

**Auditor General's Presentation to the
City Audit Committee on July 11, 2022**
Agenda Items **AU13.5 and AU13.6**

**AUDITOR
GENERAL**

TORONTO

Auditor General's Presentation

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Auditor General

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Assistant Auditor General



Agenda

1 Why this work is important

2 How we conducted our work

3

- a. What We found - Videos & Key Next Steps
- b. Key Common Themes and Overall Key Next Steps
- c. Road Map to Start Addressing City Recommendations

1. Why This Work is Important

There are opportunities to:

1. Reduce calls to 911 that are not emergencies through education and proactive strategies using data analysis
2. Use alternative responses for some calls where it makes sense for better overall outcomes
3. Improve call answer and police response times when an emergency police response is needed

2. How We Conducted Our Work

1. Independent audit and review

- Auditor General's Office is independent, provided objective lens with work done
- Invited in by TPSB to conduct risk assessment and develop risk-based audit plan
- Together we developed and signed MOU with TPSB and TPS

2. Evidence-based approach & extensive work

- Requested data and information from TPS, worked through challenges together
 - Some data was not available to TPS, particularly for 911 audit, resulting in scope limitation
- Used statistically valid samples on hundreds of randomly selected calls for service
- Experts consulted, including panel of former law enforcement officers and academic with 9-1-1 expertise

3. Consultation with stakeholders

- Across TPS divisions, including officers
- Toronto Police Association
- City management, including those leading Toronto's Community Crisis Service pilots and community consultation done

Toronto Police Service – Audit of 9-1-1 Public Safety Answering Point Operations

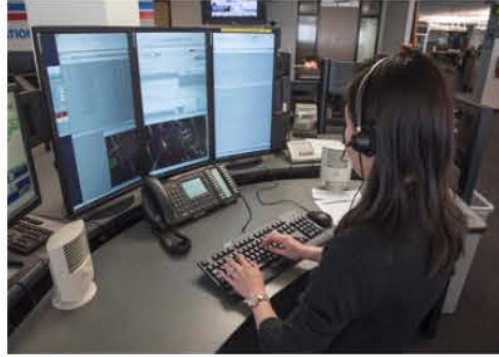
Better Support for Staff, Improved Information Management and Outcomes

Beverly Romeo-Beehler, FCPA, FCMA, CFF, ICD.D, JD, B.B.A.

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Review of Toronto Police Service - Opportunities to Support More Effective Responses to Calls for Service

A Journey of Change: Improving Community Safety and Well-Being Outcomes

Beverly Romeo-Beehler, FCPA, FCMA, CFF, ICD.D, JD, B.B.A.

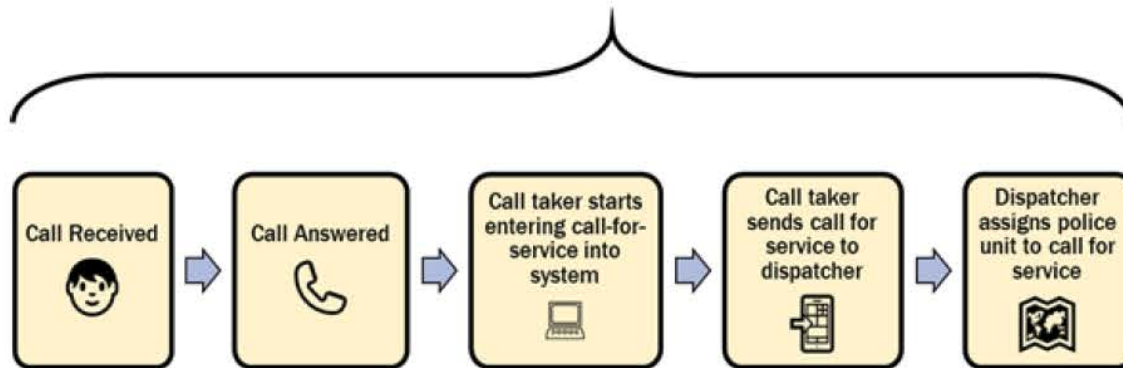
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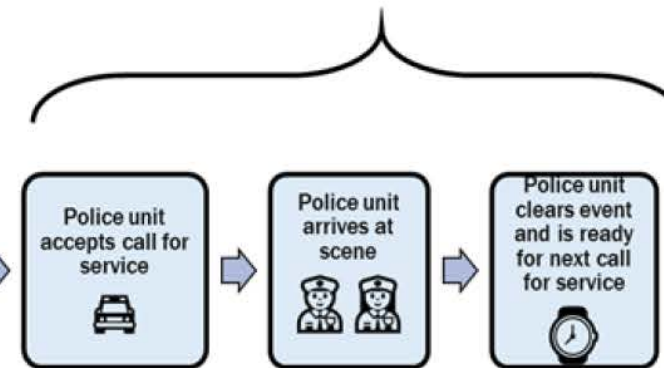
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Toronto Police Service - Audit of 9-1-1 Public Safety Answering Point Operations



Review of Toronto Police Service - Opportunities to Support More Effective Responses to Calls for Service



Video: Audit of 9-1-1 PSAP Operations



Toronto Police Service - Audit of 911 Public Safety Answering Point Operations

Notes: Support for Staff, Improved Information Management and Outcomes

Key Next Steps Needed: TPS - Audit of 9-1-1 PSAP Operations

1. Public education and targeted awareness campaigns
2. Modernize information systems and use data to inform workforce management, operations and for informed decision-making
3. Determine minimum staffing requirements using data, and determine whether more staff is needed, particularly during peak periods
4. Better support needed for communications operators through:
 - a. Improved clarity in operations manual
 - b. Technology to assist them
 - c. Additional training

Video: Review of Opportunities to Support More Effective Responses to Calls for Service



Review of Toronto's Police Service – Opportunities to Support More Effective Responses to Calls for Service
A Journey of Change: Improving Community Safety and Well-Being Outcomes

Key Next Steps Needed: Review of TPS – Opportunities to Support More Effective Responses to Calls for Service

1. Use evidence-based data, explore alternative police and non-police strategies, together with the City
2. Improve response times, particularly for priority 1 to 3 emergency calls for service
3. Increase leverage of technology and automation to improve efficiency

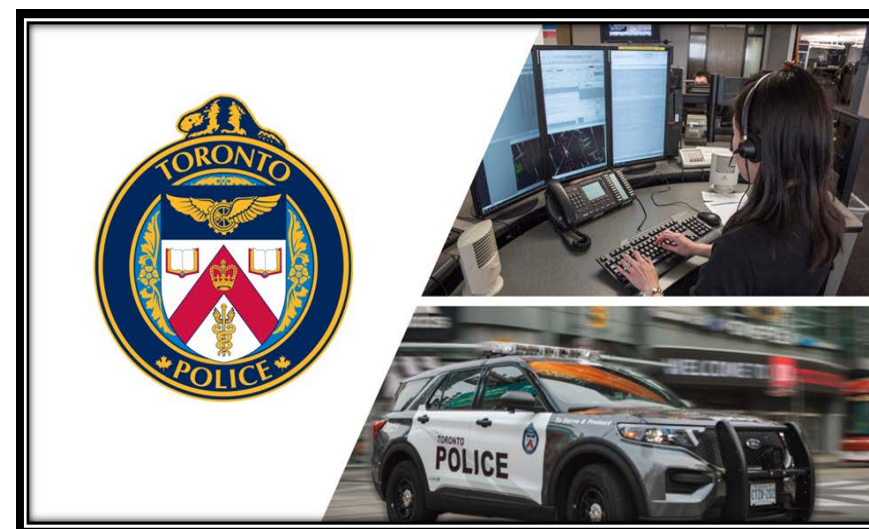
**Key Common Themes:
Toronto Police Service – Audit of 9-1-1 Operations &
Review of Opportunities to Support More Effective Responses to
Calls for Service**

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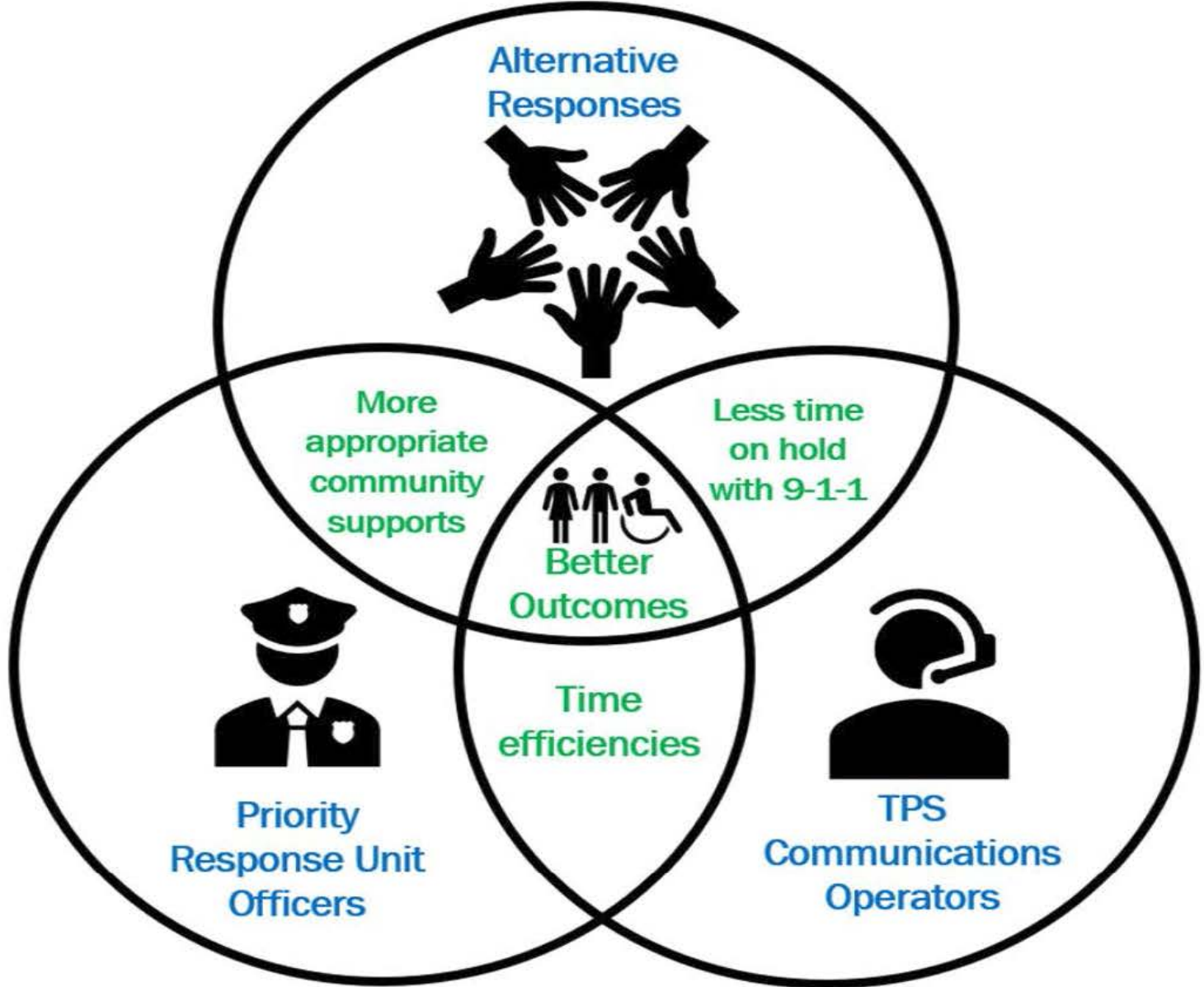




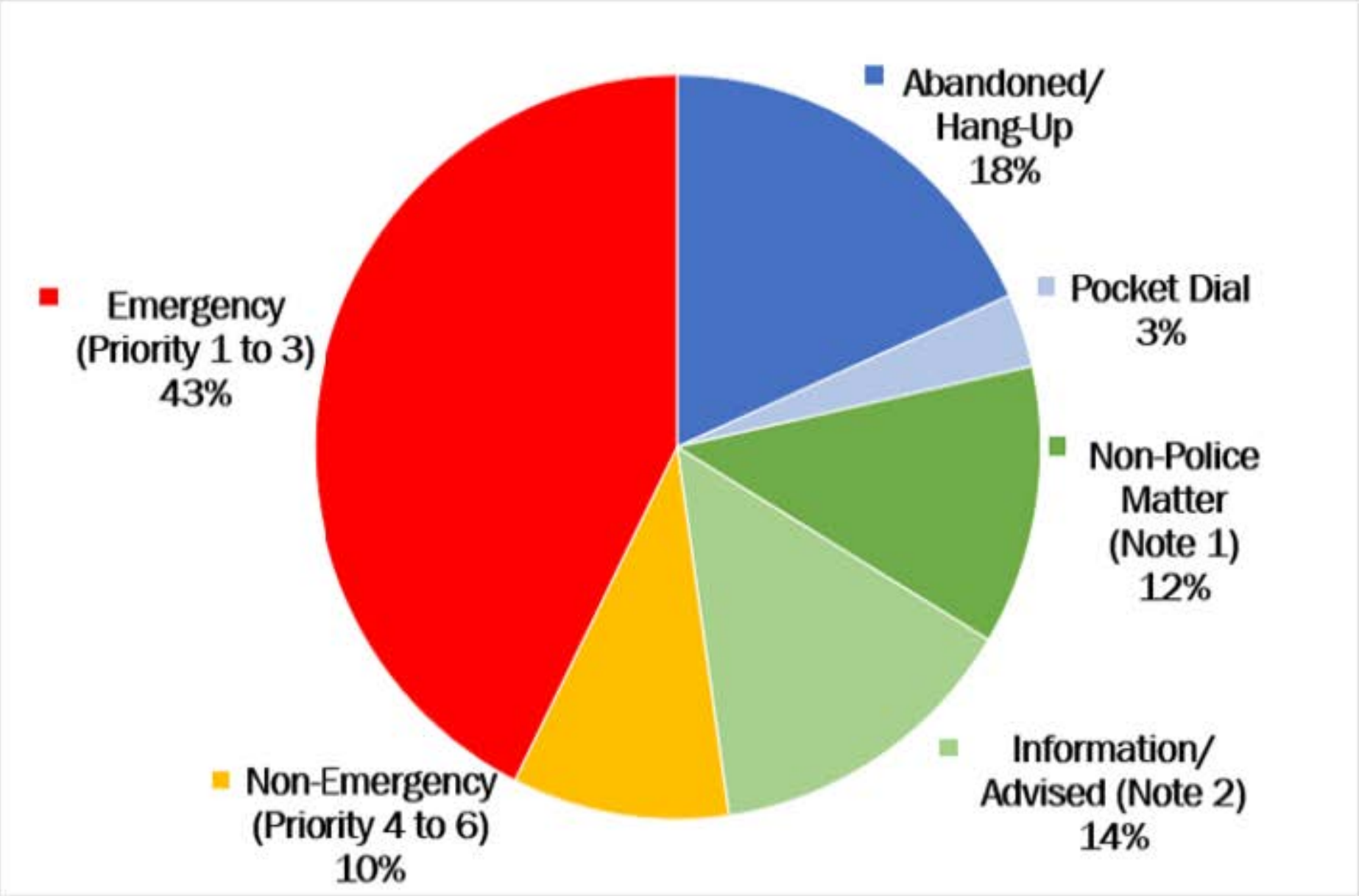
Key Common Themes From the 2 Reports

1. Improve and Use Data and Information Systems to Enhance Staffing and Operational Strategies, and Ensure Adequate Resources are in place to address priority areas, including improved emergency response times and 9-1-1 call answering times.
2. Further Explore Call for Service Alternative Responses to free up time of Priority Response Unit (PRU) officers, 9-1-1 operators while helping to provide better outcomes for people.
3. Build Greater Community Education and Awareness to help manage demand on the 9-1-1 line and expectations that a PRU officer response is primarily for emergencies and police matters.
4. Enhance Response Time Methodology and Improve Emergency Response Times and 9-1-1 Call Answering Times
5. Recognize that this is a Journey of Collaboration Between the City, TPS, and Other Stakeholders to Build Better Outcomes by Moving Forward Together. There is no quick fix, and careful consideration of alternative non-police responses will be needed.

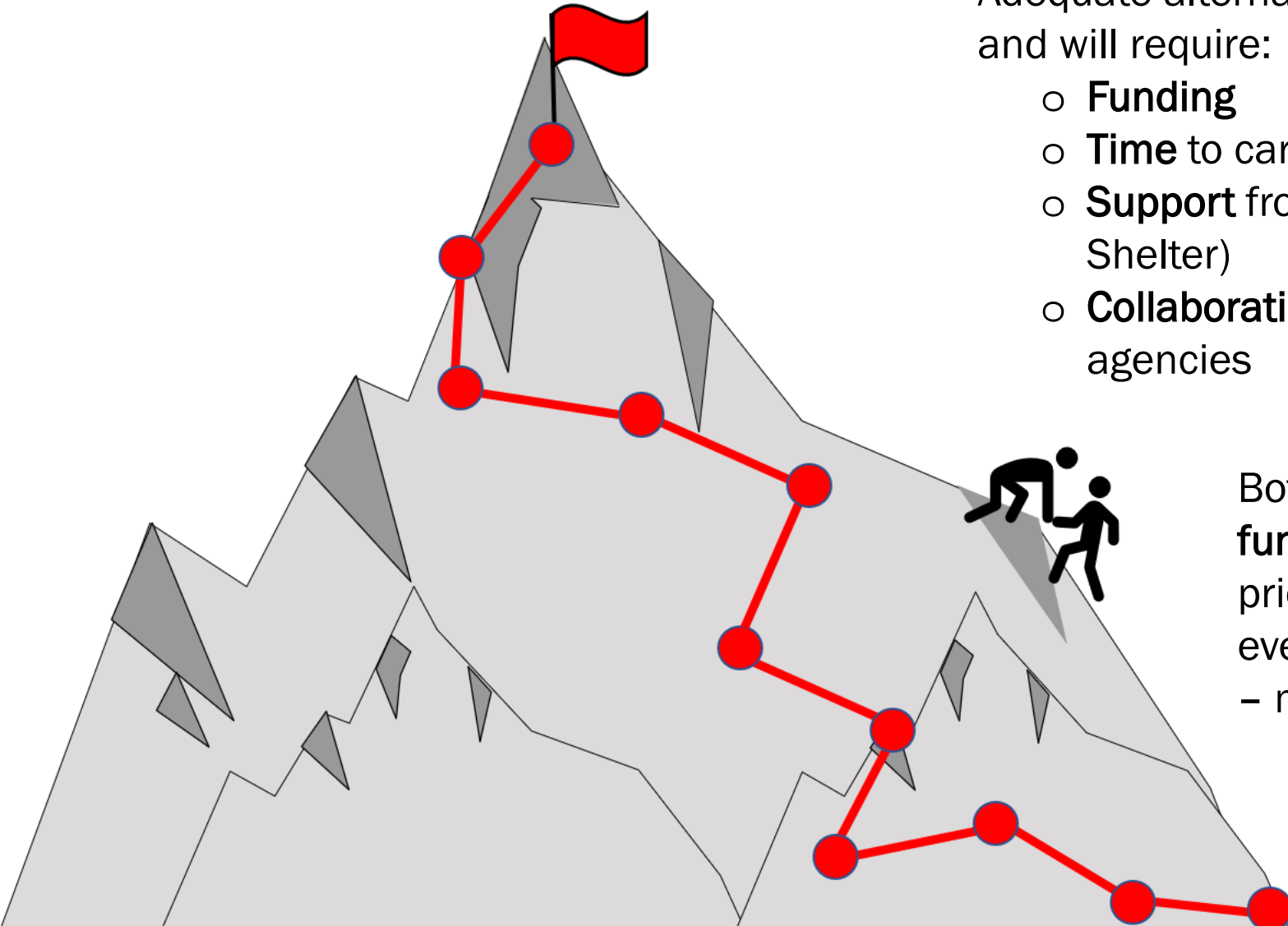
2. Further Embracing and Growing Alternative Responses



3. Build Greater Community Education and Awareness



5. A Journey Towards Change



Adequate alternative responses are not yet in place and will require:

- **Funding**
- **Time** to carefully implement & evaluate
- **Support** from the Province (mental health, Shelter)
- **Collaboration** between City, TPS, and other agencies

Both TPS and the City will need **adequate funding and time** to properly support priority areas. Even then many of the events will still require a police response – many will not

Key Overall Next Steps Needed

1. **The City, TPS, community agencies, and other stakeholders need to move forward together by:**
 - Developing a plan with shared outcomes
 - Establishing, evaluating, and further rolling out existing alternative response pilots for mental health
 - Exploring other alternative strategies for a gradual transition of some calls, such as those to help individuals experiencing homelessness and with community dispute mediation.
2. **A whole-of-government and whole-of-community approach is needed, with sufficient investment from the Provincial and Federal government, particularly related to mental health and homelessness, to create longer-term value for money and better outcomes for people.**

City's Road Map to Start Addressing Recommendations to City (see Supplemental Report)

1. Mental Health Pilots

Short-term

- Ensure the **4 TCCS pilots and use of 2-1-1** are operating effectively
- Advocate for additional funding from other levels of government for future roll-out of mental health response and resources

Intermediate

- Evaluate the mental health pilots (including TPS's Gerstein call centre pilot) jointly with TPS
- Work together with TPS/TPSB on data needed to inform future roll-outs and coordinate on them

Long-term

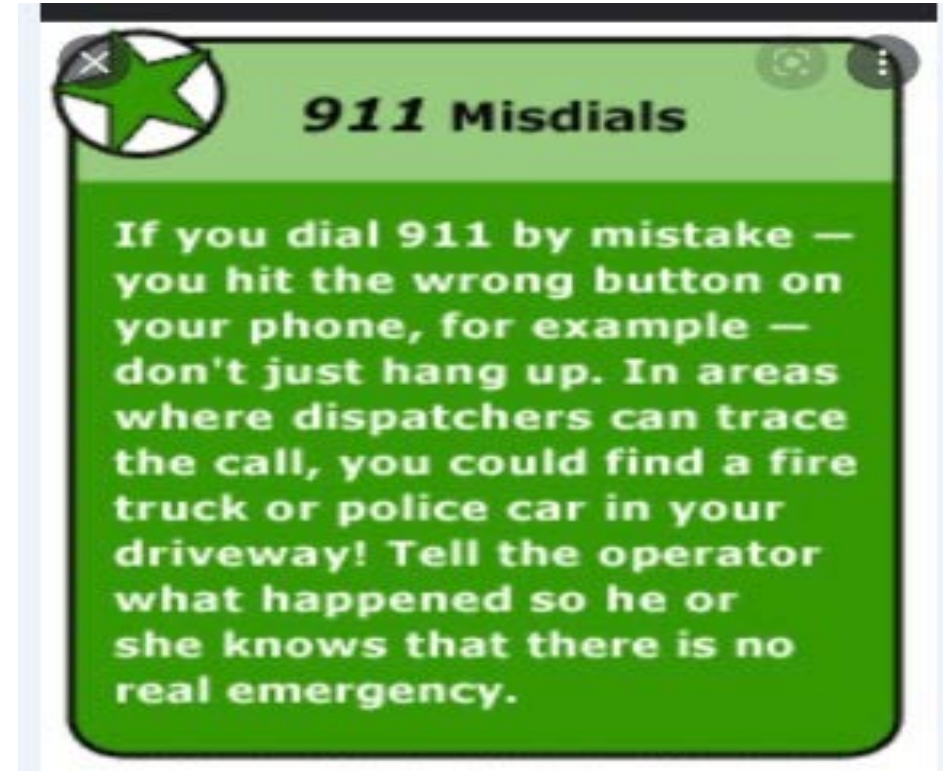
- Depending on funding from provincial/federal government, increase coverage and resources for mental health preventive supports and additional coverage on calls for people experiencing mental health crises

City's Road Map (continued)

2. Public Education and Targeted Awareness Campaigns

Short-term

- Coordinate with TPS on public education and targeted awareness campaigns to reduce the number of non-emergency calls coming through 9-1-1
- Include awareness related to abandoned calls and pocket dials
- Consider 3 digit number for police non-emergency line
- Address public perception and stigmas related to mental health and homelessness



City's Road Map (continued)

2. Public Education and Targeted Awareness Campaigns

(continued)

Short-term

Increase awareness of non-emergency numbers and resources (2-1-1, 3-1-1) and consider re-branding 2-1-1 to 'Community Distress Line' when alternative non-police responses further rolled out



City's Road Map (continued)

3. Homelessness and Unwanted Guests

Short-term

- consider expanding City's Streets to Homes outreach program, could pilot targeted repeat locations, advocate for additional funding from other levels of government, develop longer-term plan

Long-term

- depending on funding, increase capacity of City's shelter system, housing supports, and safe beds program to provide better supports and resources to people experiencing homelessness



City's Road Map (continued)

4. Other Alternative Non-Police Responses

Short-term

- **Community Dispute Mediation** – re-start City's pilots, evaluate and potentially roll out further in future
- **TCHC buildings and Special Constables** – consider further leveraging for disputes, check for well-being, and repeat calls for service

Intermediate

- **Noisy Small Gatherings** – consider whether MLS could respond to some of these calls for service, informed by cost effectiveness assessment; improve data sharing between MLS and TPS (where police respond to same location repeatedly)

City's Road Map (continued)

4. Other Alternative Non-Police Responses (continued)

Long-term

- **Additional Areas** – using TPS's data and data from 2-1-1 and 3-1-1, work together with TPS/TPSB to identify additional event types and criteria, including repeat locations, where non-police alternative response may be appropriate

City's Road Map (continued)

5. Ambulance/Fire/Police

Short-term

See Ambulance Calls - ensure Priority Response Unit (PRU) officers are only called to assist Toronto Paramedic Services when needed and protocols followed

- re-visit the protocol between TPS and Toronto Paramedic Services particularly related to the presence of alcohol
- reasons for police notification must be clearly documented
- regular joint evaluations to determine whether procedures have been properly implemented

Intermediate

- Ensure interconnected communication between ambulance/fire/police on calls for service (I/CAD system) including letting police know they are no longer needed, prior to arriving (where possible).

City's Road Map (continued)

6. 3-1-1 Toronto Referrals

Intermediate

- Document and analyze the reasons why callers are transferred between 9-1-1 and 3-1-1

Long-term

- Using data and above analysis, regularly and jointly assess the effectiveness of call diversion strategies and if roles and responsibilities are fully understood by staff
- Coordination could include other entities depending on reasons identified (e.g. Toronto Hydro, Animal Services)

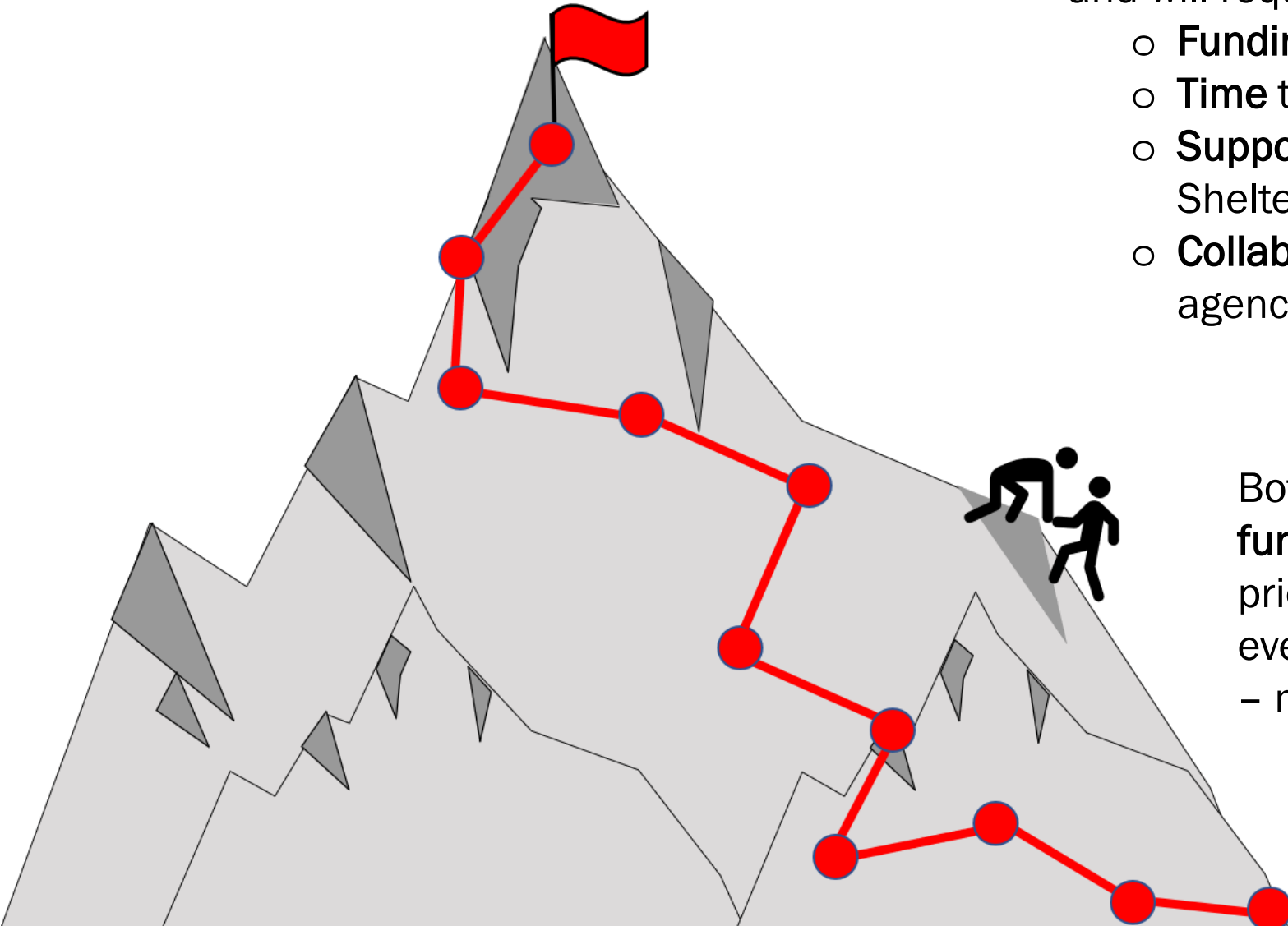
Note: Successful call diversion will depend on public awareness and effective and timely alternative responses being in place

Moving Forward Together

The following is needed for TPS, the City, and other stakeholders:

- 1. Identify key and shared outcomes** as part of strategic planning and collaboration and use evidence-based data to inform decisions
- 2. Be transparent and accountable** by tracking and reporting out publicly on progress against agreed plans and outcomes
- 3. Be committed and build trust and support between stakeholders** as they move through any barriers and difficulties towards common goals.

A Journey Towards Change



Adequate alternative responses **are not** yet in place and will require:

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- **Time** to carefully implement & evaluate
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