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2023 OPERATING BUDGET BRIEFING NOTE

Toronto Police Service – Implementation of SafeTO in 2023

Issue/Background:

- On January 13, 2023, the Budget Committee requested the Chief of the Toronto Police Service (the Service) to provide a briefing note on the implementation of SafeTO in 2023, anticipated actions and dedicated resources, including:
 - Summary of the Service commitments and actions under SafeTO;
 - Priority actions and timelines for implementation of key actions/recommendations;
 - Anticipated outcomes and deliverables for 2023; and
 - Resources dedicated in 2023 Budget (number of staff, dollar amount allocated).

Key Points:

- The implementation of [SafeTO, Toronto's 10-Year Community Safety and Well-being Plan](#) is led by the City's Social Development Finance and Administration (SDFA) Division. The Service actively participated in the design of SafeTO and remains committed to supporting the SafeTO Implementation Plan as per the [Toronto Police Services Board endorsement](#) and adoption of the Plan.
- The Service mobilizes existing resources within its core budget to advance goals and actions within SafeTO and is working with City staff to finalize resource requirements in order to advance priority actions, initiatives and infrastructure actions identified in the [SafeTO Implementation Work Plan](#).
- Through its core service delivery, the Service is engaged daily in activities that address issues related to SafeTO. While the implementation of SafeTO will include work to innovate how many of these services are coordinated and delivered, the Service is actively engaged in the provision of services that span the following areas of the community safety and well-being plan framework identified through SafeTO: Emergency Response, Risk Intervention Prevention and Social Development.

- Drawing distinction between core service delivery and activities supporting SafeTO creates some challenges in isolating efforts associated with every aspect of the Service's involvement in SafeTO.
- One obvious example of an existing activity that directly advances SafeTO priority actions is the Gun and Gang Strategy. It cannot be assumed that the total funding allocated to the Gun and Gang Strategy can be attributed to SafeTO as the Service would continue the Gun and Gang Strategy in the absence of SafeTO.
- Another example that indirectly supports the SafeTO priority actions is the Crisis Call Diversion Pilot currently underway in partnership with Gerstein. This important pilot is being undertaken by the Service without requesting an increase to the budget but directly enhances the implementation of the Toronto Community Crisis Service, a priority action under SafeTO.
- Over and above the direct and operational costs associated with implementing SafeTO, there are also corporate or institutional costs, including participation in development, implementation, and evaluation. These contributions by civilian and sworn members of the Service are currently untracked and therefore cannot be specifically attributed to the ongoing implementation and success of SafeTO. The Service is dedicated to supporting the ongoing implementation of SafeTO and plans to develop a comprehensive approach to tracking resources dedicated to supporting various SafeTO activities in 2023.
- To draw the distinction, this briefing note will focus on the priority actions, initiatives and infrastructure actions identified in the SafeTO Implementation Work Plan or related key multi-sector initiatives.

SafeTO Implementation Plan Priority Actions

Action 1.3: Embed the Community Crisis Support Service as a Well-Resourced First-Response Service City-Wide

Key Actions and Deliverables

- The Service's Strategy Management Unit invests time and resources supporting the development, ongoing implementation, and evaluation of the Toronto Community Crisis Service pilot, launched in March 2022. The launch of the pilot has also benefited from the launch of the Service's Crisis Call Diversion pilot with Gerstein which has been extended for a second year.
- The Toronto Police Communications Centre management team have also invested considerable time in developing workflow models for the Toronto Community Crisis Service pilot. The Service's Public Safety Answering Point (911) remains one of the central points of contact for Torontonians who are in crisis. When calls for service are within the scope of the Toronto Community Crisis Service, calls are transferred to 211 for triage and assignment. When a Toronto Community Crisis Service team is not suitable, the call may come back

to the Service for appropriate triage and response. The Service is committed to supporting the ongoing implementation, capacity building, maintenance and evaluation of both models in 2023.

Action 2.1: Develop a Comprehensive Multi-Sector Gun Violence Reduction Plan

Key Actions and Deliverables

- Building on existing collaboration efforts called for by community advocates, the Toronto City Council adoption of the SafeTO Implementation Plan enabled the continuation and expansion of the Executive Leadership Team (ELT) which now consists of Toronto Police Service, City of Toronto, Toronto Public Health, Toronto Community Housing, Toronto District School Board, Toronto Catholic District School Board, Toronto Transit Commission and the Provincial Ministries of Children, Community & Social Services, Solicitor General and Attorney General. The table is co-chaired between the Service and the City, actively guiding greater coordination of various sectors in response to gun and gang activity, the ELT will implement opportunities for community participation in design and oversight of a Multi-Sector Gun Violence reduction plan through the creation of a Toronto Office to Prevent Gun Violence.
- As an expansion of the Short-term Community Safety Pilot mobilized in 2021, in the summer of 2022, under the direction of the ELT and an operational Steering Committee, Integrated Safety Coordination teams consisting of multi-sector partners convened to identify opportunities for enhanced coordination in the areas gun violence prevention, intervention, response and recovery in prioritized geographic areas. The Service committed officers from 12 Divisions inclusive of Neighborhood Community Officers to mobilize prevention, intervention, and strategic enforcement efforts to prevent gun and gang activity.
- An interim work plan has been identified to create the Toronto Office to Prevent Gun Violence that will consist of multi-sector staff and community. The work plan identifies infrastructure, collaborative analytics and learning, interventions, community engagement and communication actions over Q1 and Q2 in 2023 that will engage community in the creation of the office. In addition to the Service's commitment and resources dedicated to the reduction of gun violence, the Service anticipates dedicating a full time uniform officer to this office.
- The Service has long been committed to prevention, intervention and strategic enforcement efforts as it relates to gun and gang activity. In 2021, the Service delivered its Gun and Gang Strategy Framework. The strategy was designed to provide a coordinated response to gun and gang activity with a public health lens in partnership with our communities and guided by the City of Toronto's SafeTO – Community Safety and Wellbeing Plan.

- TPS Centralized Shooting Response Team, which assists the Service in delivering investigative excellence related to shooting events, supports SafeTO by attempting to identify root causes for shootings.
- Although the Service tracks many of its activities in relation to SafeTO, it is often difficult to quantify to what extent a core policing activity is also contributing to the holistic efforts of SafeTO.

Action 2.3: Strengthen Community Crisis Response Protocols to Better Support Victims and Communities Impacted by Violence

Key Actions and Deliverables

- The Service supports the work of the City's Community Crisis Response Program as part of the Service's core operations and remains committed to this initiative for 2023. Toronto Police Service's Community Partnership and Engagement Unit (CPEU) provides dedicated support to the Critical Incident Response Committee co-led by Victim Services Toronto and the City's Community Crisis Response Program.
- The Committee is working to strengthen the collaboration of victim support organizations by developing integrated referral pathways for communities affected by community violence and mass casualty events.
- The Service's ongoing work to prevent and respond to gender-based and intimate partner violence is another example of how core services advance actions identified in SafeTO.

Action 7.1: Develop a Comprehensive Strategy to Share, Integrate and Analyze Data across Multiple Institutions for the Purpose of Informing Real-time Policy Development and Service Planning

Key Actions and Deliverables

- The Service remains committed to the design and implementation of SafeTO Collaborative Analytics and Learning Environment (SCALE). In 2023, dedicated and supportive staff will continue to support the development of a Data Strategy which will definitively outline the principles, governance and processes required to outline the public health approach outlined in SafeTO.
- Collaborative memorandums of understanding, privacy impact assessments, data modelling, data linkage, advanced multi-sector analytics and insights are vital components of the ongoing monitoring and evaluation of SafeTO and will

transform multi-sector prevention strategies. The Service remains committed to this work throughout 2023.

- The Service anticipates supporting SCALE by dedicating a full time civilian member from the Analytics and Innovation Unit, as well as providing in-kind support by Information Management teams, Legal Services, and various Subject Matter Experts from across the Service.

SafeTO Implementation Plan Initiatives

Action 1.5: Advance Strategies, Programs and Services that Reduce Harm Related to Substance Use

Key Actions and Deliverables

- Through core operations, the Service remains committed to the ongoing implementation of City and Public Health approaches that reduce harm related to substance use.

Action 4.3: Strengthen Access to Community Justice by Prioritizing Culturally Responsive Reintegration and Restorative Practices, including Justice Centres

Key Actions and Deliverables

- The Service is supporting the Ministry of Attorney General and City of Toronto on the ongoing implementation of Justice Centres. The Service has modified core operations to support direct releases and timely transfer of information to support the holistic life stabilization efforts of Justice Centres.

Action 6.1: Embed Transparent and accountable Monitoring and Reporting Practices into Integrated Place-Based Planning

Key Actions and Deliverables

- The Service's ongoing support for the Yonge Dundas Leadership Table and neighbourhood mobilizations will expand in 2023 to meet the demand of increased community safety & well-being challenges across the downtown core.

Action 7.2: Advancing Policing and Law Enforcement Reform

Key Actions and Deliverables

- The Service is dedicated to addressing the findings and recommendations from key reports and independent reviews that have identified areas in need of improvement:
 - The City's Auditor General Reports: implementing the recommendations from these reports, including those calling for ensuring that adequate resources are in place to address priority areas, alternative responses and improved 9-1-1 call answering times. This includes the hiring plan which will see an additional 200 officers (compared to December 2022), 20 additional Communications Operators and 90 Special Constables in 2023, as well as an additional 200 officers deployed in 2024.
 - Justice Epstein's Missing and Missed Report: continuing to implement the 151 recommendations for missing person cases remains a priority in 2023, with a major focus to establish a fully functional Major Case Management Unit. The Service will be adding 22 officers in 2023 that will be assigned to the major case management function.
 - The Board's 81 directions for Police Reform: the Service also continues to implement the remaining directions for reform provided by the Board in 2020. At this stage, 70% of these directions have been implemented, with the balance targeted for implementation by fall 2023.
 - The Service released findings from the first phase of its Race-Based Data Collection (RBDC) Strategy, aimed at understanding and assessing racial disparities in strip searches and reportable use of force incidents in 2020 in a sector leading analytical process. An initial plan with 38 action items has been identified in order to address the results to eliminate disparities and move the Service forward in the ultimate goal of providing fair and equitable policing for all. The plan will help the Service adjust policies and practices to eliminate systemic bias. The Service will continue to work with communities, our members, and our partners to further the progress in this area and to identify additional areas where we can do better.

SafeTO Implementation Plan Infrastructure Actions

Action 7.3: Strengthen Multi-sector Collaboration through Partnership and Investment

Key Actions and Deliverables

- The Service has established a process where both the Community Partnerships and Engagement Unit and Divisional initiatives are championed to assist individuals, families, and communities. This response explores crime prevention/crime prevention reduction initiatives, program duplication and will compare delivery to the City of Toronto's SafeTO. The comparison is paramount to ensure both the Service and the City of Toronto crime prevention /crime reduction initiatives are aligned with the principles of CSWB as directed by the Government of Ontario.
- The Service will continue to partner with the City and United Way of Greater Toronto to provide dedicated staffing and backbone coordination support for the ongoing implementation of Furthering Our Communities Uniting Services (F.O.C.U.S.) Toronto that responded to 1,103 situations of Acutely Elevated Risk in 2022 in partnership with over 156 organizations.
- The Service will dedicate five officers to FOCUS Toronto along with complimentary management, coordination, and divisional supports throughout 2023.

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