
2025 OPERATING BUDGET BRIEFING NOTE

Update on Implementation of Auditor General Recommendations to the Toronto Police Service

Issues/Background:

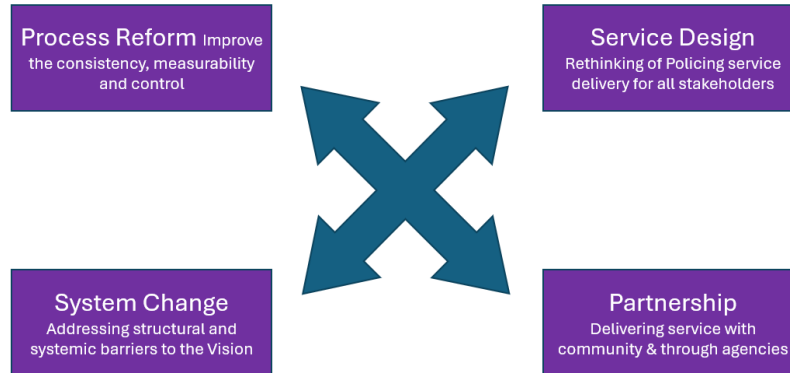
- This briefing note responds to a request from Budget Committee, at its January 16, 2025, meeting, to provide a qualitative and (where practical) quantitative summary of the implementation of the Auditor General's recommendations to the Toronto Police Service, from the reports dated June 14, 2022.
- The Toronto Police Service ("Service") continues to actively work to implement the recommendations stemming from the Auditor General of Toronto's ("AG") June 2022 reports, with all recommendations directed to the Service currently either completed or in progress.
- A report to the Toronto Police Service Board outlining the full details of the Service's work on AG recommendation implementation will be submitted in July 2025.
- The Service will also collaborate and assist with a planned second quarter 2025 update report to City Council, coordinated by the Deputy City Manager's Office, Community and Social Services, on the recommendations that are being co-led by the Service and the City.

Key Points:

- At present, the Service has completed 29 out of the 51 Recommendations: 11 of the recommendations in the Calls For Service audit, and 18 of the recommendations in the 9-1-1 Operations audit. All other recommendations are either in progress or supported by the Service.
- All recommendations that the Service has deemed completed are still subject to verification by the AG's office, which is anticipated to begin in the second quarter of 2025.
- 2024 saw competing projects and priorities within the Corporate Projects Unit (formerly called Strategy Management) of the Toronto Police Service. Team members continue to prioritize implementing project activities and to complete conclusion documentation to be entered into AG's TeamMate audit system.

- Some key achievements in 2024 that align with recommendation implementation include:
 - Successful completion of phase one of the transition to Next Generation 9-1-1 (NG9-1-1) services in July 2024.
 - In partnership with the Toronto Police Association, contracting Environics Analytics to build 2 interdependent staffing models to support more strategic deployment of Primary Response Unit (PRU) resources.
 - In partnership with numerous City agencies, launching the Make the Right Call advertising campaign in October 2024, to ensure members of the public understand when to call either 911, 311, 211, or the Service's non-emergency number (416-808-2222).
 - Supporting the City-wide expansion of the Toronto Community Crisis Service.
 - Approval by the Toronto Police Service Board of a multi-year hiring plan, which will enable the Service to continue to increase resourcing in the critical service areas of Primary Response and the 9-1-1 Operations Centre, as recommended by the AG.
 - Collaboration with City partners via the Non-Emergency Response Steering Committee (and related Working Group) to better align our processes and messaging to the community around responding to non-emergency calls, including noisy parties.
- For 2025, the Service's AG recommendation implementation efforts are focused on the following:
 - Prioritizing the upload of all conclusion documentation for completed recommendations and update information for all other recs into the AG's TeamMate platform by the end of the first quarter of 2025.
 - Supporting transformation efforts within the Service's newly formed Strategy and Transformation pillar by aligning all recommendations made under several different reports and programs (including outstanding AG recommendations) within a consistent model of reforms and planning. The objective is to generate more fruitful reforms by executing all police reform implementation work through 4 pillars of change:

Pillars of Change



- Supporting the Service's Digital Program team in their Call Diversion workstream: improved online reporting capabilities, video response, and tools to support the 911 operations centre. These community-facing tools will both improve service delivery and reduce demand on police.
- Operationalizing the Environics Analytics staffing analysis models and finalizing a framework for setting time targets for PRU calls (by priority type).
- Working with project team to ensure outstanding AG recommendations with a dependency on implementation of our new Records Management System are included in the planning backlog for iterative builds/configurations.
- Subject to any additional resourcing challenges, the implementation project team is forecasting that all outstanding AG recommendations directed at the Service that do not have a dependency on the new Niche Records Management System implementation will be completed and ready for AG verification by the end of the fourth quarter of 2025.

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