

## City's Road Map to Start Addressing Recommendations to City – Auditor General's Reports of Toronto Police Service (TPS)

Actions by Starting Time and Recommendation Area	Key Stakeholders Involved	Why it Can Start in this Timing
<b>Short-term (starting within 6 months)</b>		
<p><b>Public Education and Targeted Awareness Campaigns</b> – reduce number of non-emergency calls coming through 9-1-1, including abandoned calls and pocket dials, consider 3 digit number for police non-emergency line, increase awareness of non-emergency numbers and resources (including 2-1-1<sup>1</sup>, 3-1-1), address public perception and stigmas related to mental health and homelessness. Coordinate with TPS, particularly on areas for targeted awareness campaigns.</p> <p><b>Mental Health Pilots</b> – ensure that remaining 2 pilots are rolled out and that all 4 pilots and use of 2-1-1 line are effective (also consult and work together with community). City Council needs to advocate that additional funding is needed from provincial and federal government for future roll-out of additional mental health response and resources.</p> <ul style="list-style-type: none"> <li>• Individuals experiencing or witnessing a mental health crisis can access the Toronto Community Crisis Service by calling either 2-1-1 or 9-1-1. There are currently two pilots actively running in Toronto, with another two planned for July 2022.</li> <li>• Alternatively, residents can call 2-1-1 directly to be connected with mobile crisis response teams.</li> </ul> <p><b>See Ambulance calls</b> - ensure Priority Response Unit (PRU) officers are only called to assist Toronto Paramedic Services when needed and protocols followed</p> <ul style="list-style-type: none"> <li>• re-visit the protocol between Toronto Police Service (TPS) and Toronto Paramedic Services, particularly related to the presence of alcohol</li> <li>• reasons for police notification must be clearly documented.</li> <li>• regular joint evaluations between TPS and Toronto Paramedic Services of See Ambulance calls to determine whether procedures have been properly implemented</li> </ul> <p><b>Community Dispute Mediation Pilots</b> – re-start City's pilots (post COVID) in this area and evaluate, potentially roll out further.</p>	<p>City Communications, TPS/TPSB</p> <p>City – SDFA, TPS, community agencies/members</p> <p>City – Toronto Paramedic Services, TPS</p> <p>City – MLS</p>	<p>All stakeholders agree that this action is needed as soon as possible</p> <p>City's Toronto Community Crisis Service (TCCS) mental health pilots already exist and have started</p> <p>Policies and protocols already in place between Toronto Paramedic Services and TPS, it is a matter of following protocols</p> <p>City has already started pilots in this area with St. Stephen's and Warden Wood</p>

<sup>1</sup> For social service resources and mental health pilots initially, then when mental health pilots and other alternative non-police responses (e.g. Streets to homes) are further rolled out, consider re-branding 2-1-1 as a Community Distress Line

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<ul style="list-style-type: none"> <li>The City has already piloted community mediation dispute programs through MLS. MLS has previously engaged the St. Stephen's Community House (The Neighbourhood Group) and Warden Woods Community Centre for the delivery of community mediation services and has reported positive outcomes. The City should consider if this program can be expanded beyond by-law issues as an alternative to address dispute calls for service.</li> </ul> <p><a href="#">*Alternative Dispute Resolution Review (toronto.ca)</a>  <a href="#">*Update on Pilot Mediation Referral Program (toronto.ca)</a></p> <p><b>Toronto Community Housing Corporation (TCHC) Buildings – Disputes, repeat locations for calls for service, Check for Well-Being</b></p> <ul style="list-style-type: none"> <li>We noted a number of recurring Dispute calls for service at addresses associated with TCHC properties. TCHC has a Community Safety Unit which includes Special Constables (although limited in capacity).</li> <li>TCHC may be able to further leverage this unit as well as a community mediation model to address certain low-risk, non-emergency calls for service. TCHC CEO has confirmed he is on board with our recommendation. <sup>2</sup></li> <li>We also noted a number of recurring Check Well-Being calls for service at addresses associated with TCHC properties (some now fall under Toronto Seniors Housing Corporation – coordination may be required for these recent changes). TCHC is already conducting wellness checks for some residents during COVID-19. TCHC may continue offering this service to address certain low-risk, non-emergency Check Well-Being calls for service.</li> </ul>	<p>City – TCHC (Special Constables), TPS/TPSB</p>	<p>Note: Further rolling out additional pilots dependent on funding</p> <p>TCHC already has Community Safety Unit and Special Constables, TCHC CEO confirmed he agrees with recommendation. The Neighbourhood Group (TNG) has also indicated interest in assisting TCHC on some of these calls for service.</p> <p>Note: Additional TCHC Special Constables may be required, dependent on funding.</p>
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<sup>2</sup> The Neighbourhood Group (TNG) which merged with St. Stephen's Community House, is a non-profit organization that offers a free and voluntary service that helps people with conflicts involving neighbours, inter-family disputes, by-law issues and more. They indicated interest in assisting TCHC in a recent article: "Along with the Toronto Police Service, Axford and Bruer hope that TNG could also develop a formal contract with Toronto Community Housing which they say would relieve the corporation from answering so many tenant to tenant conflicts; and the police wouldn't have to be called in for what officers' regard as nuisance calls." <https://www.stjamestown.org/2021/10/01/de-escalating-conflicts-through-community-mediation/>

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<p><b>Homelessness and Unwanted Guests</b></p> <ul style="list-style-type: none"> <li>• The City's Streets to Homes outreach program already exists, but needs to be expanded, to provide both proactive and alternative responses for people experiencing homelessness. This could start within the City's existing funding envelope with a pilot approach for those repeat locations identified in our report with TPS's data and working together with those local businesses.             <ul style="list-style-type: none"> <li>○ The City's Shelter Support and Housing Administration Division operates a Street to Homes program providing street outreach services and housing follow-up supports to assist people who are sleeping outdoors or who are street-involved to find and keep housing. Management has indicated that staffing is limited, and it can sometimes take a very long time for teams to respond to needs for service across the City. Further, the teams are not designed to act as an emergency service to respond to events in real-time.</li> </ul> </li> <li>• Capacity in the City's shelter system and safe beds program is limited. The City needs to communicate to the other levels of government 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.</li> <li>• A longer-term plan needs to be developed in consultation with local businesses, BIA's, the community, and consider good practices from other jurisdictions.</li> </ul>	<p>City – SSHA, SDFA, TPS/TPSB, community agencies, local businesses/BIA's, and community members</p>	<p>City has Streets to Homes outreach program in place already</p> <p>Note: Additional resources will be required for Streets to Home, dependent on funding.</p>
<p><b>Intermediate (Starting in less than one year)</b></p>		
<p><b>Noisy Small Gatherings</b></p> <ul style="list-style-type: none"> <li>• consider whether MLS could respond to certain noisy small gatherings</li> <li>• perform an assessment of the cost effectiveness of an 'on-demand' model and an evaluation of the risks that may be involved in sending by-law officers to resolve these calls for service</li> <li>• improve data sharing between TPS and MLS (e.g. addresses where police respond to noisy parties to reduce calls.</li> </ul>	<p>City – MLS, TPS</p>	<p>MLS has by-law officers who respond to noise complaints</p>

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<p><b>Fire/Ambulance/Police – interconnected communication</b> on calls for service – I/CAD system. In addition to providing more effective communication between the emergency responders, it will assist so that if are police no longer needed on a call, they should know before arriving.</p> <p><b>Mental Health Pilot Evaluations:</b> The mental health pilots (including TPS's Gerstein call centre pilot) should be evaluated jointly with TPS, and rolled out further pending evaluation results, work together with TPS/TPSB on additional data to inform future roll outs and coordinate on future roll outs. Note: these pilots also include the 'check well-being' category and could include 'unwanted guest' and/or other relevant categories when it makes sense to do so.</p> <p><b>311 Referrals</b> A joint <i>Non-Emergency Calls and Dispatch Steering Group</i> between the City and TPS was set up previously with the goal of identifying the appropriate agency/organization to respond to non-emergency calls. However, we still found members of the public appeared to express displeasure about being re-directed between TPS and 3-1-1 Toronto for issues they required assistance with.</p> <ul style="list-style-type: none"> <li>• Documenting and analyzing the reasons why callers are transferred may provide insights to help assess the effectiveness of call diversion strategies and if roles and responsibilities are fully understood by staff.</li> <li>• Regular joint evaluation between TPS and the City will be required.</li> </ul>	<p>City – Toronto Paramedic Services, Toronto Fire Services, TPS/TPSB</p> <p>City – SDFA, TPS/TPSB</p> <p>City – 3-1-1 Toronto, TPS/TPSB</p>	<p>Fire and Ambulance have both suggested an interconnected system with TPS</p> <p>Both pilots already planning to have evaluations conducted</p> <p>City and TPS have previously created a steering group to tackle this area – agreement on diverting more calls to 311 and they can start to analyze data and evaluate.</p>
<p><b>Long-term (more than one year)</b></p>		
<p><b>Additional Mental Health Alternative Responses and Support (funding required from provincial and federal government)</b> Dependent upon additional funding from provincial and federal government for mental health and homelessness/housing, consider increased coverage and resources for mental health preventive supports, additional coverage of alternative responses to calls (meeting established criteria) for people experiencing mental health crises, and housing supports.</p>	<p>City – City Council, City Manager, SDFA, TPS/TPSB</p>	<p>Mental health and housing are also responsibilities of the provincial and federal government</p>

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<p><b>Homelessness and Unwanted Guests</b>          Implement the long-term plan to provide better supports and resources to people experiencing homelessness, dependent upon funding. Increase the capacity of the City's shelter system and the Safe Beds program, dependent upon funding.</p> <p><b>311 Referrals</b></p> <ul style="list-style-type: none"> <li>• Using data shared between 311 Toronto and TPS and the analysis conducted on the reasons why callers are transferred, regularly and jointly assess the effectiveness of call diversion strategies and if roles and responsibilities are fully understood by staff.</li> <li>• Coordination could include other entities depending on reasons identified, e.g. Toronto Hydro and Animal Services.</li> <li>• Successful call diversion to 311 is dependent on public awareness as well as effective and timely alternative responses being in place – why this portion has been included in longer-term timing.</li> </ul> <p><b>Additional Areas for Alternative non-police response</b>          Using TPS's data and data from 211 and 311, City and TPS/TPSB work together to identify any additional event types and criteria, as well as repeat locations where a non-police alternative response may be appropriate</p>	<p>City – SSHA, SDFA, TPS/TPSB, community agencies, local businesses/BIA's, and community members</p> <p>City – 311 Toronto, MLS, Toronto Hydro, Animal Services, TPS/TPSB</p> <p>City – City Manager's office, SDFA, 311 Toronto, TPS/TPSB, community members</p>	<p>City has Streets to Homes outreach program in place already</p> <p>Note: Further expansion dependent on resourcing, also requires planning for new approach. Some pilot programs could be started, e.g. repeat locations identified.</p> <p>Success of 3-1-1 call diversion is dependent on effective and timely alternatives being set up first and public awareness.</p> <p>Our report identified 6 event types to begin with, but there could be additional areas for the City and TPS to explore further in the future</p>
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