



STAFF REPORT ACTION REQUIRED

City-Wide Security Plan – ABC Comparator Information

Date:	September 2, 2008
To:	Budget Committee
From:	City Manager
Wards:	All
Reference Number:	P:\2008\Internal Services\F&re\Bc08080F&re – (AFS #7333)

SUMMARY

As part of the 2007 Operating Budget, the City Manager was asked to report on a City-wide security plan prior to the 2008 Operating Budget process. This report, titled “City-Wide Security Plan”, was submitted to the February 11, 2008 Budget Committee. The report described the Corporate Security framework and the details of the required improvements and enhancements to produce a City-wide security plan to be completed and reported to City Council in the fall of 2008.

Budget Committee on February 11, 2008 directed that, “Staff report to the Budget Committee in July 2008 on the comparator information and options utilized by other major cities, and staff report on the framework and implementation as they relate to ABC’s”.

Staff contacted a number of major cities in North America. Although the configurations of Agencies, Boards, and Commissions (ABC’s) varied greatly, staff have provided a profile of which major ABC functions are secured by the Corporate Security Unit of each city directly. With this benchmarking, this report also provides recommendations on the security framework and implementation for the City of Toronto’s ABC’s.

RECOMMENDATIONS

The City Manager recommends that:

1. Consultations occur with Agencies, Boards, and Commissions without dedicated security management, such as the Arena Boards, Arts and Heritage Organizations, and Board-run community centres and facilities, to determine if the City can provide more effective security.
2. All Agencies, Boards and Commissions with dedicated security management, such as Exhibition Place, the Toronto Parking Authority, the Toronto Transit Commission, and the Toronto Zoo be requested to review and apply the security framework and report to their respective Boards regarding their own security plans by the end of 2008.
3. The Corporate Security Unit coordinate the establishment of a City-wide Security Workgroup, comprised of representatives from the ABC's, for the purpose of the effective implementation of the Corporate Security framework and the enhancement and effectiveness of City-wide security through information sharing.

Financial Impact

There are no new financial requirements emanating from this report.

DECISION HISTORY

On March 31, 2008, Toronto City Council amended and approved a February 4, 2008 report from the City Manager entitled "City-Wide Security Plan". Recommendation c) of this report directed "Staff report to the Budget Committee in July 2008 on the comparator information and options utilized by other major cities, and that staff report on the framework and implementation as they relate to ABCs".

ISSUE BACKGROUND

This interim report at the direction of Budget Committee to "report on the comparator information and options utilized by other major cities, and the framework and implementation as they relate to ABC's" will be followed in the fall of 2008 with a full report on the City-wide Security Plan.

COMMENTS

A number of large Canadian and American cities were contacted for comparison information related to the security management of Agencies, Boards, and Commissions. responses were received from the Canadian cities of Ottawa, Mississauga, and Vancouver and the American cities of Los Angeles and Chicago.

The comparison chart below indicates with a yes or no if that city's Corporate Security Unit provides direct security management of those classifications of facilities. Only two cities contacted had city-owned zoos.

City	Art Centres	Libraries	Parking Authority	Police Stations	Transit	Zoo
Mississauga	Yes	Yes	No	No	Yes	N/A
Ottawa	Yes	Yes	Yes	Yes*	No	N/A
Vancouver	Yes	Yes*	No	No	No	N/A
Chicago	Yes	Yes	No	No	No	No
Los Angeles	Yes	Yes	No	No	No	Yes
Toronto	Yes	No	No	No	No	No

* Security system management only.

It is apparent from the comparisons of the represented major cities that art centres and libraries are secured by each city's Corporate Security Unit. It is also apparent that public parking lots, police stations and transit systems are typically stand-alone from each city's Corporate Security Unit. As only two of the cities polled had zoos, and in only one of those the Corporate Security Unit had responsibility, there is no clear consensus for security responsibility.

Of the five cities represented, only two of these cities had formal City-wide security plans approved by their city's Council. The other three cities either have no city-wide plan or have only had the plan approved by senior staff.

For the purpose of benchmarking security, the city most closely resembling the City of Toronto is the City of Los Angeles (estimated population of 3.8 Million). In 2003, Council members introduced a proposal to create a Corporate Security Unit (the Office of Public Safety) by merging the City's various security services into one centralized division under the Department of General Services. At the time, several non-proprietary departments, including the Library, Zoo, Recreation and Parks, the Convention Center and General Services each had independent security sections. The City reports that it has realized efficiencies by combining security functions, and has standardized training, improved response times and increased accountability.

Based on the comparator information and discussions with Corporate Security management for the benchmarked cities, it is recommended that Agencies, Boards and Commissions that do not have dedicated security management have their security reviewed by the Corporate Security Unit of the City of Toronto to determine if the Corporate Security Unit can provide more effective security. No security management changes are recommended for ABC's that already have dedicated security management.

Centralized security management will:

- a) provide an appropriate, consistent baseline standard of security for all employees, visitors, and assets;
- b) allow existing and future security resources to be properly coordinated, shared and responsive to those areas in demonstrated need according to threats, thus augmenting the overall level of security;
- c) have consistent standard of reporting security incidents in order for appropriate documentation, investigation and follow-up to occur; and,
- d) allow applicable operations to focus on the delivery of their core services.

In the case of ABC's without any dedicated security management, the lack of coordinated security resources may create additional risks to people and public assets. To prevent this, it is recommended that consultations occur with the ABC's that have no dedicated security management such as the Arena Boards, Arts and Heritage Organizations, and Board-run community centres and facilities. Those consultations will determine how the City can provide more effective security with the Corporate Security Unit assuming security management for these ABC's.

In the case of ABC's such as Exhibition Place, the Toronto Parking Authority, the Toronto Transit Commission, and the Toronto Zoo, these ABC's have unique operational, physical, and legislative security requirements, as well as, for the most part very defined property limits which caused the need for their own security management. These ABC's mostly align with the benchmarks from similar types of facilities in other cities.

To provide optimized standardization, it is recommended that Agencies, Boards, and Commissions with their own dedicated security management review and apply the Corporate Security framework and report to their respective Boards regarding their own security plans by the end of 2008.

While there exists informal dialogue and information sharing between Corporate Security and the security representatives of the ABC's, there are opportunities for the formal enhancement of the relationship. The security of the City as a whole would benefit from the implementation of a City-wide Security Workgroup coordinated by the Corporate Security Unit with the goal of implementing the Corporate Security framework and enhancing overall security effectiveness through information sharing. This forum will also provide an opportunity for improved, coordinated communication and planning with the Toronto Police Service.

Future Report

This report provides the comparator information and options utilized by other major cities and reports on the framework and implementation as they relate to ABCs. Further information will be tabled in the fall report on the City-wide Security Plan.

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SIGNATURE

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