

**Auditor General's Presentation to the
Toronto Police Services Board on June 22, 2022
Agenda Item 3.1**

**AUDITOR
GENERAL**

TORONTO

Auditor General's Presentation

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Auditor General

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Assistant Auditor General



Agenda

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Why this work is important

2

How we conducted our work

3

a. What we found - Videos & Key Next Steps

b. Key Common Themes and Overall Key Next Steps

1. Why This Work is Important

There are opportunities to:

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

2. How We Conducted Our Work

1. Independent audit and review

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

2. Evidence-based approach & extensive work

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

3. Consultation with stakeholders

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

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

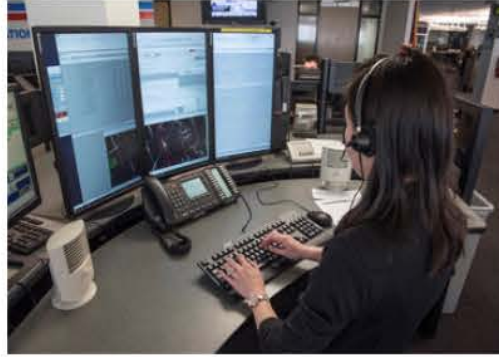
Better Support for Staff, Improved Information Management and Outcomes

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

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

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

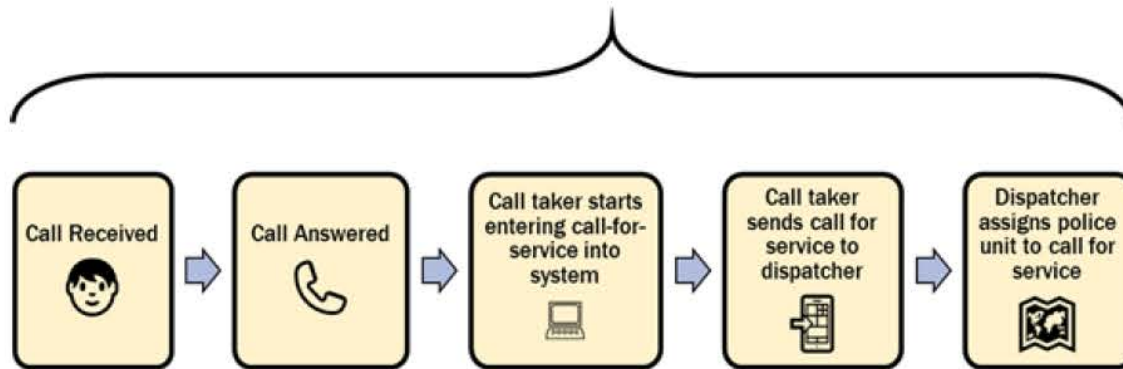
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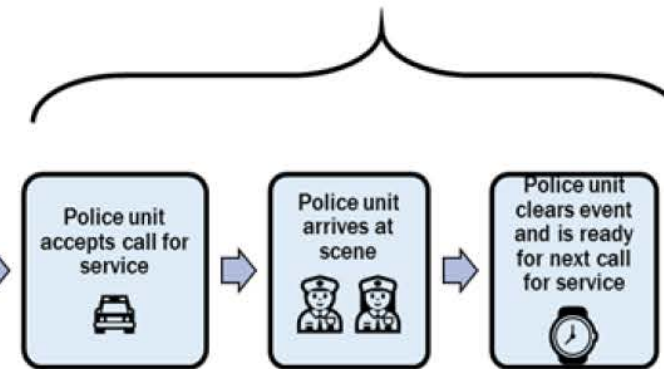
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Toronto Police Service - Audit of 9-1-1 Public Safety Answering Point Operations



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



Video: Audit of 9-1-1 PSAP Operations



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

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

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



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

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

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

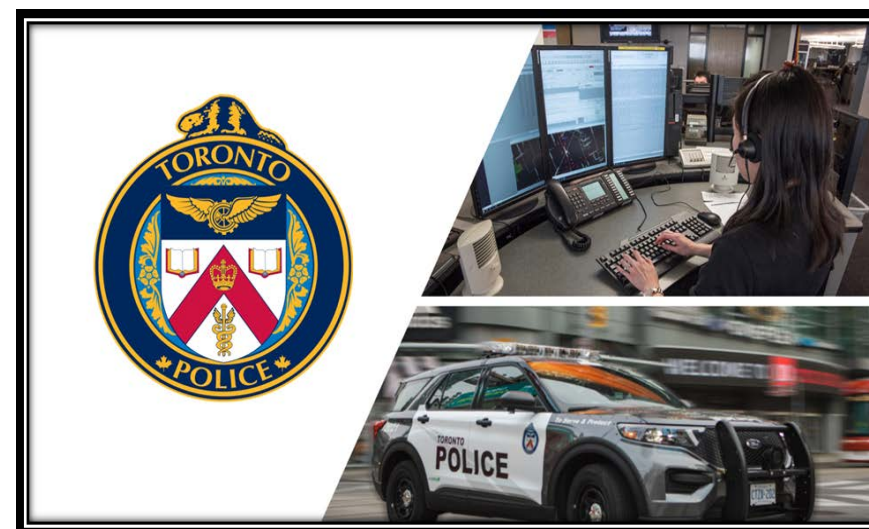
**Key Common Themes:
Toronto Police Service – Audit of 9-1-1 Operations &
Review of Opportunities to Support More Effective Responses to
Calls for Service**

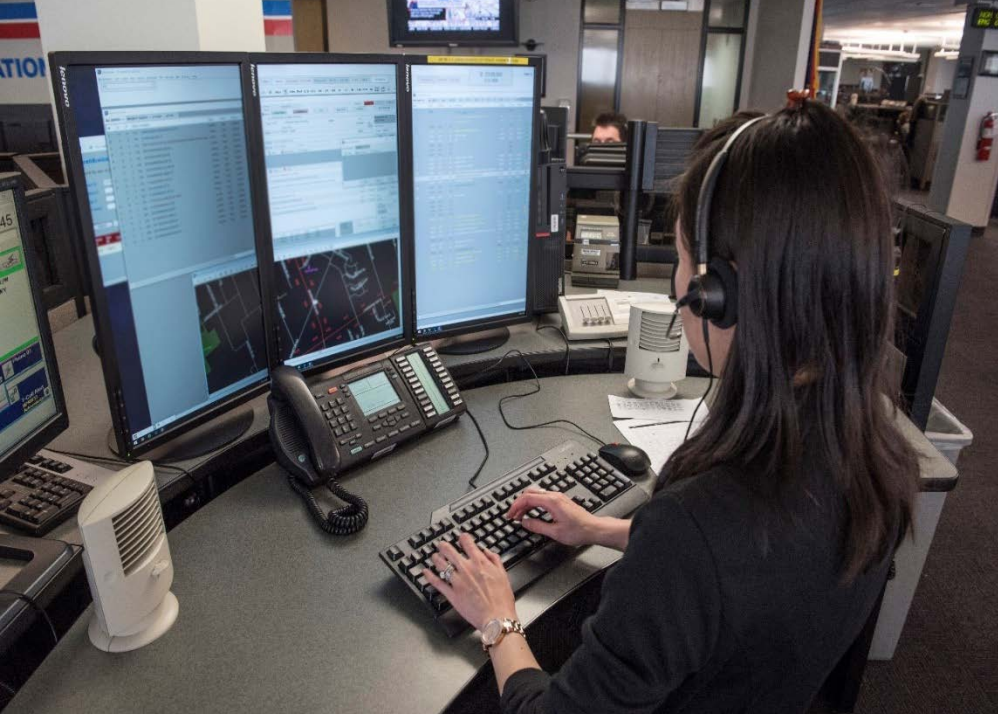
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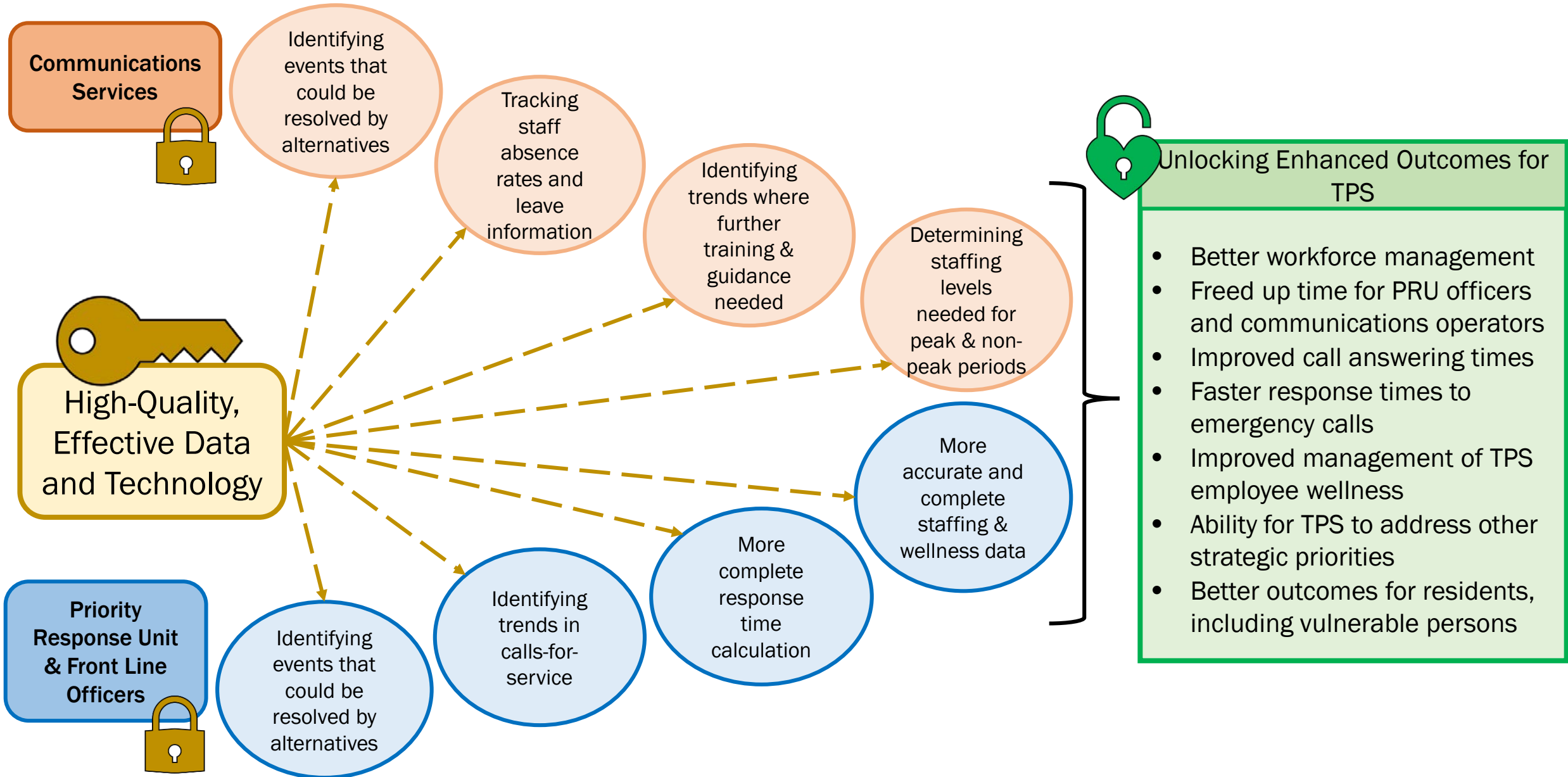




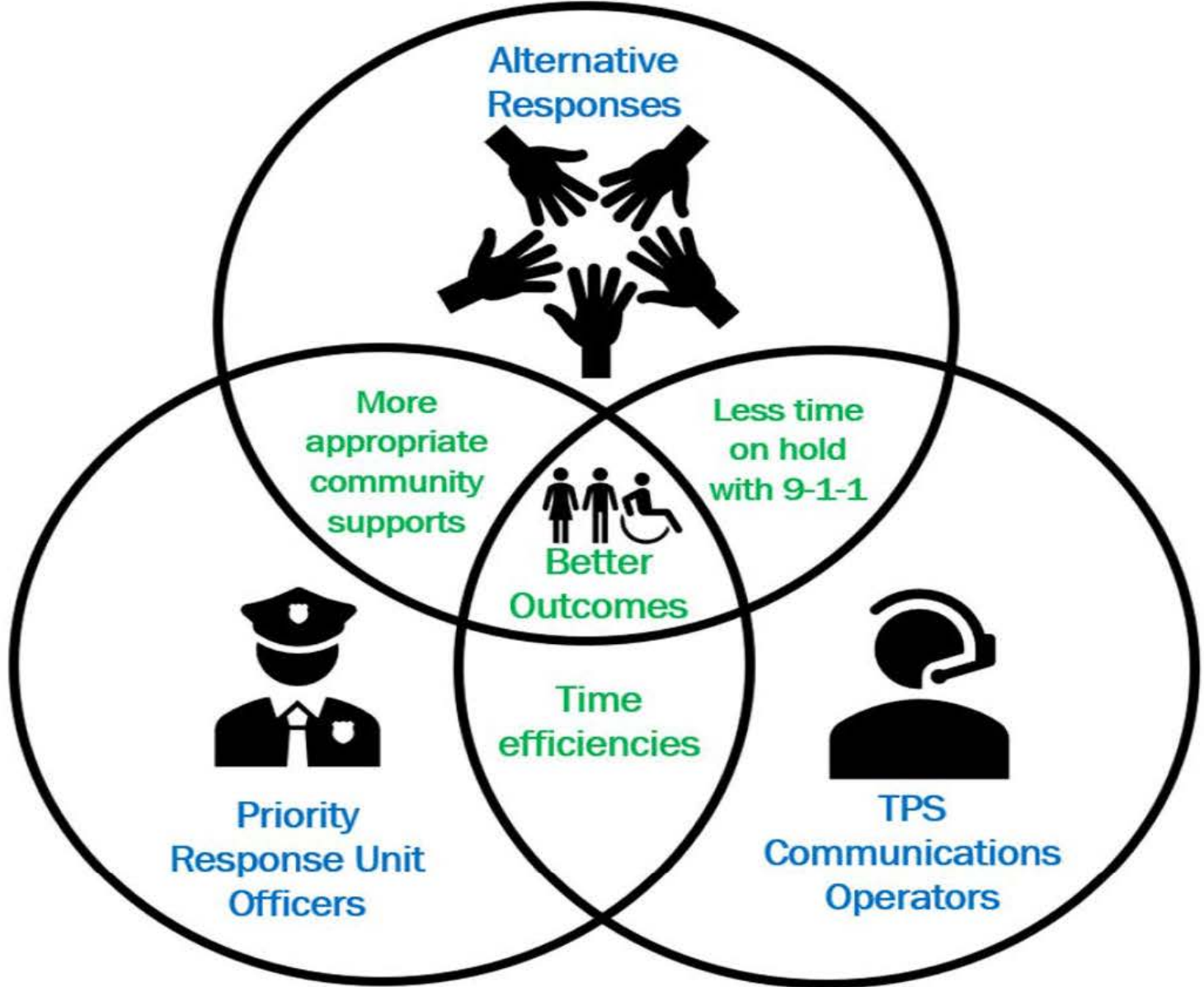
Key Common Themes From the 2 Reports

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

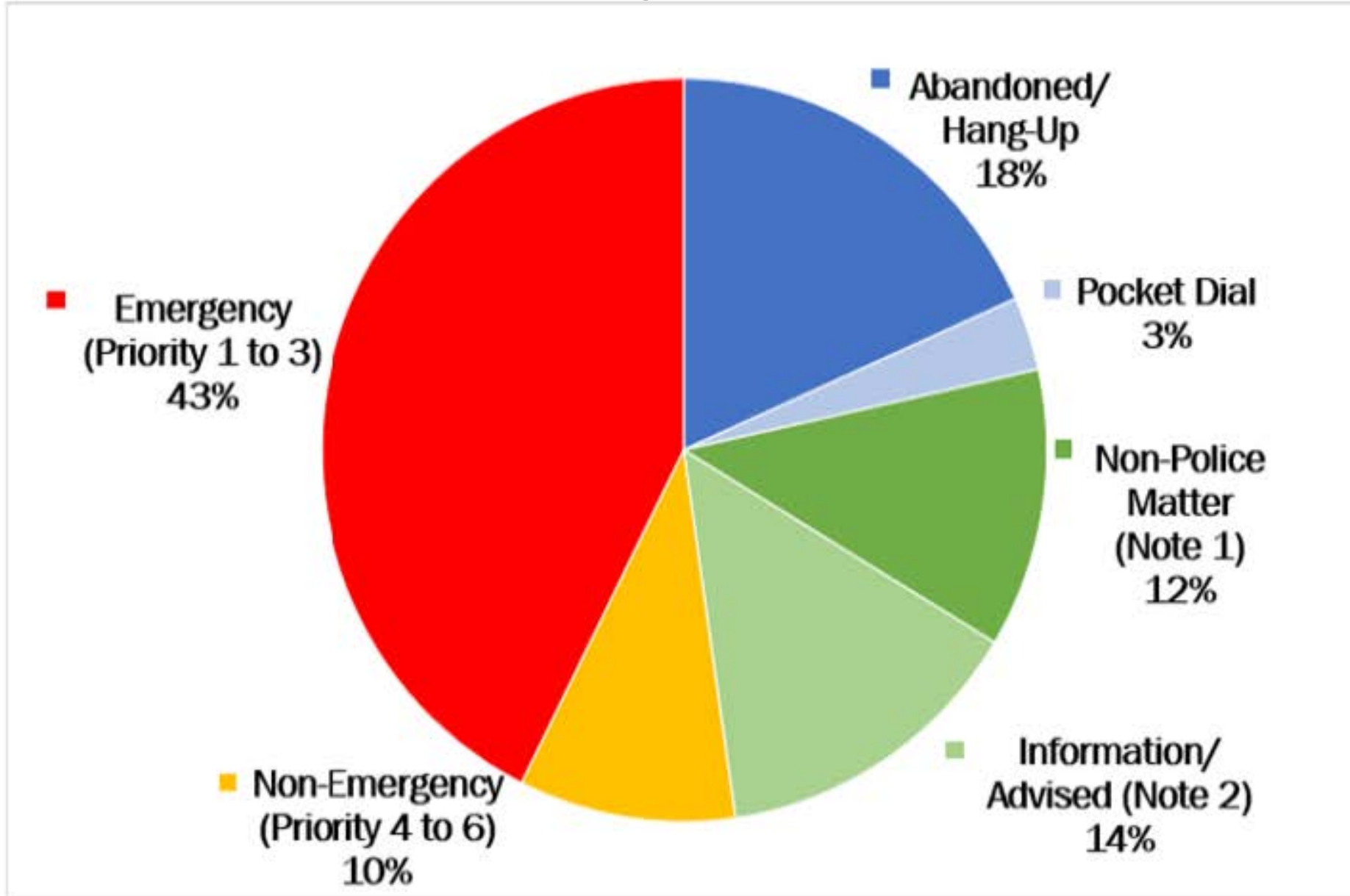
1. Modernize Information Systems to get Better Information



2. Further Embracing and Growing Alternative Responses



3. Build Greater Community Education and Awareness



4. TPS Needs to Improve its Response Times and 9-1-1 Call Answer Times

Response Times are Very high

Average Response Times from January 2017 to September 2021 and 2019 Performance Compared to 1995 Targets

Priority Level	Average Response Time (Minutes)				
	2017	2018	2019	2020	Jan to Sept 2021
1	16.0	18.4	19.1	15.0	17.5
2	42.6	45.5	50.0	39.2	45.9
3	74.5	85.6	95.4	67.8	92.6
4	94.6	109.2	120.3	89.4	110.9
5	58.5	76.4	320.2	253.7	319.8
6	189.9	268.2	299.2	244.9	282.2

Priority Level	2019 Performance Compared to Targets	
	1995 Target (mins)	% Not Met
1	6	72%
2	6	92%
3	6	96%
4	60	41%
5	60	67%
6	60	57%

Service Level Standard: 15 seconds to answer 90% of the time

Number of Days TPS Fully Met Standard is low

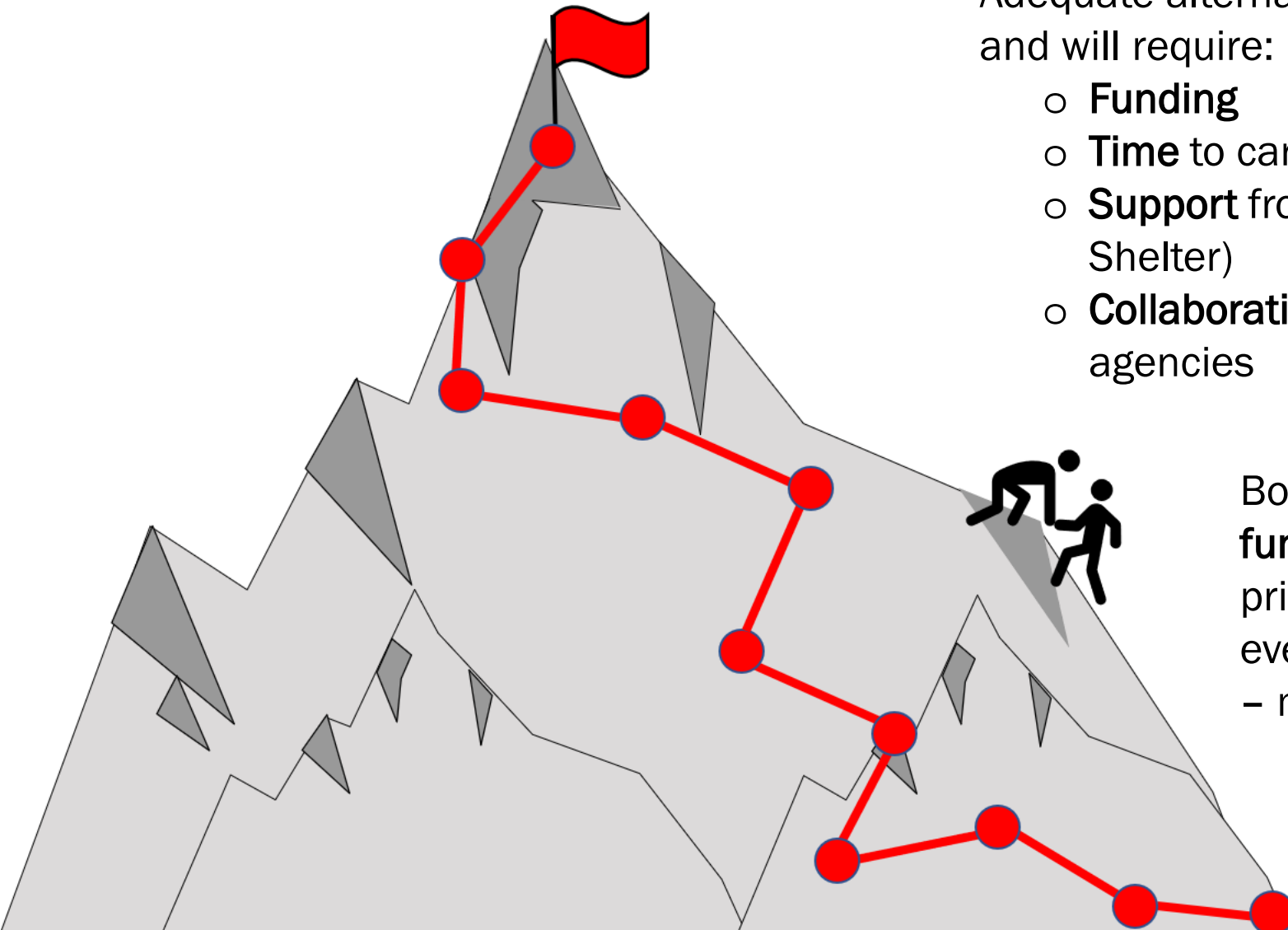
	2018		2019		2020		2021	
	# days	% of days	# days	% of days	# days	% of days	# days	% of days
Met Standard (>=90%) ¹	2	1%	6	2%	53	14%	10	3%
Not Met Standard (<90%) ²	363	99%	359	98%	313	86%	355	97%
Total	365		365		366		365	

5. A Journey Towards Change

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

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

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



Key Overall Next Steps Needed

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

Key Overall Steps Needed (Continued)

3. **TPS needs to modernize its information systems and improve the way that data is captured and leveraged**, to provide the information needed for alternative strategies, and to improve workforce management and inform decision making.
4. **TPS needs to improve its response times for emergency calls and 9-1-1 call wait times.**
5. **The public** plays a role: Only call 9-1-1 for emergencies and to become aware of non-emergency numbers and resources that provide the community with help

Moving Forward Together

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

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

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