

EXECUTIVE SUMMARY

Toronto is a large and complex city. It is vibrant and dynamic, with diverse multicultural and multiracial communities. As Toronto has grown and changed, the Toronto Police Service (“the Service”) has responded effectively in many areas and can be proud of its accomplishments.

There have also been challenges and mistakes, including programs such as the Toronto Anti-Violence Intervention Strategy (TAVIS) which, when implemented improperly, impacted relationships and trust with a number of communities, as well as the Service’s reputation on a larger scale.

The Transformational Task Force was created because the expectations that our city has of its police service are continuing to change – fundamental expectations related to accountability, collaboration and inclusiveness, greater openness and transparency of information and decision-making, as well as sustainability and affordability. But also expectations that our police service will be an effective partner with all communities, including and especially with marginalized communities, where Service members can have a positive impact on deeper challenges related to social inequality, poverty, inequality of opportunity, discrimination, and systemic racism.

In February 2016, the Task Force began work on a plan to modernize the Service to ensure it can keep pace with changing public expectations. In this interim report, we describe a community-centred vision of excellence and leadership that will provide the Service with a strong foundation, as well as 24 interim recommendations where work can begin now. We will be expanding on that foundation and making more recommendations in our final report, which will be completed at the end of December 2016, for presentation to the Toronto Police Services Board (“the Board”) in January.

Our vision is reflected in a new community-centred service delivery model with three goals:



Goal 1

Be where the public needs the Service the most

Goal 2

Embrace partnerships to create safe communities

Goal 3

Focus on the complex needs of a large city

We have an opportunity to redefine, revitalize, and modernize the Service to achieve a new level of excellence and leadership. The implementation of our interim recommendations, as well as those in our final report, will result in a strengthened and trusted police



presence in our communities and neighbourhoods. The implementation of our interim recommendations will recognize the need for multi-faceted local strategies and solutions.

The proposed service delivery model represents unprecedented change for the Service and our city. But successful implementation will require an equally unprecedented alignment of the public, elected officials, members of the Board, senior leadership of the Service, members of the Service, and the collective bargaining agents – the Toronto Police Association, and the Senior Officers' Organization. All of us together must choose to empower the Service to seize this opportunity.

Our roadmap for a modern Toronto Police Service includes major changes in five areas:

1 HOW WE RELATE TO THE PUBLIC: FOCUSING ON SAFE COMMUNITIES + NEIGHBOURHOODS

The centrepiece of the new service delivery model is a renewed, more integrated and intensified investment in building safe communities and neighbourhoods, with officers focused on local problem solving.

In this model, all officers will not only be protectors and guardians of public safety, but also facilitators, problem solvers, and collaborative partners. They will be known, valued, and trusted as members of the community. They will have the skills, knowledge, experience, and emotional intelligence to build strong relationships

and facilitate local strategies to keep individuals and communities safe.

Through an investment in mobile smart technology, officers will work in their assigned neighbourhoods every day, sometimes in cars, but also on foot and bikes. They will deliver services more flexibly from appropriate locations – a school, a community centre, or even on a park bench with a person in need – and will be accessible by phone, email, text messages, social media, and an enhanced Toronto Police Service mobile application (app).

Consistent with the emphasis on communities, we have heard the concerns with TAVIS and are recommending it be disbanded and its resources deployed to other priorities.



2 HOW WE DELIVER OUR SERVICES: FROM PRIMARY TO PRIORITY RESPONSE

To enable the Service to implement the new model and enhance its presence in communities through neighbourhood officers, we are recommending a shift from primary to priority response. This shift will reduce the amount of time police officers spend responding to non-emergency calls for service and situations that fall within the mandates of other organizations. Based on an assessment of risk, the Service will:

- Focus on dispatching officers where an immediate response is necessary for personal safety, or where there is an immediate investigative need.
- Provide enhanced options for the public to report non-emergency situations, including on-line, through smart devices, over-the-phone, by appointment at a police station, and by employing civilian members to follow up on certain non-emergency reports.
- Refer appropriately designated non-policing situations to other city departments or organizations that, through their own mandates, are better suited to respond.

As part of this shift, some existing services, including the School Crossing Guard Program and the Lifeguard Program at Toronto beaches, will be transferred to other entities.

We are also recommending an overhaul of the Paid Duty system, with a risk-based model to ensure that off-duty police officers are only utilized in a paid duty capacity where the skills, authorities and training of a police officer are necessary. Related to this recommendation, the Task Force also strongly supports the City of Toronto's request to the Government of Ontario to allow it to create municipal traffic wardens.

3 ACCESS TO SERVICES

The new service model includes a redesign of the current map of 17 Divisions to better meet the needs of our large complex city. This will include fewer Divisions, with boundaries that better align with Toronto's 140 neighbourhoods and also with the planning and service boundaries of city departments, community-based organizations, and agencies. Some staff will be redeployed to other priorities and some management and supervisory positions will be eliminated. There will be capital cost savings, as well as the re-purposing of funds. Buildings and land currently used by the Service will be returned to the City of Toronto. The enhanced use of modern technology will give residents better access to police information and services.

4 SUSTAINABILITY + AFFORDABILITY

The modernized Service will demonstrate value and make the most of every dollar. To date, the Task Force has identified \$100 million in reductions and savings to the Service's operating budget over the next three years. This figure includes \$60 million over the next three years, beginning in 2017, as a result of a carefully managed moratorium on hiring, and promotion between ranks for officers and civilians. During this period, there will be some critical situations where the hiring or filling of vacant positions may be necessary. This moratorium will allow the Service to ensure that it has the right type and number of members for the new service delivery model and the leanest possible management structure.

The proposed reduction also includes \$30 million in identified savings through alternative service delivery or shared services over the next three years that we must confirm, plus a commitment to a further \$10 million at a minimum over the same period. Additionally, the buildings and land to be returned to the City of Toronto have a potential value of up to \$72 million.

In the months leading up to our final report, we will continue to look for responsible measures that can yield additional reductions, savings, and real estate returns.



Photo Credit: Toronto Star

5 CULTURE CHANGE

Culture change is the essential underpinning of our vision and the enabler of all our recommendations. Success will only be possible by creating a culture that reflects and embraces the vision and embeds the principles of trust, active accountability, partnerships, transparency, inclusiveness and collaboration, as well as sustainability and affordability. Success will also require training that equips Service members to be effective partners with all communities and to have a positive impact on deeper challenges, such as social inequality, poverty, inequality of opportunity, discrimination, and systemic racism.

In our final report, we will provide more details on a comprehensive culture change and human resources strategy that includes a framework for innovation, a robust talent management strategy, and immediate changes to training. It will also include benchmarks and metrics that enable culture change to be measured and reported on, incorporating the insights and perceptions of the public.

Towards a Final Report

As emphasized throughout, this is an interim report. Its primary purpose is to describe our community-centred vision of a modern Toronto Police Service and, through our interim recommendations, to begin to define the path forward. In our final report, we will expand on our interim recommendations and also present many other recommendations that we are still actively studying. Additionally, we will provide more information about proposed savings and budget reductions, as well as details about the smart investments in people, training, and technology that will be required to support the community-centred service delivery model.



Consultation

Input from the public and Service members is a critical part of the next phase of our work. The Task Force will hold public consultation meetings across the city over the summer months and into September. The schedule for these meetings will be announced shortly after the release of the interim report and will be posted on <http://www.tps.on.ca/TheWayForward>. There will also be a mechanism for online feedback which will be posted on <http://www.tps.on.ca/TheWayForward> beginning later in the summer. The consultation process with Service members will begin with a series of information sessions in September and early fall. These sessions will be organized by rank and civilian classification in order to allow for discussion among peers. They will not only provide members with the opportunity to comment on our recommendations, but also encourage them to share their insights into how these recommendations can be expanded, implemented or improved upon for our final report.