

Appendix 2: City Management's Response to Relevant Recommendations to the Auditor General's Report Entitled: "Review of Toronto Police Service - Opportunities to Support More Effective Responses to Calls for Service, A Journey of Change: Improving Community Safety and Well-Being Outcomes"

Recommendation 1:

City Council request the City Manager, and the Toronto Police Services Board direct the Chief, Toronto Police Service (TPS) to work in collaboration along with other agencies, to determine the feasibility of setting up adequately resourced, non-time restrictive, alternative responses for events where police are currently attending and where such attendance is likely not essential.

In doing so, the City and TPS should:

- a) identify call for service event types, including but not limited to, the six event types discussed in our report that may be suitable for an alternative response;
- b) develop reasonable criteria for each event type to assess the calls for service within those event types that may be suitable for an alternative response, including defining the level of acceptable risk and liability and how these factors will be managed;
- c) consider alternative response pilot programs (e.g. community dispute mediation), with adequate evaluation mechanisms, to provide information and insights on the effectiveness of any established responses. This should include an assessment of the feasibility and cost-effectiveness of providing these alternative responses;
- d) consider existing City or other community programs that could provide an alternative response and where needed, the feasibility and cost-effectiveness of changing the approach and resourcing to provide a timely and effective non-police response (e.g. Municipal Licensing and Standards Division for noisy small gatherings, Shelter, Support & Housing Administration Division street outreach teams);
- e) consider a gradual and informed approach to establishing responses and assess the factors that would be needed for an effective and efficient full transition, including consultation with the public; and,
- f) develop and regularly update a plan that includes key milestones and targets so that progress can be tracked.

(Cover report – recommendation #1)

Management Response: Agree Disagree

Comments/Action Plan/Time Frame:

City Manager's Office:

The City Manager and relevant City divisions will work with the TPS on these recommendations and will commence discussions by Q3 2022.

Regarding part c), the City Manager will work with the Executive Director of SDFA to continue its pilots of the Toronto Community Crisis Service related to mental health calls and will continue its regular meetings and communication with TPS on this. Other pilot program opportunities will be explored, such as community dispute mediation. The implementation of those potential additional pilots may be longer term goals for the City, depending on the results of the analysis and the funding available.

Regarding part d), the City Manager will work with the General Manager of SSHA to determine the feasibility of setting up alternative responses to 911 calls seeking support for people experiencing homelessness. Such alternatives will include public education on the supports provided through the Streets to Homes Program.

The City Manager will also work with the Executive Director of MLS, TPS, and other stakeholders, keeping in mind the strategic direction from the Transformational Taskforce, to assess whether there are any additional measures or alternative strategies to consider in light of the importance of the additional information and context brought forward in the Auditor General's report. This will take time and discussion, and the costs and benefits will need to be considered.

A report back will form part of the City's overall response plan to the recommendations in the Auditor General's report.

Recommendation 2: City Council request the City Manager, in consultation with the Toronto Police Services Board, to reiterate the City's requests for funding commitments from the Government of Canada and the Ontario Government to support permanent housing options and to provide supports to address Toronto's mental health and addictions crises.

In doing so, the City should communicate to the other governments that a "whole-of-government" funding approach in these areas will be critical to building the infrastructure needed to support effective alternative response delivery and ensure the best possible outcomes for the people of Toronto. (Cover report – recommendation #2)

Management Response: Agree Disagree

Comments/Action Plan/Time Frame:

City Manager's Office:

The City Manager is supportive of this recommendation. The City continues to engage with other governments and partners for adequate funding commitments for health services that adequately support individuals who are homeless and for wrap around services required for supportive housing units.

Recommendation 5:

City Council request the Chief, Toronto Paramedic Services, and the Toronto Police Services Board direct the Chief, Toronto Police Service (TPS) to work in collaboration to review current protocols for when Priority Response Unit (PRU) officers are requested for See Ambulance calls for service. This should include:

- a) determining if there are any opportunities to further refine the See Ambulance protocol so that the attendance of PRU officers is based on an articulable risk to paramedic safety, specific to the unique circumstances of each call for service;
- b) re-evaluating the criteria for when police are requested. This evaluation should specifically consider, but not be limited to, if the presence of alcohol, in absence of other risk factors, requires an automatic PRU response;
- c) ensure that the rationale for requesting PRU attendance and other important information is clearly documented in the Toronto Paramedic Services call for service details. Both entities should also consider documenting which entity initiated the request for attendance from the other entity;
- d) in situations where TPS would have sent PRU officers to calls for service irrespective of a request from Toronto Paramedic Services, TPS should consider documenting this in its call for service system;
- e) regular, joint evaluation of calls for service where PRU attendance is requested, to assess the effectiveness and efficiency of the revised protocol and consider any changes as necessary; and,
- f) consider if additional training is needed for TPS and Toronto Paramedic Services call takers to ensure requests for police attendance are well documented and comply with policies and procedures.

(Cover report – recommendation #3)

Management Response: <input checked="" type="checkbox"/> Agree <input type="checkbox"/> Disagree
Comments/Action Plan/Time Frame: Toronto Paramedic Services: Toronto Paramedic Services has no concerns with this recommendation and will work in collaboration with Toronto Police Service on these areas.

Recommendation 13:

City Council request the City Manager, and the Toronto Police Services Board direct the Chief, Toronto Police Service (TPS) to work in collaboration along with other agencies to:

- a) analyze low priority, non-emergency calls for service (e.g. Unwanted Guests, Check Address etc.) to identify instances where officers are repeatedly attending the same locations; to determine if an alternative resolution can be implemented. In developing solutions, TPS should consider if call for service volume can be reduced through implementing Recommendation 1 of this report; and,
- b) for calls for service at hospitals related to missing persons inquiries, consider if a technological solution, such as an automated portal with authentication, may help reduce hospital visits and free-up officer time for more priority calls for service.

This evaluation should consider legislative requirements and consultation with the Ministry of the Solicitor General and other stakeholders, as required.

(Cover report – recommendation #4)

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

Recommendation 14:

Toronto Police Services Board direct the Chief, Toronto Police Service (TPS) and City Council request the City Manager to work in collaboration with the President & CEO, Toronto Community Housing Corporation (TCHC) to determine if strategies can be implemented to reduce instances of Priority Response Unit officers repeatedly dispatched to the same locations within TCHC properties. (Cover report – new recommendation #5)

Management Response: <input checked="" type="checkbox"/> Agree <input type="checkbox"/> Disagree
Comments/Action Plan/Time Frame:
City Manager's Office: The City Manager will work with the TPS and TCHC on this recommendation.
Toronto Community Housing Corporation (TCHC): TCHC agrees with the recommendation and will meet with TPS and the City, as appropriate, by Q4, 2022 to establish a plan to ensure repeated dispatch locations for TCHC is part of on-going TPS/TCHC operating protocols. The Community Safety Unit (most specifically Special Constables) will most likely be involved in this process; however, this will be confirmed as part of planning process. It should be noted that the timing of the recommendations spans the creation of Toronto Seniors Housing Corporation (TSHC) and some of the locations identified by the Auditor General may now be part of TSHC. TCHC will coordinate as directed by the City with TSHC to achieve the recommendations of this review.

Recommendation 18:

City Council request the City Manager, and the Toronto Police Services Board direct the Chief, Toronto Police Service (TPS) to work in collaboration to:

- a) conduct joint program assessments of the outcomes from current mental health call for service diversion pilots, including the Gerstein Crisis Centre call for service diversion pilot, and the City’s Toronto Community Crisis Service, to assess the effectiveness and outcomes of these programs;
- b) ensure mechanisms are in place so that both the City and TPS have access to the necessary data, including TPS call for service data (e.g. number of calls for service received, diverted) and relevant call for service details to complete effective evaluations of the current and any future pilots; and,
- c) ensure planning for future pilot programs are coordinated, involve both the City and TPS, and consider the recommendations from Section A.1 of this report, to ensure they are achieving the desired outcomes in the most efficient and effective way.

(Cover report – recommendation #6)

Management Response: <input checked="" type="checkbox"/> Agree <input type="checkbox"/> Disagree
Comments/Action Plan/Time Frame: City: TPS is leading the review of the Gerstein Crisis Centre co-located pilot as the City was not involved in setting up that pilot. The City & TPS are working together on the joint evaluation of the TCCS.

Recommendation 21:

Toronto Police Services Board direct the Chief, Toronto Police Service (TPS), in consultation with the Chief, Toronto Paramedic Services and the Chief Executive Officers (or other appropriate executive liaisons) of Toronto hospitals to:

- a) leverage technology and/or the use of data to identify the most appropriate hospital for an officer to transport an individual in custody, with the view of minimizing wait times and travelling the least possible distance.
- b) develop police-hospital liaison committees and transfer of care protocols with all hospitals where TPS transports apprehended persons, to minimize wait times and develop protocols to create a workflow which will benefit both TPS and the hospitals.

(Cover report – new recommendation #7)

Management Response: Agree Disagree

Comments/Action Plan/Time Frame:

Toronto Paramedic Services:

Toronto Paramedic Services has no concerns with this recommendation and will consult with and support Toronto Police Service on these areas.

Recommendation 22:

City Council request the City Manager, and the Toronto Police Services Board direct the Chief, Toronto Police Service (TPS) to work in collaboration to:

- a) assess if current call for service diversion strategies to the City, through 3-1-1 Toronto, are working as intended, and if TPS and City staff clearly understand the roles and responsibilities.

This should include evaluation of call volumes and outcomes at both TPS's Communications Centre and 3-1-1 Toronto for relevant call for service types.

- b) assess if there are opportunities to increase call for service diversion from TPS to the City.

(Cover report – recommendation #8)

Management Response: Agree Disagree

Comments/Action Plan/Time Frame:

City:

311 Toronto is supportive of the collaborative approach that is recommended and notes the importance of documenting new and changing processes and identifying subject matter experts so that expectations of response times and resolutions can be communicated to the public.

Recommendation 23:

City Council request the City Manager, and the Toronto Police Services Board direct the Chief, Toronto Police Service (TPS) to work in collaboration to consider through an interface or other means, increasing the information shared between City divisions (e.g. Municipal Licensing and Standards Division, 3-1-1 Toronto, etc.) and TPS on a per call for service basis (e.g. addresses where police respond to noisy parties) so that trends can be identified and the City can help address the root cause of issues that are not police matters.

Before undertaking any data sharing, TPS and the City should perform a legal review, which includes consideration of any relevant privacy considerations, specifically the requirements outlined in the *Municipal Freedom of Information and Protection of Privacy Act*.

(Cover report – recommendation #9)

Management Response: Agree Disagree

Comments/Action Plan/Time Frame:

City:

Both MLS and 311 appreciate this recommendation to share information between systems as this allows for a better understanding of the issues. The importance of reviewing privacy considerations is noted. In addition, the recommendation to look at ways to have an interface and/or backend integration, and ensuring data could be shared in real time is welcome.

Recommendation 24:

City Council request the City Manager, and the Toronto Police Services Board direct the Chief, Toronto Police Service (TPS) to work in collaboration to leverage 2-1-1 Central data in conjunction with call for service data, at an aggregate level, to identify neighbourhoods where there are a high number of low priority calls for service, and where community resources may exist to help divert front-line police resources.

Before undertaking any data sharing, TPS and the City should perform a legal review, which includes consideration of any relevant privacy considerations, specifically the requirements outlined in the *Municipal Freedom of Information and Protection of Privacy Act*.
(Cover report – recommendation #10)

Management Response: Agree Disagree

Comments/Action Plan/Time Frame:

City Manager's Office:

The City Manager will work with the TPS on this recommendation and note the importance of reviewing privacy considerations.

Recommendation 25:

City Council request the City Manager, and the Toronto Police Services Board direct the Chief, Toronto Police Service (TPS) to work in collaboration to consider implementing public awareness campaigns addressing the public's perceptions on people experiencing mental health challenges and/or homelessness and what type of response (e.g. police or non-police response) would be most appropriate.

This process should include mechanisms for campaign evaluation (e.g. key metrics that will be measured), a process for including community engagement in the planning process and determining the most appropriate target audience. (Cover report – recommendation #11)

Management Response: Agree Disagree

Comments/Action Plan/Time Frame:

City Manager's Office:

The City Manager will work with TPS on this recommendation.