

## Appendix 2: City Management's Response to Relevant Recommendations to the Auditor General's Report Entitled: "Toronto Police Service – Audit of 9-1-1 Public Safety Answering Point Operations: Better Support for Staff, Improved Information Management and Outcomes”

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**Recommendation 11:** Toronto Police Services Board direct the Chief, Toronto Police Service (TPS) to regularly provide the information on timeliness of transferred 9-1-1 calls to Toronto Paramedic Services, Toronto Fire Services, and other agencies where appropriate, with the view to working together to meet the 9-1-1 emergency call service level standards. TPS and the other agency(ies) should meet, when needed, to determine if any changes are needed to established protocols to ensure the safety of citizens. **(Cover report – new recommendation #1)**

<b>Management Response:</b> <input checked="" type="checkbox"/> Agree <input type="checkbox"/> Disagree
<b>Comments/Action Plan/Time Frame:</b>  <b>Toronto Fire Services:</b> Toronto Fire Services supports this recommendation and will work in collaboration with the Toronto Police Service and Toronto Paramedic Services on implementation.  <b>Toronto Paramedic Services:</b> Toronto Paramedics Services are happy to support the Toronto Police Service on this recommendation.

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**Recommendation 21:** Toronto Police Services Board direct the Chief, Toronto Police Service, in collaboration with Toronto Paramedic Services and Toronto Fire Services, to achieve live-time interconnectivity in communication on 9-1-1 calls and events amongst these entities, both currently, and in the implementation of the Next Generation 9-1-1 solution moving forward. This should include consideration of an interface of the Intergraph Computer Aided Dispatch system to allow for improved communication during 9-1-1 call transfers and events, and to specifically assist with communication where Toronto Police Service are no longer required by Toronto Paramedic Services and/or Toronto Fire Services as applicable, so as to avoid unnecessarily committing police resources. **(Cover report – new recommendation #2)**

<b>Management Response:</b> <input checked="" type="checkbox"/> Agree <input type="checkbox"/> Disagree
<b>Comments/Action Plan/Time Frame:</b>  <b>Toronto Fire Services:</b> Toronto Fire Services supports this recommendation and will work in collaboration with the Toronto Police Service and Toronto Paramedic Services on implementation.  <b>Toronto Paramedic Services:</b> Toronto Paramedics Services have no concerns with this recommendation and will work with Toronto Police Service to establish an electronic interface.

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**Recommendation 23:** The City Manager, in consultation with Toronto Police Services Board, Toronto Police Service (TPS), and City’s Legal Services, to include the following to inform its feasibility review of whether to move the 9-1-1 operations to a non-police City Service:

- a. Fulsome cost/benefit analysis that includes the potential impact to call answer and call response time of police, fire, and ambulance, and the other related functions of the call centre such as audio and data requests including for court proceedings, and maintenance of radio communications.
- b. Cost impact and feasibility with regards to staffing, given the current collective agreement of communications operators.
- c. Legislative feasibility given the current draft and forthcoming legislative requirements related to the delivery of policing and related services, in particular, the involvement of the police service in the Public Safety Answering Point (PSAP) dispatching function.
- d. Legal risk and who would be responsible for those 9-1-1 calls and/or alternate non-police response where police are not dispatched, and it results in a negative outcome.
- e. Governance model for PSAP with the view to enhance interoperability and coordination of emergency response services delivered.
- f. The goals and outcomes that are intended through a potential move of the 9-1-1 operations, and whether other strategies may be more effective, efficient, and economical to achieve those, such as offering another phone number for non-police response such as 2-1-1, and/or working together with TPS on other strategies, including but not limited to, updating the 9-1-1 communications operators manual, additional training, data and technological supports for communications operators and police officers, and increased public education and awareness.

**(Cover report – recommendation #3)**

<b>Management Response:</b> <input checked="" type="checkbox"/> <b>Agree</b> <input type="checkbox"/> <b>Disagree</b>
<b>Comments/Action Plan/Time Frame:</b>  <b>City Manager’s Office:</b> The scope of the feasibility review undertaken by the City Manager is considering many of these recommendations. What may not have yet been considered but recommended here can and will be considered to inform the review by the City Manager.

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**Recommendation 24:** Toronto Police Services Board direct the Chief, Toronto Police Service, in collaboration with the City, to undertake public education campaigns (including targeted awareness programs) and ongoing public education initiatives to improve public awareness and understanding on distinguishing between the various lines and the proper use of 9-1-1, the non-emergency line (416-808-2222), online police reporting, and other non-police alternative resources, including promotion of 2-1-1 (assistance in connecting people with community and social service resources) and 3-1-1. Assessment should be made to evaluate the effectiveness of these campaigns and initiatives on call behaviours. The campaign and/or initiatives should:

- a. Include strategies to increase public awareness on what to do when the caller dials 9-1-1, including the specific information that needs to be provided to the call taker in order to shorten police response time, how to prevent pocket dials, and what to do when an individual dials 9-1-1 by mistake.
- b. Be multi-lingual.
- c. Be refreshed and refocused periodically to address the 9-1-1 call analysis results to reduce unnecessary or avoidable non-emergency related calls to 9-1-1.

**(Cover report – new recommendation #4)**

<b>Management Response:</b> <input checked="" type="checkbox"/> <b>Agree</b> <input type="checkbox"/> <b>Disagree</b>
<b>Comments/Action Plan/Time Frame:</b>  <b>City Manager's Office:</b> The City Manager is supportive of this recommendation and will collaborate with the TPS.

**Recommendation 25:** Toronto Police Services Board direct the Chief, Toronto Police Service (TPS), in collaboration with the City, to consider a shorter and easier to remember number (if possible three digits) for TPS's dedicated non-emergency line. **(Cover report – new recommendation #5)**

<b>Management Response:</b> <input checked="" type="checkbox"/> <b>Agree</b> <input type="checkbox"/> <b>Disagree</b>
<b>Comments/Action Plan/Time Frame:</b>  The City Manager will review and consider this in collaboration with TPS.