted in division-specific collision analytics products being created, and Corporate Information Analysis which has created thematic imaging “hotspot” maps indicating location-specific trends for impaired driving activity.
- In a collaborative development process with TPS subject matter experts, Accident Support Services International Ltd. created an advanced collision analytics application which is now in use identifying local collision trends requiring police enforcement action both within Toronto and throughout Ontario.
- After initial officer-involved testing and collaboration with a number of partners, the TPS officially entered into a contractual partnership with Versaterm Inc., to create a holistic data creation/data management system which will include electronic ticketing and collision management functionality.
- Through ongoing involvement with policing partners possessing electronic ticketing applications such as the Ottawa, Waterloo, and London Police Services, the TPS hopes to leverage the potential data streams to develop a truly intelligence-led traffic policing model where enforcement activities will be measured in terms of injury reduction and prevention versus ticket and arrest numbers generated.
- The exciting new partnership with Versaterm will be nurtured through 2011 with joint learning opportunities and development of TPS-specific applications. The initial “go live” date for this functionality is scheduled for May 2012. This project holds incredible analytical potential to direct policing activities in a way never before possible in traffic policing.

#### Renewed Emphasis on R.I.D.E. Spot-check Activities

- Through collaboration with MADD and OCCID a guiding set of RIDE principles were selected and regularly communicated to officers highlighting the need for highly visible spot-checks, effective media communications, high volume roadside



- testing, consideration of identified contributing factors (special occasions, dates, times, etc.), unpredictable enforcement patterns, utilizing set-up locations that are difficult for drivers to avoid once encountered, and others.
- Each division in the city was given a clear target: To deliver 100 highly effective spot-checks through 2010.
- Divisional officers were encouraged to partner with Traffic Services officers to ensure each would learn from each other’s experience.
- The result? 2192 spot-checks delivered, 7758 roadside device tests, 496 total arrests.

#### Detective Personnel Assigned Impaired Driving Case Management Responsibilities

- Observations from the review process showed that less experienced officers felt unprepared to arrest and process impaired drivers and that the disclosure requirements were difficult to comply with as a uniform frontline officer.
- To address these issues and ensure that officers would not hesitate to arrest drinking drivers, Toronto Police consulted with Peel Regional Police regarding a highly successful pilot project they had undertaken utilizing Detectives to assist in case managing impaired driving and related cases.
- Implementing the Peel Regional pilot model for 2010 has resulted in officers feeling a greater sense of support when arresting and processing impaired drivers.
- While it is too early to gauge, it is hoped that the use of experienced criminal investigators in case management of drinking-driving cases will result in less apprehension in junior officers to engage drinking drivers and fewer cases being lost in court due to lack of disclosure or other reasons relative to officer inexperience.

#### Focused Traffic Training Advancements

- In collaboration with the Ontario Police College, TPS trainers developed a “Traffic Training Plan” which would direct an officers training in traffic policing activities from recruit training through various assignments up to and including supervisor.
- All traffic-related training activities were audited to determine their effectiveness and relevance to current frontline needs and every single course was wholly restructured in order to ensure that frontline officers and supervisors were provided the knowledge, skills, and abilities required to effectively discharge their traffic-related responsibilities.
- In partnership with the Canadian Police Knowledge Network and the Ontario Police Video Training Alliance, agreement was reached in 2010 on the need for the creation and delivery of training for officers in Toronto, Ontario, and across the country in regards to the detection, articulation, processing, and testimony relative to impaired driving and related criminal cases. It is currently planned that this training will be available nation-wide commencing in April 2012.

#### Development of a Speed Board Pilot Project

- Through consultation and collaboration with the Ontario Safety League, Netlogix Incorporated, and other experts, the effectiveness of radar speed board programs in York Region and other jurisdictions was highlighted.
- 2010 saw the purchase of two (2) radar speed boards for the TPS and the development of a comprehensive, community-driven pilot project to address chronic residential neighbourhood speeding concerns.
- This pilot project utilizes the input of local residents to measure its success in conjunction with statistics-based indicators. The model involves community education, community “hands-on” involvement, and “strict but fair” follow-up enforcement by dedicated officers.



- The speed board pilot is now in full operation and initial feedback from local residents has been exceptionally positive.

**Commitment of Our Greatest Resource – Our People**

- To ensure effective partnerships contributing directly to traffic policing excellence are properly supported, TPS resources have been re-aligned.
  - a) A mandated divisional traffic staffing profile has been enforced by executive-level management requiring each police division to have at least two (2) officers assigned exclusively to community-directed enforcement activities. These officers, in partnership with local residents and Community Police Liaison Committee members, identify and respond to neighbourhood traffic safety concerns through highly directed enforcement activities.
  - b) Officers assigned to the “Strategic Traffic Enforcement Measures” team actively solicit input from divisional Traffic Sergeants (who are the central contact point locally through which community residents voice their traffic safety concerns) regarding behaviours and locations requiring specific enforcement attention in order to most effectively discharge their assignment.
  - c) A “Technology Implementation Sergeant” position has been created to effectively collaborate with Versaterm, ASSI, and other external and internal stakeholders to ensure effective integration of new traffic-specific technology.
  - d) A “Drug Recognition Coordinator” position has been created to work in partnership with the RCMP, the OPP, and Greater Toronto Area policing partners to ensure effective integration of DRE enforcement in the City of Toronto.

In Conclusion

*The Road Ahead* has provided a 10 year vision for the Toronto Police Service, a vision which has even in its infancy realized many successes. This review and the actions taken as a result of it, have contributed directly to the positive results realized in The City of Toronto in relation to RSV2010 targets (see “*Key Traffic Policing Measurements – Toronto*” at right).

Key Traffic Policing Measurements - Toronto					
Established Baselines - 3 yr. avg.	1998/1999/2000	2008/2009/2010	Up/Dn	Change	RSV2010
Total Persons Killed	82	48	down	-41.50%	-30%
Alcohol/Drug-involved Fatalities	16	8	down	-50.00%	-40%
Pedestrians Killed	37	26	down	-29.70%	-30%
Cyclists Killed	4	2	down	-50.00%	-30%
Total Persons Injured	24,072	16,947	down	-29.60%	
Pedestrians Injured	2,210	2,102	down	-4.90%	
Cyclists Injured	1,097	1,000	down	-8.80%	
Personal Injury Collisions	17,348	11,503	down	-33.70%	
Reportable Collisions	58,272	47,954	down	-17.70%	
Total Collisions	71,716	55,696	down	-22.30%	
Impaired and Related Arrests	1,557	2,440	up	56.70%	
Seatbelt/Restraint Enforcement	13,822	14,953	up	8.20%	
Speed Enforcement	136,894	184,504	up	34.80%	
Total HTA Traffic Enforcement	309,085	480,559	up	55.50%	

The Toronto Police Service is exceptionally proud of its role as a partner in achieving these targets and highlights the fact that this success is a direct result of the strong and vibrant partnerships existing between all the organizations possessing an ownership stake in Toronto traffic safety and management. The Toronto Police Service remains steadfast in its commitment to work collaboratively with partners at all levels as we collectively move forward to address Canada’s Road Safety Vision 2015 and to making Canada’s roads the safest in the world.

