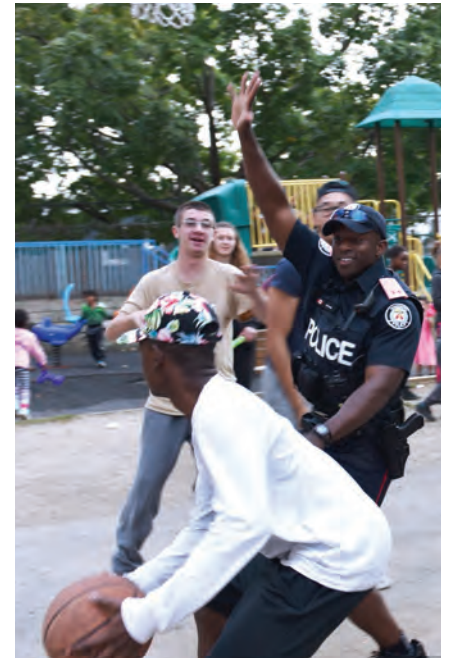


Attachment 1

EX28.5



Toronto Police Service



Action Plan: The Way Forward

Modernizing
Community Safety in
Toronto

Transformational
Task Force



Final Report



January
2017



POLICE

CALL
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LETTER FROM THE CHAIR

This final report brings together all of the work of the Transformational Task Force over the past twelve months. It builds on the recommendations in our June 2016 interim report and has been informed by the input we received during our consultations as well as our ongoing deliberations.

Compared to previous reports and reviews of policing in Toronto, this report is different in three ways.

First, it's the most comprehensive review of policing in Toronto that has ever been conducted. We've recommended massive changes that will result in a more efficient and effective Toronto Police Service (the Service) that aligns to the current and future needs of our city.

Second, the Task Force has been a unique partnership of external volunteers and members of the Service. That's a very important difference from past reviews and reports. As a group, we share a vision, a common commitment to excellence, and a desire to move forward.

Third, our final report is an action plan. The interim report described our vision and core recommendations and since then we have focused on translating those into reality.

As the work of the Task Force comes to an end, the work of the Toronto Police Services Board (the Board) and the Service continues. The Board has a critical role to play over the next several years in championing this action plan and supporting the Service with advice, advocacy, and resources as it moves forward. More

fundamentally, our role as governors reporting to you the public is to hold the Service accountable for action that results in real change. We will do that through a rigorous oversight process that includes comprehensive and transparent public reporting through our proposed Modernization Scorecard.

I want to express my appreciation to our co-chair, Chief of Police Mark Saunders, for his leadership and his clear and constant commitment to modernized policing for the City of Toronto. My thanks also go to the volunteer members of the Task Force – a group of individuals who contributed their expertise, leadership and time over the past twelve months. As well, I am grateful to the officers and civilian members who served on the Task Force and those who supported our efforts through planning, analysis, and advice. It has been a privilege to work with these dedicated and professional public servants. Finally, I want to acknowledge the Service members for their service to our city each and every day, and for their commitment to excellence and continuous improvement.

I look forward to future opportunities to engage with the residents of Toronto and members of the Service, and to report on our progress.

Andy Pringle

Chair, Toronto Police Service Board



LETTER FROM THE CHIEF

The ability of the Toronto Police Service to keep Toronto the best and safest place to be has always depended on the trust and support of the people we serve. Over the past twelve months, we reflected that reality in the composition and mandate of the Task Force – a collaborative effort between residents and Service members. I am committed to this approach as we move forward with implementation, ensuring that transparency, inclusiveness and community partnerships remain central to everything we do.

Toronto deserves a police service that demonstrates excellence in everything it does. We need to be where the people of Toronto need us most, embracing partnerships that create safe communities, and focusing on the complex needs of our city. These are the goals of modernization, and the conversations I've had with members of the public and the Service show that they understand what it means to be a modern police service. Our action plan to achieve these goals is a roadmap that leaves no aspect of the Service untouched. It deals with how policing is delivered on the front line and at all levels, as well as critical back office functions and administrative supports.

I want to take this opportunity to thank our Board Chair Andy Pringle and the volunteers and Service members who participated in the Task Force process. It has been a privilege to work side-by-side with these individuals for the past twelve months. Their insights and wisdom have been invaluable. I also want to thank the members

of the Service who have already provided input on our direction. I am looking forward to more conversations with all my colleagues in the months ahead.

I am proud of the members of the Toronto Police Service. They are this organization's greatest asset, and I am honoured to be their Chief and to lead them through this modernization. Our members are dedicated, and committed to making a difference in the lives of people in this city. I know I have their full support, and that they will continue to carry out their duties while demonstrating that they are worthy of the public's trust.

I am committed to the action plan in this final report. While these are complex changes that will take time to implement, my senior team and I will bring the leadership and sustained focus needed to deliver results. We look forward to doing so with the advice and active involvement of the people of Toronto and the members of the Service.

Together, it's the way forward.

Mark Saunders
Chief of Police

1 THE WAY FORWARD OUR ACTION PLAN

The members of the Toronto Police Service (“TPS” or “the Service”) are dedicated individuals who are committed to our city. They carry out their responsibilities with honesty and integrity. They understand the importance of public trust and take their duty of care seriously.

However, Toronto has become a very large and complex city. It has changed dramatically and rapidly in the last few decades and will continue to do so in the decades ahead. Like many large cities in North America and elsewhere, the scope and pace of change in Toronto’s neighbourhoods and communities have created new demands and pressures on policing.

The TPS and its members have worked hard to respond. They have taken a model of policing that was designed for a different time and different city, and have stretched it to the limits of what’s possible.

The Transformational Task Force’s (the Task Force) mandate has been to look beyond the way policing is currently done in Toronto to propose a modernized policing model for the City of Toronto that is innovative, sustainable and affordable – a model that will place communities at its core, be intelligence-led and optimize the use of resources and technology while embracing partnerships as a means of enhancing capability and capacity.

The Task Force represents a very different approach to the challenge of modernizing policing in Toronto. It has been an intensive partnership over the past twelve months of volunteers with varied backgrounds and Service members with equally varied experience. Having the Board Chair and Chief of Police as co-chairs has made it clear that this has not been just another review that will require further study by the Service.

With this action plan, we define the path to excellence for the TPS. We envision an organization that is an international leader in providing trusted community-focused policing. The modern Toronto Police Service

will embrace and be embraced by all Toronto residents and communities. It will engage with and be inclusive of the full diversity of our city. It will continually evolve to meet the changing needs of Toronto and in doing so will demonstrate excellence in public service management and leadership

A different kind of action plan

People have asked us about the value of yet another report that calls for changes in policing. We understand the question and we are optimistic about the future. We believe passionately that this time is different for three reasons:

- The evidence and best practices from other jurisdictions and organizations confirm for us that the limits of the existing model of policing have been reached. The answer to outdated service-delivery cannot simply be more public funding. To contain costs and ensure value for money, fundamental change is needed.
- We are seeing an unprecedented alignment of forces for positive change across the city. Residents and communities of Toronto have spoken in the past and more recently in our public consultations about the need for change. Toronto City Council and its public service are very aware of the many ways Toronto is changing. They recognize the impossibility of policing continuing as it has. The members and leadership of the TPS are passionate about excellence, perhaps understanding most keenly that the status quo is not sustainable. They are well aware of how policing is evolving in other jurisdictions.



- The scope and approach of our report and recommendations is different from previous studies and reports. There has never been a review of policing in Toronto with this mix of volunteer and Service member representation or with a mandate so broad and deep. With the support of the public and the City of Toronto, as well as the support and resources of the Service, our focus has been on developing a modernized police service. We are confident that our recommendations go well beyond all previous reviews and, implemented together, will result in comprehensive and long-lasting change. Even though some recommendations for modernization may be constrained by current provincial legislation as well as collective agreements, the majority of actions we are proposing are within the power of the Board, the Service, and the City to take.

Getting on with the job

Getting on with the job is the primary focus of this final report. Full scale modernization will not occur overnight. Changes to processes and organizational structures will take place over the next two to three years, with full culture change being realized over time.

Since the Interim Report was released in June 2016, a great deal of work has been done to validate its direction and recommendations. Where appropriate, action is already underway:

- The Board's previous approval of the interim report has enabled the Service to move forward where further approvals are not required. It has also taken the important step of indicating that it will embrace this final report as its business plan for the next three years.
- An extensive planning effort is underway within the Service, with tremendous energy being put into translating our recommendations into actions.
- The Task Force has conducted consultations with residents, community organizations, and external experts. In addition, we have received initial feedback from within the Service.
- A full-time core team of officers and civilians from across the Service has been put in place including the acquisition of new expertise in strategic project implementation and communications. Work is also underway to strengthen the Service's strategic capacity in culture change, communications, finance, human resources, and information technology.
- With the support of external experts, the Service has made significant progress on the development of a new and sophisticated database and a set of modeling and analytical tools that will give it a better understanding of workload and demand within Toronto's neighbourhoods. The resulting data, information and evidence-based insights will support the implementation of many of our recommendations.
- The Service has issued formal requests seeking information about shared services and alternative service-delivery. To date, potential areas under consideration include academic partnerships, Audit and Quality Assurance, Court Services, Employment Background Screening, Fleet Management, Parking Enforcement, and Records Management.
- The Service has initiated discussions with the City of Toronto and negotiations are ongoing with respect to budgets, seeking a common strategy on recommendations that require changes to provincial legislation, and the transitioning of non-policing activities. The response from the City Manager's Office has been highly supportive and a staff person from his office has been embedded in the Service to support transition planning.
- Action has already been taken to return two surplus police buildings (used for the Divisional Policing Support Unit and the Public Safety Unit) to the City. These buildings have an estimated market value of \$4.5 million. Their return to the City will save the Service \$250,000 in annual operating costs and we anticipate that additional properties will be returned to the City in the future. The two units affected by this change have been consolidated into other police facilities.
- Consultations have begun with City of Toronto Real Estate Services to locate a suitable site for the proposed consolidation of 54 and 55 Divisions.

Structure of the final report

Our final report is organized into eight chapters, including this introduction and overview. The following is a brief summary of the content and themes of the remaining chapters.

Chapter 2: The strategy map

In our interim report, we called this the Vision – the guiding mission, principles and goals of the modernized TPS. It's still all those things but it has become known simply as the "Strategy Map". Our original 24 recommendations were based on this map. It now guides the framework for action in this final report.

Chapter 3: Talking about modernization

We conducted public consultations on our interim report with individuals, groups and organizations from many different parts of Toronto. We received initial feedback from Service members, and engaged with the academic community, experts in shared services, and business organizations with expertise in technology and large-scale change. This chapter summarizes contributions from the many individuals and organizations that participated in our consultations.

Chapter 4: Additional recommendations and advice

Input from the public, Service members and others has been invaluable to our work. While comments generally aligned to our overall direction, they also led us to develop additional recommendations and advice for the Board and the Service as they move forward on our recommendations.

Chapter 5: Modern policing in Toronto

Our action plan is first and foremost about a smarter approach to policing. In this chapter, we focus on significant changes that illustrate the Service being where the public needs it the most, embracing partnerships to create safe communities, and better meeting the needs of our complex city.

Chapter 6: Culture change

Excellent organizations are defined by their culture. The Service will continue to evolve its culture and embed the vision, principles and goals of the Strategy Map in all that it does. The culture change plan described in this chapter is a comprehensive approach that reaches into all aspects and levels of the Service.

Chapter 7: Reporting on progress

The public and members of the Service want to know that change will happen. They need to know the results will be as intended. In this chapter we describe a transparent reporting process and accessible Modernization Scorecard that will be a radical departure from anything Torontonians have seen from the TPS in the past.

Chapter 8: Taking action

In partnership with the Task Force, the Service has been building change capacity, engaging with experts and developing action plans. This chapter summarizes the status of work on the 24 recommendations from our interim report. These are complex multi-year projects where action is already underway with much more to come. This chapter also includes a summary of the additional recommendations we make in this final report.

Next steps

With this final report, the work of the Task Force comes to an end, while the work of the Board and the Service to implement our action plan continues. The Board will discuss our action plan and decide on next steps in public. However, that plan cannot be turned into reality without the support of the residents of Toronto and the members of the Service. They will need our engagement, our advice and our active involvement. Together, it's the way forward.

2 THE STRATEGY MAP

As described in our interim report, the Strategy Map (pages 60 - 61) highlights the guiding mission, principles and goals of modernization. Based on the feedback from our consultations, we are recommending that these elements be formally adopted by the Board and Service.

Mission and guiding principles

The modernization action plan starts with the community safety Mission of the Toronto Police Service:

We are dedicated to delivering police services, in partnership with our communities, to keep Toronto the best and safest place to be.

This Mission will continue to be the essence of the Service's commitment to the people of Toronto. How the Service delivers on that Mission will focus on four guiding principles:

We will be actively accountable and trusted by:

- Providing services that are centered on communities and neighbourhoods.
- Focusing every day on building trust and addressing community concerns.

We will be transparent and engaged by:

- Making decisions based on strategic information analysis and forecasting as well as leading practices.
- Engaging individuals and communities, and being as open as possible about decision-making.
- Managing change thoughtfully and assessing, mitigating and monitoring risks.

We will be inclusive and collaborative by:

- Consistently listening to, and considering, the best interests of our communities and neighbourhoods and demonstrating this to the public.
- Supporting Service members to be our best partners, advisors, and champions in working with communities and neighbourhoods.
- Working collaboratively in partnership with others to develop sustainable solutions and apply the most appropriate resources to needs.

We will be sustainable and affordable by:

- Providing value, always seeking to control our costs, and making the most of every dollar as facilitators of community safety.
- Working continuously to improve public access to services while achieving sustainability and affordability.
- Aligning our budgets to our strategy and focusing on the right priorities.

Goals

As the Service implements our action plan in the months and years ahead, it will work towards three goals that define what it means to be a modern police service:

Be where the public needs the Service the most:

- A service-delivery model that prioritizes need, and the flexible, resilient deployment of resources.
- A rapid, highly effective Priority Response that is focused where an immediate response is necessary for personal safety, wherever and whenever needed.
- Using modern technology to ensure officers are fully connected to the community from any location, and to improve public access and customer service.

Embrace partnerships to create safe communities:

- Service-delivery that is community-centric with an intensified, sustainable longer-term commitment of resources and capabilities.
- Recognizing that there are many different communities in Toronto and that the only effective approach is an all-inclusive one.
- Working in collaboration and partnership with communities and other services to understand and address the root causes of crime, share information, intervene early to reduce victimization, and build community capacity.

Focus on the complex needs of a large city:

- A sustainable and affordable service-delivery model based on understanding the needs of our city and continuously adapting services to respond.
- Drawing on the diverse and rich perspectives of residents, communities, and Service members as invaluable sources of knowledge, experience and insight.
- Using strategic information and data analytics to inform resourcing and deployment decisions.
- Reflecting the diversity of Toronto's population through the members of the Service.
- Supporting members as they deliver change, continuously improve and take their pride of place as outstanding and innovative public servants.

3 TALKING ABOUT MODERNIZATION

Over the late summer and fall we conducted public consultations on the Interim Report, including ten public consultation meetings with more than 500 people in attendance. We also received initial input from within the Service and held consultation days with shared services organizations, the commercial sector and the academic community.

In total, we recorded hundreds of comments and questions. The Task Force appreciates the time that the many individuals and organizations took to participate as well as the thoughtfulness and sincerity of their input.

The public

People communicated candidly and often with emotion about their lived experiences. Participants at the consultation sessions spoke about incidents involving distrust and frustration as well as interactions that demonstrated the dedication, compassion, and commitment of officers and civilians.

What we didn't hear was indifference and that's a very good sign for modernization. The people of Toronto are clearly interested in the policing of their city. They want to be engaged with a policing organization that is trusted and demonstrates excellence in all ways.

The public wants a trusted relationship with its police service:

This was the most common and important message we received. That relationship needs to include:

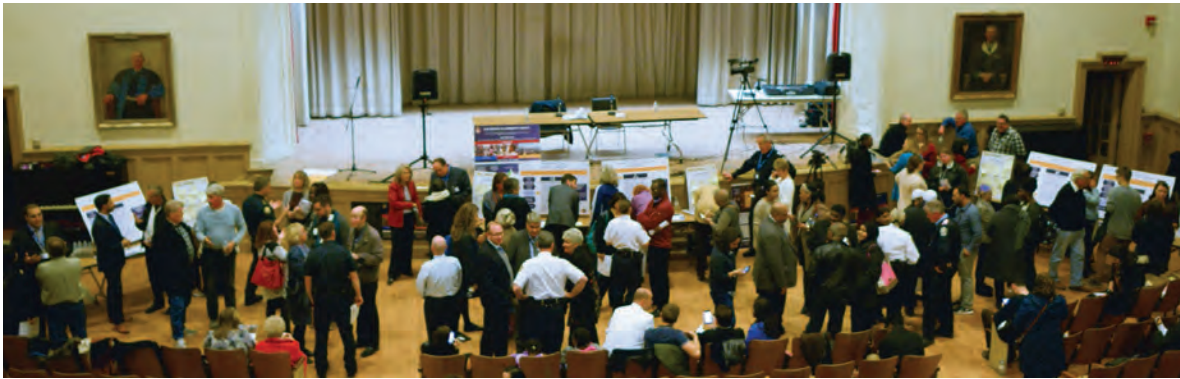
- A focus on crime prevention, community safety, community engagement, and reducing victimization at the neighbourhood level.
- A more familiar, consistent and trust-based relationship between residents and officers who are assigned to neighbourhoods for longer periods.

- Officers less separated from the public – more time on foot and on bicycles interacting with people and less time isolated in cars.
- Building the skills of existing officers to strengthen engagement with individuals and groups, including answering questions and providing useful information.
- Officers with enhanced emotional intelligence, empathy and skills related to problem solving, crisis management, interpersonal communications, and collaboration.
- Future hiring focused on a broader set of skills, experiences, competencies, and empathy.
- Less visibility of uniforms when engaging with the public in some settings, since uniforms can be experienced as a relationship barrier.

Culture is recognized as a key part of building that closer, trusted relationship with the public:

Participants spoke about the need for culture change and more consistent actions and behaviours from officers, particularly when dealing with youth, including racialized youth, and marginalized communities. The words used to describe the desired culture included:

- More proactive and less reactive at the local level.
- Fair and impartial.
- More genuine communication with individuals – less of an attitude of distrust, authority and power.



- Less aggressive, less judgemental and more inclusive.
- More informed and less biased.
- More transparent and open.

Participants noted that culture change takes time, involves natural resistance, and should include self-reflection by the Service. The Task Force also heard that a more open sharing of police data and information will be an important part of building trust.

Improved police accountability and a Service where there is zero tolerance for bias, racism and discrimination:

The public's expectations with respect to police accountability, bias, systemic and individual racism, and discrimination were very clear. For example:

- The need for a new human resources strategy – including recruitment, talent management, and promotion – that results in a police service that reflects the diversity of the City at every level of the organization.
- More comprehensive training and increased emphasis during employment screening for evidence of bias, racism, and discriminatory beliefs.
- Use of body-worn cameras and managing officer performance to deal with inappropriate behaviours and actions.
- More officers and civilian members who are skilled at reaching out to different communities.
- The need for additional strategies to address police distrust among youth and especially black youth.

A smarter approach to divisional boundaries and facilities:

The public wants a police service that is neighbourhood focused and can deploy resources within and across neighbourhoods as efficiently and effectively as possible. However, the public also wants to be assured that our action plan will not diminish the Service's presence and ability to respond to neighbourhood needs. Comments included:

- Police stations may act as visible deterrents so having fewer police stations may be less effective.
- Fewer divisions and police stations could result in slower response times, particularly in neighbourhoods with higher crime rates and more social issues.
- Existing divisions often do great work to engage with communities – there is a concern that the changes could weaken those relationships.
- Fewer stations could result in fewer opportunities for communities to engage with police – fewer meetings, committees, and social events.
- Larger divisions may not be able to provide the same level of local service.

Alternative service-delivery, program transfers and the three-year hiring moratorium:

Alternative service-delivery, transferring some programs and their budgets to the City of Toronto and the three-year moratorium on hiring and promotion were not the subject of extensive public input during the consultations. Comments received included:

- We were cautioned that outsourcing does not always result in lower costs or improved efficiency.
- With respect to the Parking Enforcement, Crossing Guard and Lifeguard programs, comments were supportive of alternatives that don't tie up police officers. Residents were aware that this was not a budget savings but rather a transfer of accountability and budget from the Service to the City or to an alternative service provider.

On the hiring and promotion moratorium, comments included:

- A perception that Toronto needed more police officers and that hiring should be expanded.
- Concern about the size of the Service's budget and the need to control costs.
- Agreement that the Service needs renewal but perhaps it should be accomplished through other strategies.
- Concerns that the hiring moratorium should not be allowed to result in an insufficient number of police officers.

Building on successes to date with youth and diversion programs:

Members of the public talked about the need to maintain and expand existing programs for youth. Comments included:

- Many compliments for programs that the TPS has in place, including strong support for the Youth in Policing Initiative (YIPI).
- Many references to youth diversion programs as important priorities.
- Suggestions to expand the Community Resource "hub" suite of programs throughout the city.
- The need for more engagement with youth including but not limited to black youth – with Service members out of uniform and without firearms.
- The need to strengthen Service member relationships with schools and teachers.
- The potential to develop a one-on-one mentoring program between officers and youth.



A greater focus on mental health issues:

Many individuals identified the need for a more effective approach to dealing with mental health issues by society as a whole – not only the Service but also municipal and provincial governments, as well as social and health agencies. There was a recognition that although police officers should not be the first or most important response to mental health issues, they need to have knowledge and relationships to be able to connect individuals to the right resource. Residents emphasized the importance of:

- Expanded and enhanced inter-agency cooperation and a broader multi-government strategy of which police would be one part.
- Service members being as well-trained as possible to deal with growing mental health challenges in the community, especially with youth.
- De-escalation training as critical to ensuring that force is only used when absolutely necessary.
- The existing specialized mobile crisis response capacity that can respond to mental health issues and crises.
- Service member ties with mental health agencies that help the homeless.

Service members

There has been initial feedback from members of the Service, including through:

- The Chief's information sessions with civilian units potentially affected by modernization.
- Smaller group meetings with key leaders of the Service to gather input and answer questions, facilitated by individual Task Force members.
- Members of local divisions attending and participating in the public consultation meetings.
- The Way Forward website through which we received and answered questions from Service members.

With the release of our final report, the Service's leadership will be engaging intensively with its members in the weeks and months ahead. The initial feedback highlighted:

- A desire for change, including a recognition of modernization as an opportunity to enhance the Service's effectiveness and an impatience to move forward.
- The need for leadership, action, and for this report not to "sit on the shelf" like other reports. A desire for tangible change and concrete timelines.
- The potential for internal resistance and the importance of meaningful internal engagement of Service members that shows respect for the knowledge and expertise of the front line and acknowledges the disruptive impact that change will have on them.
- The importance of information about how the changes will work "on the ground" and how they will affect front-line Service members.
- Whether the vision and strategy would result in "doing less with less" rather than a better way to provide policing services.
- Concern that the Service won't have the ability to make the investments required to support modernization, or that the public won't support needed measures such as realigning divisional boundaries and changing from primary to Priority Response.

Shared services organizations

The Task Force heard from the City of Toronto, Ontario Shared Services, the Police Cooperative Purchasing Group, and Shared Services West. The information session focused on the redesign of various services within organizations where the objective is to reduce duplication within and across business units, including with other police services. The presentations and discussions covered a wide range of points including:

- Shared services can be an effective way for organizations to pool their resources by sharing a function such as payroll or information technology. The benefits include minimizing duplication, reducing costs, standardizing business processes, achieving economies of scale, and sharing talent and expertise.
- To date, shared services opportunities in the public sector have tended to focus on joint purchasing and information technology. Other examples discussed include payroll and other human resources systems, training, fleet management, audit and quality control functions, legal services, and real estate.

- Individual public service organizations are often challenged to find the money for necessary investments in expertise and technology. A shared services approach allows for these costs to be shared by more than one organization.

Academic community

During the consultations we heard from the academic community. Participants reinforced the appropriateness of the recommendations contained in the interim report, but also identified challenges that other police services are facing:

- While much of our action plan reflects international best practice, implementing this magnitude of change is a challenge. It will be important for the Service to take ownership of the direction and build coalitions of support with different communities.
- Investing in crime prevention has been a challenge for all police services. The key isn't technical solutions; it's primarily a management challenge that requires engagement with officers, governance bodies, and the public, as well as dealing with legal barriers and political issues.
- Police-community partnerships are typically led by police and shaped mainly by their authority. In the future, communities will need to lead more often, although this can be a challenge because of limited community resources. It will be important to ensure that partnerships lead to positive outcomes and are not partnerships for their own sake.
- More effective use of data, GPS and other geo-spatial enabled technologies should be a major priority. They enable better solutions that can also be implemented quickly. Also, a principled approach to more transparent data and information sharing is a key component of building public trust.
- Policing is shifting on a continuum towards greater professionalism. There is a role for university and community college partners through specialized programs.
- Academic partners can provide police services with advice on community collaboration, engagement, and consultation. They can also assist with research on relevant best practices, including evidence-based assessments of crime prevention programs in other jurisdictions.

- Declining public trust in institutions is a challenge for all public service organizations. Creating and always demonstrating value needs to be one of the goals of modernization. This value must be apparent to the public and supported by evidence-based research, which will in turn lead to enhanced trust.

Commercial sector

The Task Force heard from the commercial sector, including organizations that have expertise in large-scale transformations, change initiatives, and shared services. Their insights were generally positive and affirmed our direction. Participants suggested there are extensive lessons to be learned from organizations which have dealt with similar challenges:

- For transformation to result in meaningful change, internal alignment and unity are important, just as it's important to be bold and take calculated risks.
- Taking action is critical to overcoming inertia, particularly if some recommendations have been made before.
- Through innovative approaches and mobilizing community resources, other police services have successfully undertaken similar transformations aimed at delivering better service and intelligence-led policing for less money.
- The TPS is not the only public sector organization dealing with aging infrastructure including older technology and paper-based processes.
- Technology and data can put officers and their work in Toronto's neighbourhoods at the center of policing in ways that are much more efficient.
- Mobile digital technology is fundamentally changing how all services in every sector are delivered, giving the public and service providers access to information anywhere, anytime and on any device. However, funding for new technology is a challenge.
- Police services around the world are recognizing the need to process and utilize massive amounts of crime and intelligence data in a way that will enable a predictive approach.



4 ADDITIONAL RECOMMENDATIONS AND ADVICE

The input from the public, Service members and others on our action plan has been invaluable. We heard about the need for a closer relationship between the Service and all Toronto communities and neighbourhoods. We also heard about the importance of strong leadership that will result in real change, dispel skepticism, and build confidence in the future. The fact that our action plan is consistent with expert opinion about modern policing and organizational effectiveness was also reinforced.

Based on our consultations and ongoing deliberations, we have developed additional recommendations and advice for the Board and the Service.

1. Ongoing public engagement

As the conversation shifts from action plan to implementation, interest will intensify from residents, community groups and agencies, the business community and others. The Service will need to extend its outreach and engagement, especially on key areas such as culture and realigning divisional boundaries. Ensuring that all interested individuals and communities can meaningfully participate will require engagement opportunities and approaches that are as transparent and accessible as possible.

In support of this effort, we are recommending that in the next 90 days the Service come forward with a broad, inclusive and ongoing public engagement strategy for modernization. This strategy should incorporate opportunities for individual residents, make effective use of the existing Community Police Liaison Committees and Chief's Consultative Committees, and involve community groups and agencies, youth workers, and youth from different neighbourhoods.

2. Engaging with Service members

Service members recognize the opportunity that modernization represents and we understand the skepticism

that exists based on past experiences. We are recommending intensive and meaningful engagement with Service members on implementation as an essential part of modernization, and as an opportunity for the leaders of the Service to demonstrate culture change in action.

Members should have the chance to speak candidly, feel their input matters and have opportunities for collaboration on questions of design and implementation. Creating and empowering work teams from across the organization will also be an important part of the process.



We are also recommending substantive engagement on implementation with the Toronto Police Association and the Senior Officers' Organization in the months ahead. The process needs to be open in terms of the evidence to inform important collective agreement discussions about more effective scheduling and deployment. These discussions should respect the important role that these two organizations play in representing their respective memberships and the role of the Board and the Service's senior leadership in representing the public interest.

3. Culture change

The message from the public about culture change as central to changing the relationship between police and residents was heard loud and clear. Chapter 6 on culture change is our response. We looked at previous culture change recommendations and saw that they were too limited or narrow in their approach. Our plan is comprehensive, starting with self-reflection and reaching into all aspects and levels of the Service. It includes far-reaching changes to leadership and decision-making, people management and human resources, structures and business processes, and technology and information management.

4. Strengthening police accountability

In our consultations, there was considerable discussion of police accountability. Concerns were expressed about individual and systemic bias, racism, discrimination, inappropriate use of force and escalation. References were also made to the Review of Police Oversight Agencies being conducted by the Honourable Mr. Justice Michael Tulloch. Justice Tulloch's review encompasses the province's Special Investigations Unit, the Office of the Independent Police Review Director, and the Ontario Civilian Police Commission. The Board and the Service have provided input to Justice Tulloch and are committed to moving quickly to implement directions that result from his work.

Beyond formal statutory accountability measures, there is more the Service can do to strengthen and deepen its culture of professionalism and accountability. We are recommending four mutually reinforcing actions to establish new pathways of accountability that are

peer-to-peer within the Service, between officers and their leaders, and between the Service and the public. These pathways are components of the culture change plan described in Chapter 6 and will result in a significant shift in the accountability culture of the organization.

- Enhanced awareness for civilian members and officers on how to identify indicators that a fellow member may be in need of support, not only to prevent the potential for misconduct but also to support the member's personal well-being. This measure will reinforce that in addition to being accountable to the public, Service members are also accountable to each other.
- Enhanced training and guidance for Service leaders to develop and lead high performing teams, and to deal quickly and constructively with performance and discipline problems.
- Enhanced 360° performance evaluations for all uniform and civilian senior officers, focusing on demonstrated ability to support and develop their staff in the delivery of the highest quality policing service. These evaluations will include results and also how leadership achieves those results.
- The results of annual public opinion surveys on TPS effectiveness and satisfaction levels that are conducted by a third party will be available publicly on the Service's website (see Chapter 7 – the proposed Scorecard) and will inform the actions of management at all levels.

5. Investing in change

In our interim report, we identified \$100 million, to date, in budget reductions and enhanced efficiencies as part of ensuring future affordability and sustainability. The Service has already implemented the three-year hiring and promotion moratorium to reduce budget requirements by \$60 million between now and 2019.

Due diligence on a further \$30 million in efficiencies through shared services, better supply chain management, and alternative service-delivery is well underway. We continue to be optimistic that more than an additional \$10 million in efficiencies and savings through effective fiscal management will be found in the coming years.



New capital investments will also be required in the next three years and beyond to enable the Service to act on our major recommendations – such as developing new training and human resources systems, connected officer technology, and the building or renovation of police stations.

These are complex projects, and the Service is continuing to conduct analysis and engage with the City and external experts to determine the scope of the investments required. Over the next year, as thorough action plans are developed, the Service will be coming forward with more detailed investment information.

The Service will also be requesting City Council approval for a Modernization Reserve to allow it to acquire essential implementation expertise. To date we have identified the need for external resources skilled in change management, project management, and strategic communications, as well as to support the development of feasibility and due diligence studies. The Reserve will also be used to provide for technological, financial and procurement expertise at various stages of implementation, as well as the funding of initial investments and wind-down or amalgamation costs related to program changes.

The Reserve will be funded by the Service through annual operating budget surpluses achieved over the next three to five years. These surpluses will be generated through effective financial management strategies, rather than the Service requesting new funding in its annual budget for this purpose.

The proposed initial contribution is \$3.5 million from the Service's 2016 operating budget surplus. We appreciate that this will require the approval of City Council, although senior City staff have been briefed on this proposal and have indicated their agreement in principle with this approach and amount. The Service has also estimated a requirement for an additional \$3.5 million in each of 2018 and 2019.

6. The proposed changes to divisions and police stations

The consultations highlighted the need to be clear why we're recommending a realignment of divisional boundaries and police stations. Concerns were expressed that fewer divisions and police stations will weaken rather than strengthen the relationship between neighbourhoods and the Service. There were also concerns that this would result in a diminished rather than enhanced local police presence. Some people may even think that this change is driven by the need to achieve savings.

As we emphasized in our interim report, the current divisional boundaries are outdated. They don't align to Toronto's neighbourhoods. Worse, they restrict the Service's flexibility to move officers to where they are needed most. Many of our police stations are also outdated. Their design reflects some requirements that will not be relevant in future. As the city has changed around them, many are now in locations that do not best meet local needs. Our recommendations aren't primarily about cost savings; they represent an opportunity to improve service to the public and being smart about how it's done, including the use of new data analytics and modeling tools.

In Chapter 5 we emphasize that these measures are a key part of building a neighbourhood-centered police service. Simply put, police stations do not equate to police presence. Our recommendations will result in a stronger police presence with more officers spending a minimum of three years assigned to neighbourhoods, new recruits starting their careers in neighbourhoods, and using connected technology and working more closely with Toronto residents and communities.



7. The strategic importance of the three-year moratorium on hiring and promotions

During the consultations, people asked how the three-year moratorium on hiring and promotions fits into modernization. Some felt that Toronto needs more police officers. Others said we need new Service members if we really want to change the culture. Our response is that the moratorium is a key part of modernization in a number of ways.

The moratorium will give the Service the time it needs to change outdated models and practices to make better use of existing officers and realign its resources to support a neighbourhood-centered approach to policing and other priorities. For example, eliminating the Transit Patrol isn't a budget cut or the elimination of a service. It's just the smart thing to do. The TTC has its own capable Transit Enforcement department. Rather than duplicating the TTC's efforts, TPS officers can be put to better use. Most of the \$60 million in reduced budget requirements over the next three years is being achieved through attrition – naturally occurring retirements and departures. This means that as vacancies occur, the Service will have opportunities to redeploy staff affected by other modernization changes. We are confident that during the moratorium, the Service will continuously assess its operational capacities to ensure public safety is maintained.

The moratorium will allow the Service to hold the line on hiring and the cost of policing for three years in order for long-overdue changes and strategic investments to be made. That's the same challenge facing many public service organizations in Canada. The moratorium will provide the opportunity to have a very important discussion with the City about necessary investments. Simply investing in the same manner as in the past will yield the same results. As well, the City can't be expected to provide new funding unless the

Service can demonstrate it's making the most of every dollar already received.

Finally, the moratorium is a smart approach to culture change. There is no point in recruiting new people using criteria, training, and procedures geared to today's policing model. The moratorium will give the Service time to restructure and develop critical supports such as new training and other Human Resources programs. This will ensure that when new recruits are hired, they will start their careers as neighbourhood officers.

8. Recommendation 10: A more efficient retail response

Based on input received during the consultations, this recommendation will need to be reassessed. The Task Force had proposed a program to appoint and train selected security staff at major shopping malls as special constables. These individuals would be authorized to process and release arrested individuals in some non-emergency situations. The goal was to reduce the time mall security staff spent waiting for a police officer to arrive, and to reduce call demands on the Service.

Meetings were held with a number of Toronto's major shopping mall property management companies. While there was agreement that this program would reduce waiting times, property owners expressed concerns about potential liabilities. Our sense is that as the Service makes the shift from primary to priority response, it will be able to implement a more efficient way to respond to these situations without training security staff as special constables.

5 MODERN POLICING IN TORONTO

Our action plan is first and foremost about a smarter approach to policing. Neighbourhood-centric policing will result in improved community safety. The Service will be able to deploy the members it already has more effectively and efficiently and will respond more effectively to emergencies.

Previous public conversations about changes to policing in Toronto often became focused on costs, with competing perspectives from policing being too expensive to calls for more officers. It is our hope that money does not become the focus of discussion on our final report.

In this chapter, we focus on recommendations from our interim report that illustrate this smarter approach in action. Our goal is to make sure the intent of each is clear by highlighting:

- How it works now – a description of the current approach.
- How it will work in the future – what will be different when the recommendation is implemented, with the caveat that many of these are strategic changes that will require careful and thoughtful implementation over the next few years.
- Outcomes – the key benefits of the recommended approach.



Neighbourhood policing at the center of a modern police service

How it works now

Community policing has been an operational priority of the TPS for many decades, but it has not been the primary focus. In practice, community policing has been incorporated into the daily duties of many Service members including: Community Response Unit Officers, School Resource Officers, Community Relations Officers, Crime Prevention Officers and Mounted Officers. In recent years, a limited neighbourhood officer program was rolled out to certain areas of the city. The work of these members has addressed community concerns and improved community relations.

All of these roles have helped to improve community safety and security. However, they have, for the most part, functioned as separate entities from mainstream policing. As the city has increased in size and complexity, officers have increasingly been removed from direct interaction with communities due to the demand upon them to respond to calls for service. This has resulted in a model that does not fully optimize police-community partnerships.

Officers are hired and trained with Primary Response as the principal organizational focus. New constables start their police career in Primary Response, typically patrolling in cars and responding to emergencies, other priorities and non-emergencies. Exposure to community policing is limited to a mandatory ten week assignment within their probationary period.

How it will work

In the future, an integrated and comprehensive program of neighbourhood policing will be the focal point of the Service's new service-delivery model. It will be incorporated into all aspects of how the Service does business philosophically, culturally and operationally. Every neighbourhood in the city will have dedicated officers embedded within it. Neighbourhood officers will possess and be expected to continuously develop the personal and professional skills and experience required to be effective community safety collaborators and partners.

Neighbourhood officer assignments will be a minimum of three years in length, with an option to extend an officer's tenure where appropriate. This will maximize the value of this dedicated, locally focused policing approach both to communities and to the officers working in them.

Neighbourhood officers will work in partnership with communities and service-delivery agencies to address crime, disorder, and community safety issues with an understanding of the complex needs specific to each neighbourhood. They will be proactive and use information, evidence, and neighbourhood insights to work in partnership to identify issues and co-develop solutions. This will include referrals to appropriate community resources.

Decision-making by officers will be less hierarchical. Neighbourhood officers will be empowered and supported by the Service to engage and work with the community to develop inclusive and cooperative strategies that resolve issues, build partnerships, and promote community safety. When neighbourhoods are victimized by crime or when tactical enforcement such as search warrant execution takes place, neighbourhood officers will play a crucial role by providing support immediately after the incident and through longer term plans.

Neighbourhood officers will be selected with an emphasis on core competencies that reflect high expectations for interaction, empathy, collaboration and engagement. These core competencies will be part of the training for all new and existing officers. Demonstrated achievement and ability in neighbourhood policing will be a key part of future career development for all officers including performance evaluation, promotion, and reward and recognition.

Beginning in 2019 as the hiring moratorium is lifted, neighbourhood policing will be the starting point for a career in the TPS. It will be a new officer's year-long first assignment. This will ensure that the professional development of every officer is grounded in embracing partnerships with the residents and communities they serve.

Outcomes

- A familiar, trusted police service focused on community safety and reducing victimization through collaboration, partnerships, engagement, empathy and customized service-delivery.
- Neighbourhood officers are empowered, supported and accountable as well as trained, evaluated and rewarded based on skills and competencies that reflect community policing objectives.
- A community-centric service-delivery model with a clear correlation between reported crime and disorder issues and police response.



Connected officers using smart mobile technology

How it works now

Police cars with mobile computer workstations allow officers to write and file reports, complete other paperwork, and access databases. Cars are also physical barriers that create a sense of isolation from residents.

Officers patrolling on foot and bikes, or once they step away from their cars, are limited to communicating and receiving information through their radios. They are increasingly using personal cell phones to assist with their duties, even though this poses personal risks and security challenges.

Officers take notes in traditional paper memo books as they have since professional municipal police services were first established in the mid-19th century. Past memo books are stored and have to be physically retrieved and reviewed manually if the information they contain is required for any purpose.

Officers often spend time travelling back to one of the divisional police stations across the city to log into desktop computers to write and file reports and other necessary documentation, as well as to return phone calls and respond to emails. While they are at the police station, officers are away from their neighbourhoods and patrols.

How it will work

Within two to three years, neighbourhood officers will have smart mobile devices that give them access to the data, information and software they need, always and anywhere. The connected officer will not need to use personal devices for police business.

Regardless of their location, connected officers will be accessible to residents – to receive and respond to calls, emails, text messages, and other forms of electronic communication.

Connected officers will be able to prepare and file reports and other documentation from anywhere, rather than being limited to mobile workstations in cars or having to return to police stations to work at desktop computers.

Because of the Service's investment in data analytics and modeling, all officers will be able to use their new

mobile devices to access information and analysis that will give them a richer understanding of the city and specific neighbourhoods. This will include economic, social, demographic and behavioral data, as well as other information such as crime statistics.

The mobile device will include all the software that officers need to be effective, including a searchable eNotebook. This will fundamentally change how the Service can store, collect, retrieve and analyze logged information. Paper memo books will be a thing of the past.

Connected officers may also be able to take some types of official photographs with their new mobile devices in situations where an immediate photograph may be required. If and when effective and reliable voice-to-text functionality becomes available, it will become more efficient for officers to dictate their notes.

Outcomes

- Officers able to provide better service because of greater access to data, information and software.
- Officers with a better understanding of the neighbourhoods they serve and are more connected and accessible to those neighbourhoods.
- Information available to neighbourhood officers that enables them to act more independently and to make better, more timely decisions.
- Improved ability to access officer notes.

Priority Response – focusing on calls that require a police presence and providing effective alternatives when that presence is not required

How it works now

At present, Primary Response is the cornerstone of policing – officers patrolling in cars and responding to calls for service.

Primary Response is the largest use of police resources and is a model of policing that has been in place for more than 50 years involving officers responding to every type of call for service – from high priority calls such as shootings, to non-emergencies such as minor by-law issues.

Primary Response is where all TPS recruits start their careers and develop their skills as police officers. Although recruit training currently includes a small component of community policing, the main focus is on responding to calls for service in a reactive manner.

Primary Response responds to all levels of calls for service regardless of the level of priority. Once on site, officers are responsible for resolving the call in its entirety – from controlling immediate safety concerns to evidence collection and report submission. This can be time consuming, and reduces the availability of officers to respond promptly to other calls for service.

For example:

Someone arrives home at night to find that their front door is ajar and that their home has been broken into. They don't know whether it's safe to enter so they call the TPS. Officers will be dispatched first and foremost because they need to make sure that the situation is safe. Once that is done, the same officers will go through the process to collect information, prepare a report and so on – a procedure that can take hours to complete.

Last year the TPS Communications Centre received two million calls of all types. Approximately 657,000 of these were calls for service, including many situations where a police response was requested but not strictly necessary. In many of these instances, residents were encouraged to report by phone or through the existing online reporting portal. However, the existence of the

portal is not well known and this option is under-utilized. Of the 657,000 calls for service, 445,000 resulted in officers being dispatched.

Some of the types of incidents that can currently be reported online are vehicle damage, property damage, thefts under \$5,000, bicycle thefts, graffiti and driving complaints. These non-emergency situations often involve considerable delays for residents before an officer can be dispatched. While on this type of call, officers are not available to respond to emergency calls.

How it will work

In the future, responses to calls that require officers to attend will have two components. The first component will be called Priority Response. The focus will be on sending officers to emergencies and other situations where prompt attendance by someone with the training and authority of a police officer is essential. With this shift in emphasis, Priority Response will be more focused on keeping residents safe in critical situations.

The second component will consist of the Investigative Support Unit (ISU). The ISU will deal with calls for service that do not involve an immediate risk to public safety or property. In some cases the Priority Response officers will attend to ensure safety needs are addressed, and then the ISU will deal with the ensuing preliminary investigation. The main function of the ISU is to be the bridge between the emergency and investigative units. They will ensure that all of the steps are taken to effectively complete the initial investigation. This will result in Priority Response officers being available when and where the public needs the Service the most.

Using our earlier example, this is how the situation would unfold:

Someone arrives home at night to find that their front door is ajar and that their home has been broken into. They don't know whether it's safe to enter and they call the TPS. Priority officers will be dispatched to make sure that the situation is safe. Once that is done, ISU units will attend to collect evidence and take the report, which frees up the Priority units to respond to other priority calls.

Alternative reporting mechanisms will also be expanded, reducing the requirement of police officers to physically attend locations where they are not actually required. These are situations where alternative

reporting methods will be more effective, including reporting by phone, online, through the TPS app on mobile devices, and booking an appointment to file a report in person at a police station.

This expanded use of alternative reporting will allow the Service to free up officer time so that they can be deployed to neighbourhood policing and other new roles. It will also enable the TPS to provide greatly improved customer service, with fewer delays in reporting and better follow-up communications about police actions and the status of a case.

TPS recruits will no longer start their careers in Priority Response. Their first assignment will be in neighborhood policing, to provide a proactive and community focused foundation to their career – one that embraces partnerships to create safe communities.

Outcomes

- Improved ability to respond to emergencies and other situations that require a police presence.
- A more efficient and effective use of police officer training and legal authority.
- Freed up officer time that allows for officers to be redeployed to neighbourhood policing and other priorities.
- More ways to report and fewer delays through alternative reporting mechanisms.
- A better customer service experience and improved information flow through alternative reporting options.

2

MILLION
CALLS OF
ALL TYPES

657

THOUSAND
CALLS ACROSS
THE SERVICE

1.5

MILLION
OFFICERS HOURS
ON CALLS ATTENDED

In situations where police response was not strictly necessary, residents were encouraged to report by phone or through the existing on-line reporting portal.

However, the existence of this portal is not well known and this option is under-utilized.

TPS COMMUNICATIONS CENTRE

A new public safety response

How it works now

Over the past several years, the Service has responded in different ways to public safety challenges that were beyond the capacity of any one division, such as:

- Dealing with major events such as extreme public safety incidents, searches for missing vulnerable persons and large-scale demonstrations.
- Addressing gun violence in neighbourhoods caused predominantly by street gangs.

Major Public Safety Events

Officers are usually drawn from front-line or community duties elsewhere in the city for as long as necessary. For on-duty officers, this redeployment creates what the Service calls an “operational vacuum” – a shortage or under-resourcing for front-line or other policing duties. The deployment of off-duty officers in this manner involves significant overtime and call-back costs. Units such as TAVIS were also utilized as surge capacity.

Gun and Gang Violence

Divisions deal with gun and gang violence in various ways. However, when an issue is too significant for the local police division to manage, officers are redeployed from other operational areas. Units such as TAVIS were also brought in.

Although timely and effective in the short term, this model of policing is not a sustainable effort because it is not based on long-term, quality relationships with our communities. It is only when officers are embedded in communities as known, trusted partners that they can create strong, effective relationships.

That’s why the Service is building a new model of policing that is centered around relationships with neighbourhood officers, who are focussed on positive outcomes and known in their communities, and who can build trust through quality interactions.

How it will work

Bringing in extra officers to meet the needs of a complex city will still work best for major public safety

events. For example, when there is an extreme event or large demonstration, the priority has been on gathering officers that have public order training. For a search for a missing, vulnerable person, the officers brought together typically have no special search training. It can also take precious time to assemble the available officers from across the city. In the future, the policing of major public safety events will be augmented by the new Public Safety Response Team (PSRT). This will be enhanced by opening up traditional divisional boundaries to allow for more fluidity in the deployment of officers.

Major Public Safety Events

- The PSRT will be a dedicated, full-time, highly trained team with quick response capacity and a mandate to respond to specialized situations including extreme events, the protection of critical infrastructure and public spaces, searches for missing vulnerable persons and large-scale demonstrations.
- Careful officer selection and ongoing, rigorous training and performance measurement will be key elements of PSRT. This will include a high level of technical training related to specialized situations like extreme events, critical searches, and demonstrations. Perhaps even more importantly, PSRT officers will be proficient in the most advanced levels of training related to community awareness and engagement, social investment and outcomes.
- The PSRT will be available to be deployed quickly anywhere in the city based on real-time analysis of data and information – drawing on and being informed always by the knowledge and experience of neighbourhood officer teams.
- In some situations, it will still be necessary to supplement the PSRT with officers drawn from other duties. In general, however, the new unit will reduce the need for overtime and call-backs.

Gun and Gang Violence

In the future, neighbourhood safety and supporting communities in crisis, including and especially where those communities are the victims of gang-related violence, will begin with modern, neighbourhood-centered policing.

- When needed – for example, if there is a spike in gang violence – the Service will be able to assign additional neighbourhood officers with the same skills, local knowledge, and ability to work in partnerships. Success will be measured based primarily on solutions developed and positive outcomes achieved instead of numbers.
- Neighbourhood policing will be a qualitatively different approach that focuses on neighbourhood officers who are assigned to get to know and work with a neighbourhood for a minimum of three years at a time.
- Neighbourhood officers will have strong community awareness and the ability to engage effectively as partners with individuals and communities.

Outcomes

- A more effective, efficient, and faster response to major critical and extreme events that is less dependent on pulling officers away from front-line duties.
- A sustainable and ongoing community safety partnership with neighbourhoods through neighbourhood officers who have the skills, abilities and knowledge gained through long term assignments.





Diverting non-policing calls to other city departments and service providers

How it works now

Police officers currently respond to most calls that are received, although for some types of non-emergencies there may be long delays because of other priorities.

This includes non-emergency situations that are not really policing matters and that fall within the mandate of other City departments – such as many types of animal and noise complaints – as well as within the mandate of mental health and crisis intervention service providers.

For some of these situations, a police response makes sense because of risk or the presence of potential danger. In other situations, however, people call the police because they think they are supposed to or they don't know who else to call. It can also be because the appropriate City department is unable to respond as quickly or doesn't provide an after-hours service.

How it will work

In the future, when a call comes into the Communications Centre, Service members will assess whether the situation is an emergency that requires police attendance or if it can be safely and appropriately handled through other means such as phone contact by a Service member.

If a situation does require attendance – for example, a noisy party in a situation where a by-law officer might be at risk or an animal incident where there is an imminent threat to the safety of individuals – police officers

may be dispatched. If it doesn't, the call will be referred to the appropriate City department.

Outcomes

- No resident without a service option, although it may not be a service provided by the TPS.
- Police officers focused on situations that require their unique authority and training – a better use of policing resources.
- Better enabling the Service to be where the public needs it the most.

Crossing guard and lifeguard programs delivered by non-policing organizations

How it works now

The TPS administers Toronto's school crossing guard program for schools with kindergarten to grade six children. The program has a budget of \$6.8 million, with approximately 600 part-time school crossing guards. If a school guard is unable to show up for work, a police officer is dispatched to fill in. In 2015 this resulted in 3,138 hours of officer time away from police duties.

The TPS also administers the lifeguard program at Toronto's beaches, with a budget of \$1.1 million and over 90 seasonal lifeguards. At the same time, the City of Toronto operates its own lifeguard program for municipal pools across the City. In many cases the City and TPS lifeguard programs operate in locations that are just steps away from each other.

How it will work

The school crossing guard program and the lifeguard program at Toronto's 13 beaches will be recognized as non-policing activities. Police officers will not be dispatched to fill in for absent crossing guards. These programs and their respective budgets of \$6.8 million and \$1.1 million will be transferred and the City of Toronto will decide on the most appropriate administration.

Outcomes

- No impact on service to the public through the transfer of these programs.
- A Service better able to be where the public needs it to be.
- Officers focused on duties that only police officers can carry out.
- Funding provided for the City department or other non-police alternative.

Divisional boundaries that align to Toronto's neighbourhoods

How it works now

The current structure of 17 divisions is outdated – it's a barrier to more effective, efficient and neighbourhood-centric policing because divisional boundaries do not align to Toronto's neighbourhoods. As well, they don't align with how the City of Toronto organizes and deploys its services including mental health, social and crisis intervention.

Resources within and across divisions are not well coordinated to address neighbourhood needs. Administrative structures and processes make it difficult to shift resources across divisional boundaries as needed.

How it will work

The Service will be organized into fewer divisions. Using sophisticated and newly developed data analytics and modeling, the Service will have new operational

boundaries that align with Toronto neighbourhoods and their service needs, including where possible in conjunction with the way the City of Toronto organizes its services.

Boundaries will be able to be redrawn and adjusted as needed when city neighbourhoods change. Decisions will be based on transparent data and information, and through extensive public engagement.

Through the connected officer initiative and GPS-enabled technology, the Service will be better able to ensure that it is dispatching the closest officers to an emergency, whether they're in a car, on foot, or on a bike.

Using a gradual, phased approach, the new divisions will be

The TPS administers Toronto's School Crossing Guard Program for schools with kindergarten to grade six children.

6.8
MILLION DOLLAR
BUDGET

600
PART-TIME SCHOOL
CROSSING GUARDS

If a school guard is unable to show up for work, a police officer is dispatched to fill in.

In 2015 this resulted in **3,138** hours of officer time away from police duties.

TPS CROSSING GUARD PROGRAM

The TPS administers the Lifeguard Program at Toronto's beaches.

The City of Toronto operates its own lifeguard program for municipal pools across the City.

In many cases the City and TPS Lifeguard programs operate in locations that are just steps away from each other.

90 SEASONAL
LIFE GUARDS

1.1 MILLION
DOLLAR
BUDGET

TPS LIFEGUARD PROGRAM

created through amalgamations of existing divisions and boundary changes. This will enable the Service to reduce the number of managers, supervisors, and administrative support staff across divisions, redeploying those resources to other priorities.

Outcomes

- Fewer divisions with boundaries that enable rather than get in the way of neighbourhood policing.
- Deployment of police officers that aligns to neighbourhoods and doesn't impact response capacity.
- More nimble neighbourhood-based planning that can better keep pace with our changing city, to ensure that the police are where the public needs them to be.
- Lower costs over time through streamlined and efficient use of management and administrative resources.

Smaller, more efficient police stations

How it works now

At present police stations are one of the most obvious symbols of the relationship between police and residents. They are where equipment is stored and prisoner processing takes place. Stations are also where officers start and finish their working day.

Police stations need to be large enough to provide computer workstations and phones for officers to do paperwork, file reports, return calls, send emails, and other administrative tasks – especially if they are on foot or on bikes and don't have access to mobile workstations in police cars.

Stations host necessary administrative and other policing functions such as arrest processing, and include meeting space for investigative teams, managers and support staff. Most of the time, these large police stations are quite empty since the majority of officers are out in the community on patrol, responding to calls, making arrests, dealing with traffic safety or conducting investigations. This is a key difference from fire and ambulance services, where staff can remain at their stations until a call comes in.

How it will work

In the future, people will relate to and connect directly with neighbourhood officers who will be assigned to neighbourhoods for a minimum of three years.

Because connected officers will have new mobile devices that they can use from anywhere to file reports, make calls, send emails, and access databases, there won't be the same need for workstations at police stations. This means the Service will not need as many police stations.

New stations will be purpose-built to align with the neighbourhood policing focus. They will be configured more efficiently and be less costly to build and operate. They will remain the place where equipment is stored and where officers start and finish their working day. Stations will still host necessary administrative and other policing functions such as arrest processing, and include meeting space for investigative teams, managers and support staff. These areas will be secure and incorporate officer safety measures, while also allowing for public spaces such as meeting rooms that residents can use, as well as "touchdown" workspaces for City staff to serve local neighbourhoods and work in partnership with police officers.

As the Service draws new divisional boundaries, it will relocate some police stations to new locations that make better sense relative to Toronto's neighbourhoods. It will renovate some existing stations to better reflect the requirements of modernization. Police stations and properties no longer required by the Service will be returned to the City and as noted earlier, the Service has recently returned two buildings. There will also be opportunities to streamline and reduce the number of managers and supervisors, as well as to consolidate and cluster teams of investigators and administrative personnel to make better use of resources.

Outcomes

- Lower facility costs.
- Returning some surplus, under-utilized and outdated facilities and properties to the City.
- No impact on front-line services and response times, with fewer management and administrative staff needed.

Fewer paid duty assignments

How it works now

The Service accepts requests from private entities to have off-duty police officers provide security and traffic management regardless of whether there is an actual need for the training and authority of a police officer. Typical sources of requests are construction companies, major sporting events, and shopping malls. In effect, the private companies are the ones deciding that they need a police officer.

The requesting organization pays for the officer's time as well as a fee that covers the Service's costs related to billing, collection, scheduling, and wear and tear on equipment.

Paid duties are performed exclusively on an off-duty basis and as such are optional for police officers. Paid-duty rates are set by the Toronto Police Association. Opportunities are posted internally and officers who are interested can apply. Currently, the Service is only able to fill about 80 per cent of paid-duty requests because of a lack of officer interest or availability.

Large sporting events like Maple Leafs or Blue Jays games have a combination of private security and paid-duty police officers paid for by the organizers.

Paid duties represents a reputational risk for the Service. The most common public complaint is that residents see a police officer "standing around" at a construction site instead of responding to calls. The fact that the officer is being paid privately by the construction company to ensure on-site safety is not readily apparent. If that construction site is causing traffic problems, the public does not understand why the officer is not directing traffic.

How it will work

In the future, the Service will still take requests from private entities to have police officers provide security but will apply a new public safety risk filter. Only assignments where the presence of a police officer is necessary for public safety or legislated reasons will be accepted and staffed. As before, the costs will be borne by the private company or organization requesting or requiring the service.

We expect that the new public safety risk filter will result in a reduction of at least 30 per cent in the

number of eligible requests – although many of these may be requests that the Service has been unable to fill because of the lack of officer interest or availability.

Over time, there will be more situations where security is provided privately. However, where a police presence is required for public safety in a private setting (such as at a major sporting event or in a mall), that private entity will continue to be invoiced for that presence.

For some large sporting events, such as Maple Leafs or Blue Jays games, the TPS will always need to be in attendance and prepared for a public safety incident. Using paid-duty police officers for such purposes ensures that the cost is directly borne by those requesting the service. If on-duty officers were used instead, it would incur a public expense and draw on-duty officers away from other priorities and their presence within neighbourhoods.

The Service will address the reputational risk by improving its engagement and communication with the public. It will also be implementing a training program and accountability mechanism that focuses on the application of the public safety risk filter as well as the proper performance of paid-duty assignments.

The Task Force, the Board and City Council have joined in a request to the Province to amend the Highway Traffic Act to permit alternatives to police officers to direct traffic and close roads. Such a change would enable a new designation that could include special constables, peace officers or municipal traffic wardens to take on traffic functions and so reduce police officer paid-duty assignments further.

Outcomes

- A reduction of at least 30 per cent in the number of eligible paid-duty requests.
- An increase in the use of private security by private companies and organizations.
- The cost of providing policing services for private purposes continues to be borne by the private company or organization requesting or requiring the service.
- Greater public confidence in paid duties as a good safety and affordability/sustainability measure.

6 CULTURE CHANGE

Organizations that continually demonstrate excellence do so first and foremost because of their culture. Some view the Service as already excellent. Some believe it's good but could be better. Others think it's out of touch and systemically biased. Regardless, it must be – and be seen to be – where it is needed most, working in partnerships and responding to our city's complex needs. It must serve all neighbourhoods and all residents with respect and dignity as expressed in the Ontario Human Rights Code. This includes all marginalized and at-risk populations regardless of gender, gender identity and expression, sexual orientation, ethnicity, colour, race, and disability.

Our recommendations will change WHAT the Service delivers and HOW it delivers. The changes require a dedicated focus on leadership and decision-making. This focus is essential for the Service to maintain its current strengths while meeting the changing needs of our city and responding to the areas of constructive criticism outlined in our Interim Report.

What's going to be different this time?

The call for culture change within the TPS is not new and so we understand the skepticism that was expressed in consultations with the public and Service members.

Several previous reports, all endorsed by the Board and/or the Service, have made culture-related recommendations (Project Charter - 2007, PACER – 2013, Iacobucci Report – 2014). Each one described the need for culture change and made specific recommendations for measures such as formal commitments on the part of the Board and senior leaders, community consultation committees, stricter officer discipline, cameras, every officer spending two weeks in the Community Response Unit, and additional training.

Against these earlier efforts, we are optimistic because modernization is something very different. We're not trying to layer culture change on top of the existing organization and its approach to policing. We don't believe that will work – and past experience proves it.

The starting point for modernization, supported by experts and best practices, is that successful culture change requires a comprehensive approach that considers all the ways in which culture is embedded in an organization. In particular, it needs to focus on four key strategic fronts:

- Leadership and decision-making.
- People management and human resources strategies.
- Structures and business processes.
- Use of technology and management information.

Our plan takes this kind of comprehensive approach. It includes powerful and profound change levers that go well beyond any previous reports and recommendations and impact all aspects of the Service and at all levels. It also includes a very different approach to measuring and demonstrating active accountability for progress and results.

Culture change in a police setting

Culture change in the TPS is complex and will take time to achieve. That's in part because it's a large operational organization with almost 8,000 members and a diverse range of police and civilian functions. It's also because policing is highly regulated through provincial



legislation and by necessity includes a strong emphasis on following procedures and rules. Not everyone sees or experiences this reality in the same way but the words people sometimes use to describe it are variations on a theme: top-down, command-and-control, restrictive, inflexible. Occasionally people even refer to police culture as military or paramilitary.

In modern organizational thinking, these characteristics are often viewed as cultural barriers to flexibility, empowerment, and innovation. But certain aspects can be appropriate in the right measure for some types of organizational cultures, including policing.

For example – as citizens, we need to know that police officers will follow their training to put themselves in extremely dangerous and potentially violent situations without question or hesitation. We also need to know that police service members will follow procedures to the letter without overt or implicit bias, to ensure fair and effective prosecutions and protect the rights of individuals under the law. To be successful, the culture needs to promote and ensure a disciplined adherence to legislated requirements, training, and procedures.

Compare this to the emphasis in modernized policing on neighbourhood officers who are facilitators, partners, and collaborative problem solvers. We want our officers to be innovative and able to work independently with others to develop solutions and achieve outcomes.

It's not that these different cultural characteristics are incompatible or mutually exclusive. In fact, being both in the right combination and at the right time is what modern policing is all about. Our intent won't be achieved if procedures and training do not empower officers to be facilitators, partners, and problem solvers.

A culture of excellence

We recognize that we can't impose a new culture on the TPS. The experts and best practices on culture change emphasize that culture must grow and evolve from within. It's appropriate and necessary, however, for the Task Force to provide a description of what that culture should include. Based on our discussions over the past twelve months, as well as input from the public, Service members, and external experts, the following is our advice:

How the TPS serves and engages with the public, stakeholders, and partners

- A more familiar relationship with neighbourhoods that focuses on community safety and brings neighbourhood insights and sensitivities to policing operations.
- Collaborative, engaging, inclusive partnerships with communities built around neighbourhoods and focused on solutions and outcomes.
- Trust-based relationships with all communities, with special sensitivity towards youth.
- A neighbourhood-centered culture that does not lose sight of victims or individuals.
- Always providing value by leveraging the mandates of other providers and agencies, involving seamless coordination with other City departments and agencies.
- An ability to take risks, admit and learn from mistakes, respond quickly to concerns and engage creatively on solutions.

How the TPS operates and manages internally as a public service organization

- Supporting, valuing, and rewarding innovation as a continuous process of creative thinking, creating value, and improving services and processes.

- Collaborative, inclusive, and engaging internally with a diversity of lived experiences and perspectives.
- More empowered front-line staff – clear about the outcomes they are expected to achieve, and with more flexibility to exercise appropriate creativity and judgement.
- More empowered management, with a greater focus on supporting front-line staff to achieve outcomes and greater flexibility to exercise appropriate creativity and judgement.
- Less focus on hierarchy and seniority and more on identifying, developing, and rewarding people based on performance and merit. At the same time, continuing to work towards a Service that reflects the diversity of Toronto both at the front line and at all levels of management.
- Focused and disciplined development and performance evaluation – defining excellence in all aspects of the Service, developing staff competencies and training managers and holding them accountable to monitor and measure effectiveness and deal directly and constructively with performance issues.
- More open, inclusive and engaging decision-making and information-sharing both internally and externally, recognizing that in a policing environment not all information can be shared publicly.
- Breaking down organizational silos and the “my division” mentality, and building an “our organization” culture, where all departments and members understand the shared objectives and work together to achieve them.
- Preparation and support for members – building their resilience for the continuous change and improvement required of public servants in today’s complex environment.

The first step – engaging with Service members

The first step in the culture change process will be to engage Service members in a self-reflective discussion of the cultural characteristics described above by providing members with an opportunity to:

- Validate, add to and extend these characteristics to reflect their own experience.

- Identify gaps in the existing culture, barriers in the way of change, and culture building solutions.

This process needs to involve Service members at all levels and be open, transparent, and trust-based. There needs to be a strong emphasis on an engagement process that encourages candour and honesty in a safe setting.

Action on four strategic fronts

The Service is very engaged on the four strategic fronts mentioned earlier to expedite and ensure cultural change:

- Leadership and decision-making.
- People management and human resources strategy.
- Structures and business processes.
- Technology and information management.

1. Leadership and decision-making

Change needs to be enabled by committed leadership and active accountability at all levels. It will require sustained effort to overcome natural resistance and to keep the organization focused and on track.

The Toronto Police Service Board

Overseeing the implementation of modernization will be the Board’s most important priority over the next three years and beyond. This means supporting the Service with the appropriate resources, advocacy, advice, and priority setting it needs to be successful. It also means monitoring, probing, and holding the Service’s senior executive team accountable for real change.

The Board has already formally confirmed that our Final Report will be its Business Plan for the next three years, including performance goals and objectives that the Service will measure and report to the Board quarterly and annually.

Because culture change is so central to modernization, our advice to the Board is that they pay particular attention to this area. Also, because culture change is a very specialized challenge, we are recommending that the Board appoint an independent advisor with strong experience in complex change management to provide it with advice and perspective.

The Senior Executive and Senior Management Teams

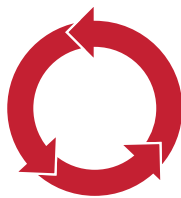
Within the Service, the senior executive team is the Chief and members of Command, comprised of the Deputy Chiefs and the Chief Administrative Officer. The next layer is the senior management team comprised of Staff Superintendents and civilian Directors, followed by Superintendents, Inspectors, and civilian Managers.

The leadership of the Service has an essential role to embrace, demonstrate, and champion change. As the Service moves forward, it should set clear expectations and provide the training, tools, and other resources necessary for all leaders to be effective in this role.

Strategy Management Office

The Strategy Management Office has a new mandate to oversee, plan and coordinate the implementation of our recommendations. New leadership and new resources have been assigned, with members recruited from across the Service. Reporting directly to the Chief and physically co-located with Command, the Strategy Management Office has a key ongoing role within the Service to be the central driver of modernization and to ensure that decisions and decision-making processes are aligned to and advance the Strategy Map.

The Strategy Management Office has also recruited an external project management leader with strong experience in business transformation and re-engineering, as well as an expert in communications.



Already, the teams have developed our recommendations into six work streams and established a standardized project lifecycle to better structure implementation.

STRATEGY MANAGEMENT OFFICE

The Strategy Management Office has two teams of full-time implementation leaders, including individuals who have been members of or supported the Task Force over the past year.

- **Implementation Planning:** Focused on planning and overseeing development and implementation of the recommendations.
- **Organizational Change Management:** Focused on the people side of the change process - culture change, leadership, communications, internal and external engagement processes.

The Strategy Management Office has also recruited an external project management leader with strong experience in business transformation and re-engineering, as well as an expert in communications. Already, the teams have developed our recommendations into six work streams and established a standard project lifecycle to better structure implementation.

Although the Strategy Management Office is a centralized unit, not all of the work will be done centrally. Consistent with our culture change plan, teams that will be accountable for various aspects of implementation are being set up across the organization. The Strategy Management Office will coordinate and monitor the work of these teams.

City Council and the Administration

Leadership also needs to come from City Council and the City's public service. Because our recommendations were developed to work together in an integrated and mutually reinforcing way, city leaders will need to resist the temptation to be selective and avoid those that are necessary but potentially more challenging.

2. People management and human resources

Because culture change is central to modernization, we are recommending a comprehensive people management and Human Resources (HR) strategy for the Service. This strategy represents a significant strategic shift for the Service including the following:

- **A more strategic HR unit:** Significant changes to the roles, functions, and structure of the Service's Human Resources unit to enable it to play a more modern and strategic role.
- **HR policies and programs to support modernization:** Major changes to HR policies, processes,

analytics and tools that will enable the service-delivery changes we have recommended and in doing so affect all parts of the organization.

A more strategic HR unit:

The Service's HR vision should be realigned to proactively enable modernization. We are recommending that this vision include the following elements:

- A focus on cultivating the potential of people.
- HR as a credible, and service-oriented enabler and partner.
- Four areas of focus for the HR Division:
 - People.
 - Leadership.
 - Culture and Diversity.
 - Effective delivery of programs and services.

The HR unit should adopt a customer-centric model of service-delivery that supports members through integrated and easily accessible channels. It should embrace technology and analytics, and be able to offer credible advice to supervisors and managers on resolving people issues and provide timely information to senior leaders to support informed business decision.

The HR unit should be reorganized to reflect the proposed HR vision and customer-centric model. We are recommending a clearer separation of HR's role as strategic enabler of business strategy from its role to develop and deliver programs and services for employees. This separation will be accomplished by creating the following within the HR unit:

- An HR partner that will work closely with and advise the Service's senior leadership on people matters.
- A specialized service focused on key people outcomes including wellness, leadership talent management, culture, and diversity.
- Transactional services that are efficient and responsive to the needs of employees, including salary and benefits administration, training and development, and workplace policies.

HR-related policies and programs to support modernization

Major changes to HR policies and programs should include:

- The development of core and leadership competencies that reflect the behaviors, skills and abilities required of Service members and leaders and that will be the foundation of the Service's culture as well as the basis for hiring, developing, evaluating, promoting and recognizing employees.
- A multi-year plan to achieve a police service that mirrors the broad diversity of Toronto, including benchmarks and transparent public annual reporting related to diversity, including gender, gender identity and expression, sexual orientation, ethnicity, colour, race, and disability in all parts of the Service and all ranks.
- A re-engineered performance management system that holds leaders actively accountable for the performance and development of their staff as well as promotion based on demonstrated performance. Through this system, Service leaders will be accountable for setting and communicating clear goals and expectations, being engaged in their employees' growth and development, and creating an environment that provides continuous and timely feedback and recognition. Leaders will be better supported to deal directly, effectively, and in a timely way with performance issues and unacceptable behaviours.
- A broader, coordinated, and sufficiently resourced wellness strategy that provides physical and psychological services to ensure that all Service members are supported and have the mental and physical wellbeing and resilience to contribute effectively to organizational excellence.
- A partnership with an Ontario university and/or college of applied arts and technology to work with the TPS on its training model for a modernized police service. The goal will be further professionalization and active accountability by leveraging the partner organization's ability to bring more academic rigour, additional training mechanisms, and research to create new and relevant learning opportunities.
- A new system to evaluate the effectiveness of training that incorporates:
 - Public perception data generated through surveys.

- Internal employee engagement survey data.
- Metrics for increased operational efficiency.
- Measurement of executive and employee performance to assess behaviour change and adoption of new cultural characteristics.
- Indicators of the degree to which Service members apply the training in their jobs, including the extent to which training outcomes occur.

3. Structures and processes

As highlighted in Chapter 5, our recommendations represent significant changes to structures and processes across the organization. However, these recommendations are not only service-delivery improvement opportunities; they are also important levers of cultural change. For example:

- **Neighbourhood-centric policing:** The process and structure changes required to establish neighbourhood-centric policing will require and drive a



different mindset and culture, including:

- The extensive development work – policies, procedures, training – that will be required to define and implement the neighbourhood officer role.
- Shifting from primary to priority response – focusing on essential requests for police services and using this as an opportunity to redeploy resources to neighbourhood policing and other priorities.
- Assigning officers to neighbourhoods for a minimum of three years and making performance in this area the basis for future advancement and promotions, including having new recruits spend their first year in neighbourhood policing.
- Redrawing boundaries and redesigning/relocating police stations to align with neighbourhoods, including work already underway to amalgamate 54 and 55 divisions as a first step.
- **Innovation:** Innovation is another area where new structures and processes will enable culture change. The current culture does not sufficiently compel and reward new thinking, and the journey a new idea takes from inception to implementation needs to be more effective. Sometimes members may not have the skills or time to examine an idea, engage with stakeholders, review best practices and research, and work through resource implications and implementation issues. At other times new ideas may challenge the status quo in ways that make people uncomfortable, which in turn can make progress difficult or impossible, or result in real or perceived risks for individuals.
To be developed in partnership with external experts, an Innovation Hub will make it easier for new ideas to come forward and will support Service members as they work through the necessary analysis, evaluation and planning. Innovation will also become part of the reward and recognition system. Staffing for the Innovation Hub will include Service members and external partners working together to co-create solutions to organizational and community problems through innovation.
- **Embracing external partnerships:** External partnerships will contribute to culture change because they involve the Service acknowledging gaps in its own knowledge and expertise, and reaching out to



city departments, the academic community, community agencies, and the commercial sector to fill those gaps. The City of Toronto's Shared Services Project recently noted that the TPS has been collaborating more than any other City agency or corporation on a range of shared services, including facilities, operational and custodial services, real estate services, insurance services, legal services, and procurement. Other examples of progress on this front include:

- The expansion of FOCUS (Furthering Our Communities – Uniting Services) – a partnership of community organizations, the City of Toronto, and agencies from the policing, justice, health, education and services sectors. The goal is to identify individuals, families, groups or places that are at an elevated risk of victimization or offending, and then respond immediately with coordinated and integrated interventions.
- A new partnership with Ryerson University focused on developing innovative ways to use open data to create solutions to public safety issues.
- Engagement with City of Toronto departments, including Change Management and City Planning. Working with the latter will assist the Service in planning for the changing needs of Toronto's neighbourhoods.
- Working with the City Manager's Office and Corporate Intergovernmental and Agency Relations to begin joint planning related to alternative service-delivery for the crossing guard and lifeguard programs.
- Public requests for proposals for alternative

service-delivery submissions issued for the following areas:

- Maintenance of approved breath instruments and screening devices.
- Court Services.
- Parking Enforcement.
- Records Management.
- Audit and Quality Assurance.
- Fleet and Materials Management.
- Employment background screening.

4. Technology and information management

In response to our original recommendations, the Service has already begun work on several technology and information management initiatives that will both enable and drive culture change:

- **Data Analytics and Evidence-Based Decision Making:** Considerable work has already been completed to build the data analytics capacity to support modernization and change how the Service makes decisions in a number of areas, including providing:
 - Data and information needed for the proposed realignment of divisional boundaries and relocation of police stations that will in turn facilitate the focus on neighbourhood-centric policing.
 - City-wide, divisional, and neighbourhood-level economic, social, demographic and crime related information that will inform how neighbourhood officers understand, relate to, and respond to local needs. This information will also change how the Service engages in

planning conversations with all stakeholders, including City of Toronto departments and other service-delivery partners.

- Data and modelling tools that will allow the Service to make better and more accurate decisions with respect to staffing and workload, including the ability to model and understand the impact of different shift schedules. This information will be critical to understanding the impact of different divisional boundary and police station options and will be shared with the public, the Toronto Police Association, and the Senior Officers' Organization.

The Service has established data guidelines which provide the foundation for the use and release of data. These guidelines may be found at:

tps.on.ca/dataguidelines

- **Connected officers:** The "Connected Officer" project is example of new technology as a key enabler of culture change – for example, as an enabler of neighbourhood-centered policing and evidence-based decision making. An action plan has been developed that includes a working team to examine practices in organizations that have similar technology in place. Future steps include identifying the appropriate device, developing systems and software requirements, and testing.
- **Enterprise business intelligence project:** This project will change how the Service makes decisions. A number of the Service's key information systems are essentially separate and disconnected. Significant effort is currently required to access the data in these systems, and to convert them into accurate and timely information for decision-making. This project will result in a centralized information management platform – a data warehouse – that will bring the data from these systems together in one place, and support strategic and operational decisions at all levels with accessible, reliable and consistent information.
- **Assessment of information technology services (ITS):** The Service has completed the first phase of a two-phased assessment of the ITS business unit. The Phase 1 report made recommendations for restructuring, as well as business process changes. Phase 2 will consider additional changes required within the ITS business unit to identify key benchmarking metrics and other enhancement

opportunities. The outcome of this assessment will be a new vision and capabilities for the customer-centric delivery of information technology services within the TPS that enables transformation, sustainability, and efficiency that is aligned to the Strategy Map.

- **Open Data for change:** Announced in July 2016, the TPS and Ryerson University are partnering on a Public Safety Open Data competition in which all members of the public are welcome to participate. The purpose of the competition is for Service members to work on innovation project teams within Ryerson's zone network, including the Social Ventures Zone, using the Service's open data to create solutions to public safety issues. Through this initiative, the TPS is committing to greater openness and transparency of information, and is working to become a national and international leader in the public release of machine-readable Open Data and Public Safety analytics.
- Over the next two years, the Service will provide public Open Data releases of datasets that are aligned with the deliverables of other North American police services. We expect these datasets will include current and historical calls for service and occurrence data, arrest data, and other key public safety datasets which will be anonymized for the protection of privacy. All datasets, including any race-based data, will adhere to applicable legislation.
- Throughout the consultations as well as in deputations, we heard the call for further transparency in the release of data. While we agree with the principle, the Service has legal, privacy and human rights responsibilities. In order to reconcile these views, we have established data guidelines which will provide the foundation for our use and release of data. These guidelines may be accessed at: **tps.on.ca/dataguidelines**
- The Service will collaborate with existing Open Data communities that have an interest in public safety data. It will host community training workshops and symposia as necessary to create awareness on the availability and use of the TPS Open Data by residents, researchers, advocacy organizations and other stakeholders.

7 REPORTING ON PROGRESS

The essence of our approach in this area is that what gets measured gets changed. Stakeholders need to be able to clearly follow the advance of implementation and determine whether those plans are leading to tangible outcomes and real change. We also want this reporting to be radically different from anything in the past and readily accessible to everyone.

Quarterly reporting to the Toronto Police Services Board

Active accountability for modernization begins with the Toronto Police Services Board. Overseeing modernization will be the Board's most important priority over the next several years. The Board will need to support the Service with resources, advocacy, advice, and priority setting. At the same time it will need to monitor, probe, and challenge where necessary. This commitment is reflected in the decision made on July 21, 2016 to accept the Task Force's final report as the Board's three-year 2017-2019 Business Plan.

We are recommending that the Service report on progress quarterly to the Board and share these updates with the public. These reports will be framed by the Strategy Map, encompass all modernization activities and initiatives underway, and include both outcome and process measures.

Outcome measures will tell us as a city whether the intended outcomes of modernization are being achieved. They will answer questions of fundamental importance, including

- Is the police service trusted?
- Are communities safe?
- Are the police where people need them to be?
- Do residents and Service members feel they have meaningful opportunities to participate in the change process?
- Do people and Service members believe the culture of the Service is changing?

Process information will include things such as the status of work on individual recommendations, including analyses completed, actions taken, milestones reached and deliverables. This information will allow the Board, the public and Service members to measure whether the work is proceeding on time and on budget. Information about ongoing community and Service member engagement processes will also be included.

Opening up the conversation

Working with the Service, we have developed and are recommending an initial Modernization Scorecard. When fully realized, it will be comprehensive, transparent, accessible to all and an example of culture change in action.

In presentation and content, this Scorecard will be profoundly different from any current and past approaches. We intend it to radically change the conversation between the public, the Board, and the Service by providing the public and Service members at all levels with the information they need to hold the Board and the Service's leadership accountable for change.

It will include comprehensive information about the status of modernization – including all key outcome and process measures. Some of the information is not new but has never been made available to the extent and in the ways we are recommending. Other information, such as the status of action plans, will be new. But new or existing, information has never been brought together in this way before. This transparency will be invaluable in strengthening internal accountability and identifying opportunities to enhance performance.

We anticipate that the first version of the Scorecard will be available online within 90 days of our action plan being submitted to the Board. It will be a live reporting tool, meaning that the information will continue to change and be updated regularly. It will also be a work-in-progress as the Service will be inviting public and Service member input on the tool so that it can be refined further.

The Scorecard will have three sections:

1. Modernization Outcomes

The information in this first section (see figure 1) will allow the public and Service members to assess progress on the outcomes of modernization as reflected in the Strategy Map. For example, is the Service:

- Where the public needs it to be?
- Embracing partnerships to create safe communities?
- Focusing on the complex needs of Toronto?

It will include scoring of the Service's performance by the public, including measuring confidence in police officers, satisfaction with service levels, perceptions of safety, as well as whether the Service is fulfilling its promise to be accountable, transparent, inclusive, and affordable.

It will also include scoring by Service members on a range of fronts including job satisfaction, adequacy of training and the extent to which members believe the Service is fulfilling its promise to be accountable, transparent, inclusive, and affordable.

The public and Service members will be able to connect these ratings to the results of comprehensive employee surveys that are conducted annually by the Service, as well as the results of surveys of the public and community organizations that are conducted for the Service by an independent third party.

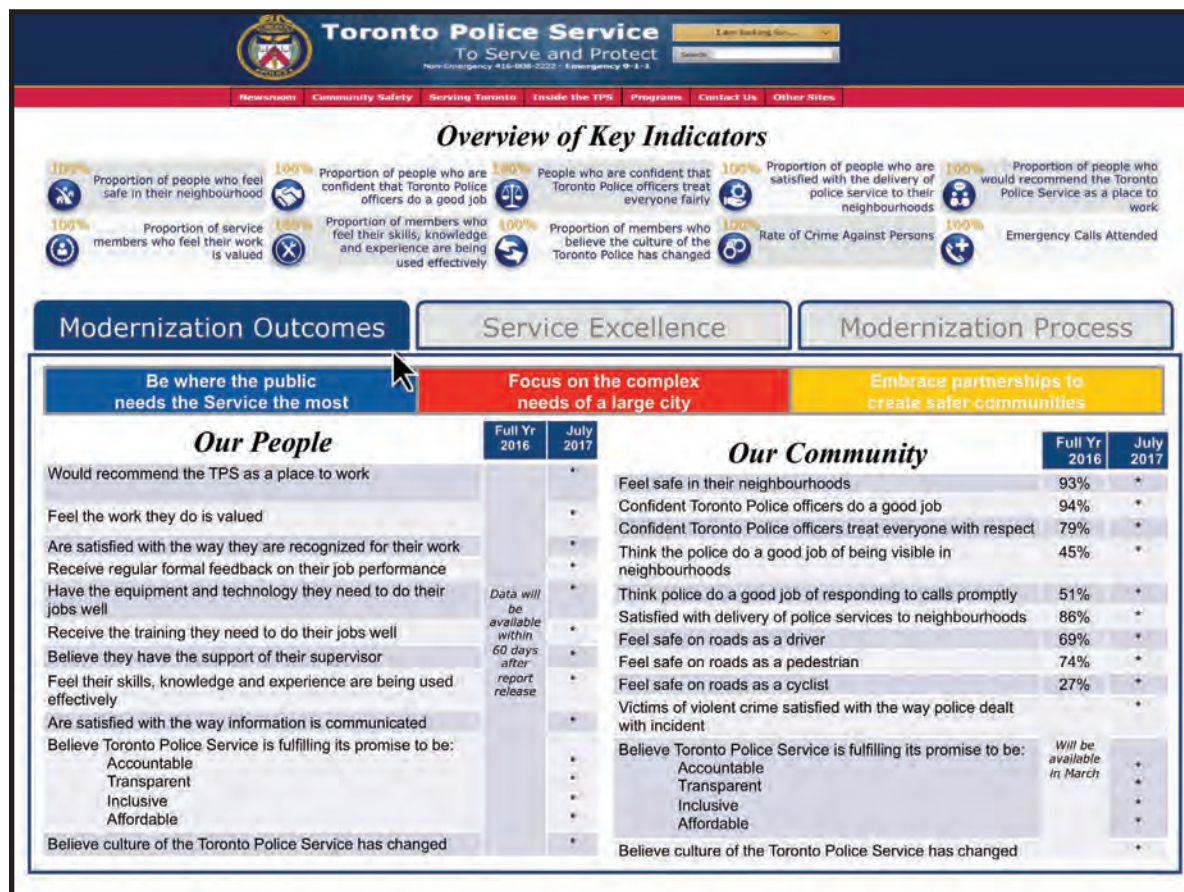


Figure 1 * All information will be available, online, within 60 days of the Final Report's release.

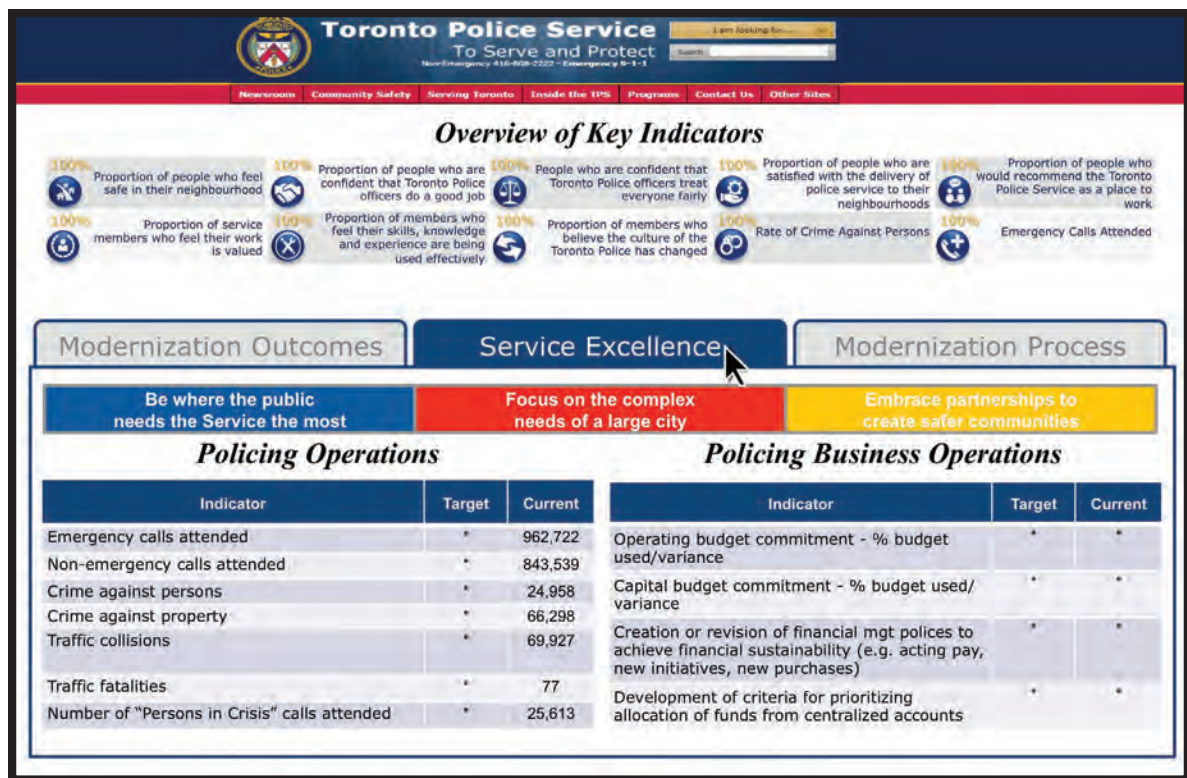


Figure 2 * All information will be available, online, within 60 days of the Final Report's release.

Culture Change Indicators

This section (see figure 1) is also where key measures of culture change will be reported on, based on regular surveys of the public and Service members. Measures related to culture change will include public and Service member perceptions of:

- Trust and confidence in police officers and the Service as a whole.
- The extent of inclusiveness and absence of bias, discrimination and racism.
- Police officers as collaborative partners who are focused on solutions and outcomes.
- Whether people are developing more familiar relationships with their neighbourhood officers, and if these relationships are contributing to community safety.

Measures related to culture change internal to the Service will include Service members' perceptions of:

- Whether the Service is supporting, valuing and rewarding innovation.

- Collaboration, inclusiveness, and engagement.
- Empowerment of front-line staff to achieve outcomes.
- The support they receive from supervisors and other leaders.

2. Service Excellence

This second section (see figure 2) will focus on measures of the Service's operational excellence. It will include successive levels of detail on key policing metrics such as:

- Crime rates, including reported violent crimes and property crimes.
- Response times.
- Number of priority calls attended to.
- Injuries to officers arising from their duties.
- Number of people reporting incidents online, by phone or through the TPS app.

This performance information will be presented for the city overall and by division. It will also include key administrative and financial metrics such as:

- Operating and capital budget performance and variances.
- The results of financial management strategies.
- Human resources information such as staff counts, turnover rates, diversity, absenteeism, retirements, and departures.
- Employee awareness and recognition.

3. Modernization Process

This third section (see figure 3) will provide the public and Service members with comprehensive, multi-year progress updates on the implementation of our action plan. It will be updated regularly to reflect the status of each project, including timelines, milestones, deliverables and budgets. This information presented will inform the public and Service members about what's been done, what to expect and when, and whether modernization is on-time and on-budget.

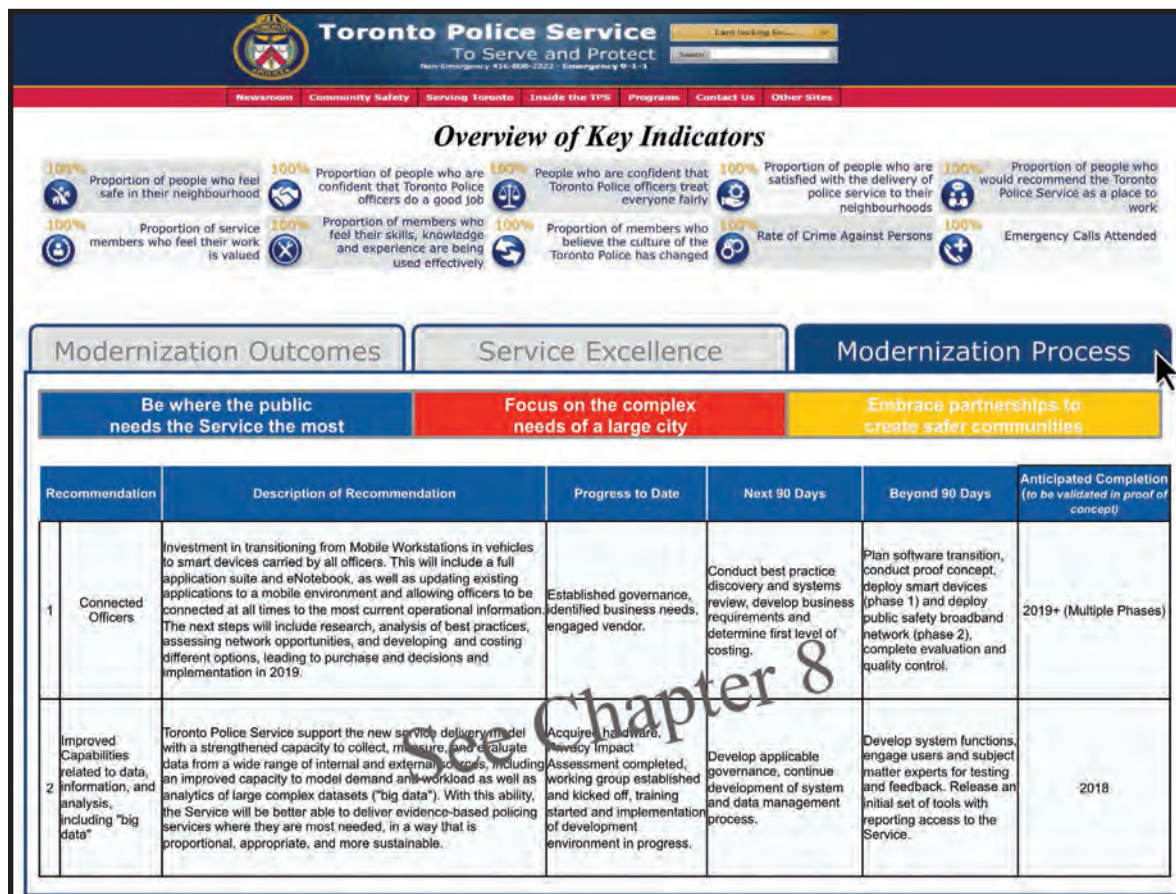


Figure 3 * All information will be available, online, within 60 days of the Final Report's release.

8 TAKING ACTION

Modernizing the TPS will not happen overnight. The projects required to implement our action plan are multi-year and interconnected. Neighbourhood-centric policing, for example, is not a single initiative but rather a complex combination that includes among others, the connected officer, implementing Priority Response, realigning divisional boundaries and relocating police stations, diverting calls to other city departments, and culture change.

Significant work is already underway. Over the past six months, with the advice of the Task Force, the Service has been actively preparing for implementation. We have seen these efforts first hand and are optimistic that this is a new approach, with leadership and commitment that are aligning to the scope of our recommendations. Efforts to date have focused on building new organizational capacity to lead and implement change, as well as conducting analysis and engaging with the City and experts on the scope and phases of work required.

Over the next six months, the Service will be developing more detailed implementation plans and will be reporting quarterly on those through the Board and the Scorecard.

The following summarizes the eight additional recommendations we are making in this final report. It is followed by Taking Action tables that describe the status of work on the recommendations from our interim report.

Additional Recommendations

Recommendation 25

We are recommending that in the next 90 days the Service come forward with a broad, inclusive and ongoing public engagement strategy for modernization.

This strategy should incorporate opportunities for individual residents, make effective use of the existing Community Police Liaison Committees and Chief's Consultative Committees, and involve community groups and agencies, youth workers, and youth from different neighbourhoods.

Recommendation 26

We are recommending intensive and meaningful engagement with Service members on implementation as an essential part of modernization, and as an opportunity for the leaders of the Service to demonstrate culture change in action. Members should have the chance to speak candidly, feel their input matters and have opportunities for collaboration on questions of design and implementation. Creating and empowering work teams from across the organization will also be an important part of the process.

Recommendation 27

We are recommending substantive engagement on implementation with the Toronto Police Association and the Senior Officers' Organization in the months ahead. The process needs to be open in terms of the evidence to inform important collective agreement discussions about more effective scheduling and deployment. These discussions should respect the important role that these two organizations play in representing



their respective memberships and the role of the Board and the Service's senior leadership in representing the public interest.

Recommendation 28

We are recommending four mutually reinforcing actions to establish new pathways of accountability that are peer-to-peer within the Service, between officers and their leaders, and between the Service and the public. These pathways are components of the culture change plan described in Chapter 6 and will result in a significant shift in the accountability culture of the organization.

Recommendation 29

We are recommending that the Board appoint an independent advisor with strong experience in complex change management to provide it with advice and perspective.

Recommendation 30

We are recommending a comprehensive people management and HR strategy for the Service that includes significant changes to:

- The roles, functions and structure of the Service's Human Resources unit to enable it to play a more modern and strategic role.
- HR policies, processes, analytics and tools that will enable modernization of service-delivery and deployment changes.

Recommendation 31

We are recommending that the Service report on progress quarterly to the Board and share these updates with the public. These reports will be framed by the Strategy Map, encompass all modernization activities and initiatives underway, and include both outcome and process measures.

Recommendation 32

We are recommending an initial Modernization Scorecard. When fully realized, it will be comprehensive, transparent, accessible to all and an example of culture change in action.

TAKING ACTION TABLES

RECOMMENDATION	DESCRIPTION OF RECOMMENDATION
1. Connected officers	Investment in transitioning from Mobile Workstations in vehicles to smart devices carried by all officers. This will include a full application suite and eNotebook, as well as updating existing applications to a mobile environment and allowing officers to be connected at all times to the most current operational information. The next steps will include research, analysis of best practices, assessing network opportunities, and developing and costing different options, leading to purchase decisions and implementation in 2019.
2. Improved capabilities related to data, information, and analysis, including “big data”	Toronto Police Service support the new service delivery model with a strengthened capacity to collect, measure, and evaluate data from a wide range of internal and external sources, including an improved capacity to model demand and workload as well as analytics of large complex data sets (“big data”). With this ability, the Service will be better able to deliver evidence-based policing services where they are needed most, in a way that is proportional, appropriate, and more sustainable.
3. Disbanding TAVIS	TAVIS will be disbanded and existing members will be redeployed to other Service Priorities.
4. Risk Assessment for priority response	Toronto Police Service develop a risk assessment tool to identify non-emergencies that can be addressed through alternative approaches, including redirection to the mandated city department or other agency.
5. Alternative reporting and follow-up for non-emergencies	The use of alternative ways for people to report non-emergency situations, i.e. where an immediate officer response is not necessary for personal safety, or to meet an immediate investigative need, including: <ul style="list-style-type: none"> • Enhanced, easy to use, and convenient on-line, digital, and by-phone reporting tools for low-risk incidents with civilian reporting and intake personnel available by appointment at police stations. • The use of civilian members to more efficiently follow up on less serious/non-emergency neighbourhood safety incidents
6. Improved public safety response	A specialized Public Safety Response Team be formed with a comprehensive mandate that includes extreme event response, public order, search management, and critical infrastructure protection.
7. More efficient scheduling	We are recommending that the shift schedule known as the Compressed Work Week be reviewed. The current approach requires a consistent deployment, regardless of the time of day or demand patterns, which we believe may limit the Service’s ability to deploy resources more flexibly. Changes in this area will require a negotiated change to the collective agreement with the Toronto Police Association.
8. More effective deployment in vehicles	Using risk and demand analysis, we believe there may be an opportunity to identify situations where unaccompanied officers or response alternatives are more appropriate and will allow for more effective deployment while continuing to ensure officer safety. Changes within the period from 1900 to 0300 will require a negotiated change to the collective agreement with the Toronto Police Association.

PROGRESS TO DATE <i>As of Dec31 2016</i>	NEXT 90 DAYS	BEYOND 90 DAYS	ANTICIPATED COM- PLETION <i>(to be validated in proof of concept)</i>
Established governance, identified business needs, engaged vendor.	Conduct best practice discovery and systems review, develop business requirements and determine first level of costing.	Plan software transition, conduct proof of concept, deploy smart devices (phase 1) and deploy public safety broadband network (phase 2), complete evaluation and quality control.	2019+ (Multiple Phases)
Acquired hardware, Privacy Impact Assessment completed, working group established and kicked off, training started and implementation of development environment in progress.	Develop applicable governance, continue development of system and data management processes.	Develop system functions, engage users and subject matter experts for testing and feedback. Release an initial set of tools with reporting access to the Service.	2018
Officers have been redeployed within the Service, as of January 2017.	Completed.	N/A	2017
Identified preliminary needs and engaged City of Toronto.	Establish partnerships and governance, conduct systems review and proof of concept.	Conduct workflow analyses, develop training and communications strategies.	2019
Identified demand needs, outlined conceptual model, and reviewed best practices, including a model that currently exists in 43 Division.	Establish partnerships, establish governance, begin legislative and systems reviews, begin planning for proof of concept.	Conduct proof of concept and training, develop communications strategy and begin implementation.	2019
Identified demand needs, began initial back office processes.	Establish governance (including Board and Police Association committee), initiate negotiation process.	Complete implementation.	2017
Identified preliminary demand needs, performed preliminary analyses.	Establish governance (including Board and Police Association committee), initiate negotiation process.	Continued analysis, review and negotiation. Implementation and review of pilot areas where viable.	2019+ (Multiple Phases)
Identified preliminary demand needs, conducted research for potential response models for use of two-officer cars.	Establish governance (including Board and Police Association committee), initiate negotiation process	Continued analysis, review and negotiation. Implementation and review of pilot areas where viable	2019+ (Multiple Phases)

TAKING ACTION TABLES

RECOMMENDATION	DESCRIPTION OF RECOMMENDATION
9. A risk-based response to special events	<p>The Service support special events through a fair and equitable threat and risk assessment. This will focus police resources on events where their presence is necessary for public safety. For designated situations, event organizers will be responsible for their own security measures.</p> <p>We are recommending a more integrated structure for special events. Divisions currently support local events within their boundaries, while the Public Safety-Special Events Unit handles large scale major events. This leads to challenges in consistency of approach, risk assessment, and staffing, which will be addressed in the new design.</p>
10. A more efficient retail response	<p>Recommendation from Interim Report: Toronto Police Services Board seek the Government of Ontario's approval to appoint and train selected security guards at major shopping malls as Special Constables. These individuals will be authorized to process and release arrested individuals in designated non-emergency situations. We estimate that through this change, it will be possible to save approximately 5,500 hours of policing services per year, while reducing costs for the private sector.</p>
11. Disband the Transit Patrol Unit	<p>Disbanding the Transit Patrol Unit. The Unit was originally established to supplement the day-to-day role of Divisions to respond to calls for service related to Toronto Transit Commission vehicles, subways and properties. However, this role is no longer required since the Toronto Transit Commission now has a highly capable Special Constable Program in place, and local Divisions will continue to respond to calls as required. Transit Patrol Unit members will be redeployed to other priorities.</p>
12. Alternate delivery of the Lifeguard Program	<p>Toronto Police Service Lifeguard Program and its \$1.1 million budget become the responsibility of the appropriate department of the City of Toronto. This program provides lifeguard services on Toronto beaches while the City of Toronto provides lifeguard services for the rest of the city. For example, City of Toronto personnel provide lifeguard services at the Sunnyside Gus Ryder Outdoor Pool. A few metres away, on Sunnyside Beach, lifeguard services are provided by the Toronto Police Service. Civilian staff currently supporting this program will be redeployed to other priorities.</p>
13. Alternate delivery of the School Crossing Guard Program	<p>The School Crossing Guard Program, with its \$6.8 million budget, become the responsibility of the City of Toronto, or an alternative. Currently, the Toronto Police Service administers the program and sends officers to fill in when crossing guards are unexpectedly absent. In 2015, this resulted in 3,138 hours of officer time away from other needs to which only a police officer can respond. This recommendation will allow members that support the program to be redeployed to other priorities. This change was also recommended as part of the 2011 KPMG City of Toronto Core Services Review. In 2013, the City of London, Ontario implemented a similar approach.</p>

	PROGRESS TO DATE <i>As of Dec31 2016</i>	NEXT 90 DAYS	BEYOND 90 DAYS	ANTICIPATED COM- PLETION <i>(to be validated in proof of concept)</i>
	Identified business needs, conducted preliminary scenario/feasibility analysis.	Establish governance, develop tools and approach, design training plans.	Test and evaluate training plans and implement.	2018
	Meetings were held with a number of Toronto's major shopping mall property management companies. While there was agreement that this program would reduce waiting times, property owners expressed concerns about potential liabilities. As the Service makes the shift from Primary to Priority Response it will be able to implement a more efficient way to respond to these situations without training security staff as Special Constables.	See update under "Progress to Date".	See update under "Progress to Date".	See update under "Progress to Date".
	Officers have been redeployed within the Service, as of January 2017.	Completed.	N/A	2017
	Engaged City of Toronto, issued letter to Mayor's office, developed preliminary hand over to the City.	Identify partnerships, establish governance and initiate data analysis activities.	Continued development and implementation of transition plan.	2018
	Engaged City of Toronto, issued letter to Mayor's office, developed preliminary work plan.	Identify partnerships, establish governance and initiate data analysis activities.	Continued development and implementation of transition plan.	2017

TAKING ACTION TABLES

RECOMMENDATION	DESCRIPTION OF RECOMMENDATION
14. Using traffic technology enforcement to improve community safety	The City of Toronto implement traffic enforcement cameras that are owned and operated by the City of Toronto, in school zones and areas identified as having higher collision rates, as a way to monitor driver behaviour and reducing risks. The Service will provide collision and enforcement data to inform where the cameras should be located. This recommendation means that our city will use the tools it can to provide the right mix of prevention, enforcement, and response. It is a growing need because of the densification of people and vehicles.
15. Overhauling Paid Duty	An overhaul of the Paid Duty process. The current process is not well understood and the reputation of the Toronto Police Service at risk. In our final report we will include recommendations for a risk assessment model to ensure that off-duty police officers are only utilized in a paid capacity where the skills, authorities, and training of a police officer are necessary. We will also recommend those situations where private security is the appropriate alternative.
16. City-wide divisional boundary and facilities realignment	Toronto Police Service begin a phased redesign of its Divisional structure and alignment. The redesign will follow the principle of lifting all boundaries from the city map, and then use demand and workload modelling to draw new boundaries and facility locations that take into account the boundaries of Toronto's 140 neighbourhoods, and coordinate better with the planning and provincial services. The redesign will draw on the enhanced analytics capacity developed related to demand and workload modelling. The Service will also engage and obtain input from the City Planning department. The details of a new configuration will take time to develop and will require intensive discussion and engagement with the public and Toronto Police Service. As a first step in the phased realignment, we are recommending the amalgamation of Divisions 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 83, 84, 85, 86, 87, 88, 89, 90, 91, 92, 93, 94, 95, 96, 97, 98, 99, 100. This will involve working with an independent consulting firm to determine the optimal configuration for a new station, and to determine the appropriate workload balance and reporting structure. The amalgamation will also include the first phase of a longer term consolidation of criminal justice services into a more flexible and streamlined group. Between now and our final report, we will explore similar options for Divisions 12, 13, 33, 41, 52, and 53. We are also recommending that the Service test the dispatching of priority response teams using the system of Automated Vehicle Locating, which will allow it to send the closest resource to a call.

	PROGRESS TO DATE <i>As of Dec31 2016</i>	NEXT 90 DAYS	BEYOND 90 DAYS	ANTICIPATED COM- PLETION <i>(to be validated in proof of concept)</i>
ted by the City way of modifying nt related data to ty will use all of s also an area of	Presented detailed letter of support to the City of Toronto. Subsequent meetings have determined that data is available to select appropriate camera locations.	Formally request plan, and work with City of Toronto for effective implementation where appropriate.	Support and execute implementation plan.	2019
often puts the mmendations for aid duty capacity be clear about	Identified needs, conducted preliminary scenarios and feasibility analysis, engaged Mayor's office for support in amending the Highway Traffic Act.	Develop evaluation tools, conduct legislative review, develop a communications strategy and begin implementation.	Continued implementation and updates based on legislation.	2019
ent of facilities. en using ke into account ning of other city scribed earlier, input and advice establish and service members. 54 and 55 he right location tructures. This al investigators be exploring through the use ll for service.	Identified preliminary demand needs. Business requirements for amalgamation of D54 and D55, identified possible location.	Establish partners, conduct in-depth analysis, conduct facilities, technology and Human Resources reviews.	Develop new facility designs, begin to conduct proof of concept and develop prototype.	2019+ (Multiple Phases)

TAKING ACTION TABLES

RECOMMENDATION	DESCRIPTION OF RECOMMENDATION
17. More accessible and transparent information and services	<p>As the Divisional map is redesigned, we are recommending an investment in modern technology to provide public open access to information and tools that communities can use to improve neighbourhood safety, including:</p> <ul style="list-style-type: none"> • A public safety data portal to encourage the creation and use of open data for public safety. This portal is intended to improve the understanding of policing, improve transparency, and encourage community engagement. • A wider, up-to-date range of means to speak with neighbourhood officers – in person and through video calling, social media, and the Toronto Police Services app. Through their mobile app, citizens will also have access to preliminary translation, in hundreds of languages. • Enhancing the Toronto Police Service app so that when a neighbourhood crime is reported, a connected officer in the area, or in any setting can view the information in real-time. • Enhancing real-time data and information about what's happening in neighbourhoods, including crime and more general policing metrics, while respecting privacy requirements. • Offering technology that brings communities together to crowdsource and solve safety issues, such as lost phones, which will allow for improved community intelligence related to incidents like break-ins. • Offering technology for communities to anonymously crowdsource and report concerns, which will allow the Service to respond more quickly and transparently.
18. Moratorium on hiring and promotions	<p>A carefully managed moratorium on hiring and promotions between ranks for officers and sergeants for the next three years while the Service designs and deploys the new service delivery model. This will allow the Service to ensure that it has the right type and number of members for the new model, and the leanest possible management structure. There will be some circumstances where filling vacant positions may be necessary – for example, to make investments in modern technology, address strategic priorities, comply with legislative requirements, or provide adequate supervision. During this time, the Service will implement a rigorous and transparent assessment process before approving any hiring or promotion. The Service will continue to report on the number and types of situations where it has been necessary to hire or promote.</p>
19. Assessing Information Technology requirements	<p>Toronto Police Service retain an external expert advisor to review potential efficiencies, alternative service delivery models, and future trends for information technology in policing. The advice will be used to identify efficiencies that may be possible through benchmarking, as well as an Information Technology organizational assessment and identification of opportunities for alternative service delivery models.</p>
20. Alternative or shared delivery of Court Services	<p>Toronto Police Service fully assess whether alternatives exist that can reduce costs while maintaining the same level of service. Toronto Police Service fulfills its court security obligations under the Police Services Act.</p>
21. Alternate or shared delivery of Parking Enforcement	<p>The Service fully assess whether there are better alternatives to the current Parking Enforcement model that can lower operating costs – as has also been recommended by previous reviews. The Parking Enforcement budget is wholly separate from the Toronto Police Service's annual operating budget.</p>

	PROGRESS TO DATE <i>As of Dec31 2016</i>	NEXT 90 DAYS	BEYOND 90 DAYS	ANTICIPATED COMPLETION <i>(to be validated in proof of concept)</i>
<p>technology to offer the neighbourhood safety, safety in Toronto. The enhance confidence. and by phone, but also mobile devices, officers</p> <p>ported, a mobile</p> <p>including crime trends</p> <p>y problems, using their</p> <p>peak and enters.</p> <p>s about officers, which</p>	<p>Evaluated data for release, liaised with Information & Privacy Commissioner regarding release of data and privacy impacts, updated open data web portal.</p>	<p>Conduct in-depth analysis, prepare Privacy Impact Assessment, foster additional partnerships, establish relevant governance, continue to update open data web portal.</p>	<p>Prepare first data release in collaboration with City of Toronto and other partners, conduct training/workshops and host Open Data competition.</p>	<p>2017+ (Multiple Phases)</p>
<p>and civilians over the This moratorium will v service delivery es where hiring or ization, achieve other n. In these situations, val is given, and will o do so.</p>	<p>Processes implemented to effect hiring freeze, communications strategy developed and executed (uniform and civilian members have been informed).</p>	<p>Continue monitoring and forecasting, align any new staffing investments with modernization.</p>	<p>Monitor.</p>	<p>2019</p>
<p>alternative service include immediate nology Unit very mechanisms.</p>	<p>Conducted Request for Proposal, selected vendor, completed external third party initial report and received recommendations.</p>	<p>Review initial report and move forward with more comprehensive review. This will develop a technological maturity road map.</p>	<p>Second review to be completed and a full information technology roadmap for the next three to five years to be developed along with an accountability structure.</p>	<p>2017</p>
<p>e ensuring that the</p>	<p>Request for Information and subsequent scoring completed, legislative review completed.</p>	<p>Conduct best practice discovery and systems review, initiate cost modeling/cost benefit analysis, engage required stakeholders.</p>	<p>Conduct cost modeling/cost benefit analysis, conduct Request for Proposal, select service provider, implement transition of services as appropriate.</p>	<p>2019</p>
<p>enforcement Unit that will ng Enforcement Unit</p>	<p>Request for Information and subsequent scoring completed, legislative review completed.</p>	<p>Conduct best practice discovery and systems review, initiate cost modeling and analysis.</p>	<p>Conduct cost modeling and analysis, conduct Request for Proposal, select service provider, implement transition of services as appropriate.</p>	<p>2019</p>

TAKING ACTION TABLES

RECOMMENDATION	DESCRIPTION OF RECOMMENDATION
22. Alternate or shared delivery of background screenings	The expanded use of contract agents to conduct background screening as part of the hiring process. The current approach involves a combination of officers and contract agents. Currently part of this function would be redeployed to other priorities.
23. Investment in 9-1-1	Consultation with the City of Toronto on implementing a 9-1-1 cost recovery fee that would cover the cost of providing these services to all land and wireless telephone users. The recovery fee would be the foundation for future investments in new 9-1-1 technology including allowing the Service to send text messages, photos, videos, and better location information. Currently, the Toronto Police Communications Centre is the answering point for police, fire, and paramedic services. The cost to operate and maintain these operations are covered through the Service's budget. At present, cost recovery fees are in place in eight other provinces.
24. Comprehensive culture change and human resources strategy	A comprehensive approach to culture change that considers all the ways in which culture change impacts the organization. The culture change starts from within, how the TPS operates and manages the organization. It also involves an external focus in terms of how the TPS services and engages with stakeholders and partners. The approach focuses on four key strategic fronts: <ul style="list-style-type: none"> • Leadership and decision-making - sustained effort to overcome natural resistance and ensure the organization focused and on track • People management and human resources strategies - a comprehensive people management and human resources (HR) strategy for the Service • Structures and business processes - significant changes to structures and processes that serve as important levers of cultural change • Use of technology and management information - technology and information management both enable and drive culture change (e.g. Connected Officers, Enterprise Business Intelligence, IT Services and Open Data for Change)

	PROGRESS TO DATE <i>As of Dec31 2016</i>	NEXT 90 DAYS	BEYOND 90 DAYS	ANTICIPATED COMPLETION <i>(to be validated in proof of concept)</i>
Toronto Police Service's ents. Officers who are	Request for Information and subsequent scoring completed.	Conduct best practice discovery and systems review, initiate cost modeling.	Conduct cost modeling and analysis, conduct Request for Proposal, select service provider, execute transition of services.	2019
ould recoup the cost ould also provide ervice to receive Police Service's The costs to staff, ent 9-1-1 cost	City of Toronto has been engaged and a strategy proposed for an approach to the Province of Ontario.	Upon receiving a commitment for legislative change from the Province, establish partners, conduct systems and legislative reviews, conduct proof of concept, establish governance.	During and after Provincial legislative change, continue planning, develop communications & training strategies and implement.	2019+ (Multiple Phases)
is embedded in the s as a public service gages with the public, to keep the gement and Human across the organization ment initiatives that will elligence, Assessment of	Conducted review of Human Resources function, enhanced Strategy Management Office to plan, implement and oversee modernization and have integrated human resources leadership into modernization efforts.	Receive final review of Human Resources services, restructure Human Resources and Organizational Development structures, develop an overall Human Resources plan, align work on culture and Human Resources.	Complete a culture assessment (within first 6 months) and develop an integrated project and change management strategy.	Ongoing (This is an ongoing strategy that will be updated regularly and its implementation will therefore also be ongoing)

APPENDIX

The Transformational Task Force was formed in February 2016 at the direction of the Toronto Police Services Board, with a mandate to:

Develop and recommend, to the Toronto Police Services Board, a modernized policing model for the City of Toronto that is innovative, sustainable and affordable. The model will place communities at its core, will be intelligence-led and optimize the use of resources and technology while embracing partnerships as a means of enhancing capability and capacity.

The Task Force submitted its interim report – The Way Forward: Modernizing Community Safety in Toronto – to the Toronto Police Services Board on July 16, 2016.

The Task Force was comprised of:

- Andy Pringle, Chair, Toronto Police Services Board (Task Force co-chair)
- Mark Saunders, Chief, Toronto Police Service (Task Force co-chair)
- Mark Barkley, Superintendent, Toronto Police Service
- Idil Burale, Associate at MaRS Solutions Lab and community advocate
- Shawna Coxon, Inspector, Toronto Police Service
- Michelle DiEmanuele, President and CEO of Trillium Health Partners
- Jeff Griffiths, Former City of Toronto Auditor General
- Ken Jeffers, Member, Toronto Police Services Board, and former manager of Access and Diversity at the City of Toronto
- Barbara McLean, Superintendent, Toronto Police Service
- Cheryl McNeil, Public Safety Operations Planner, Toronto Police Service

- Michael Perreault, Staff Sergeant, Toronto Police Service
- Sevaun Palvetzian, CEO of CivicAction.
- David Soknacki, Former Member of Toronto City Council and Chair of the Budget Advisory Committee.
- Justin Vander Heyden, Staff Sergeant, Toronto Police Service
- Greg Watts, Staff Sergeant, Toronto Police Service

The Task Force was supported by the following members of the Toronto Police Service:

- Francisco Barredo, Inspector
- Donald Belanger, Detective Sergeant
- Sandra Buckler, Strategic Communications Advisor
- Sandra Califaretti, Director, Finance and Business Management
- Peter Code, Inspector
- Meaghan Gray, Manager, Corporate Communications
- James Hogan, Staff Sergeant
- Charlene Mathias, Project Director
- Laura McGuire, Clerk
- Douglas Moore, Parking Enforcement Officer
- Peter Moreira, Inspector
- Tony Veneziano, Chief Administrative Officer
- Suzanne Walsh, Inspector
- Ian Williams, Manager, Business Intelligence and Analytics

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OUR MISSION IS CO

We are dedicated to delivering police services
Toronto the best and

OUR PRI

Actively Accountable and Trusted • Transparent and Engage

OUR G



Be where the public
needs the Service the most



Embrace pa
create safe c

HOW WE WIL

BY TRANS

How we relate to the
public: focusing on
safe communities
and neighbourhoods

How we deliver our
services: from
Primary to Priority
response

Access t

Our people are o

COMMUNITY SAFETY

, in partnership with our communities, to keep
d safest place to be

NCIPLES

ed • Inclusive and Collaborative • Affordable and Sustainable

GOALS



Partnerships to
communities



Focus on the complex
needs of a large city

L GET THERE

FORMING

o Services

Affordability and
sustainability

Culture change

ur greatest asset

